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Operational matters – Country strategic plans

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Draft Mali country strategic plan (2020–2024)

Duration	1 January 2020–31 December 2024
Total cost to WFP	USD 525,128,912
Gender and age marker*	3

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

Executive summary

In Mali, the combined effects of frequent drought and increased insecurity have contributed to a progressive deterioration of livelihoods. Beyond recurrent natural and human-caused shocks, other key challenges include high demographic growth, widespread poverty and underemployment and the degradation of the agro-ecological resource base.

While the large scale displacements that occurred during the 2012–2013 crisis are over, on average 3.6 million people – 18 percent of the population – are food-insecure each year. Malnutrition in its various forms exacts a high human and economic toll – the estimated annual loss in productivity due to malnutrition is equivalent to more than 4 percent of gross domestic product.

Under the country strategic plan, WFP will maintain the capacity to respond to emergency needs while it increases its focus on developing government emergency response and preparedness capacity and fostering increased resilience. This is consistent with the humanitarian–development nexus approach and will be aligned with – and informed by – the Government's development plan and the United Nations Sustainable Development Cooperation Framework for Mali.

The quality and effectiveness of resilience-oriented activities will be enhanced by implementing them as part of an integrated package, targeting the same people over a sustained period of time.

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Partnership with other actors and government leaders at the local and national levels will be key to success, as will linkages to other sectors.

The country strategic plan was designed in consultation with the Government, donors and key partners and was informed by a 2017 zero hunger strategic review and evaluation findings. It seeks to achieve the following interrelated strategic outcomes:

- Crisis-affected people in targeted areas, including refugees and internally displaced persons, are able to meet their basic food and nutrition needs during and in the immediate aftermath of crises;
- School-age girls and boys in targeted areas have increased current and future resilience and access to education while meeting their basic food and nutrition requirements during the school year;
- Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls have improved nutritional status throughout the year;
- Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year;
- By 2030, national institutions and entities have strengthened capacities to manage food security, nutrition and social protection policies, programmes and interventions in support of zero hunger; and
- Humanitarian partners in Mali have access to common services that enable them to reach and operate in crisis-affected areas throughout the year.

The country strategic plan will promote equity by focusing on the most vulnerable segments of society, addressing their specific needs and supporting the empowerment of women. It will be implemented in a conflict-sensitive manner, with protection and accountability to affected populations being mainstreamed throughout. Activities will be implemented in a nutrition-sensitive manner, with an emphasis on multisector packages of complementary activities.

The strategic outcomes will advance Sustainable Development Goal 2 while developing synergies with Sustainable Development Goals relating to poverty (1), health (3), education (4), gender equality (5) and ecological limits and degradation (13, 14 and 15). All strategic outcomes also contribute to varying degrees to Strategic Result 5 on capacity reinforcement (Sustainable Development Goal Target 17.9) and peace and inclusion (Sustainable Development Goal 16).

Draft decision*

The Board approves the Mali country strategic plan (2020–2024) (WFP/EB.2/2019/8-A/5) at a total cost to WFP of USD 525,128,912.

* 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. Mali is a land-locked, low-income Sahelian country with a population of 19.1 million.¹ Demographic growth is projected at 3 percent until 2030;² nearly half of the population is under 15. It ranks 182nd of 189 countries on the Human Development Index of the United Nations Development Programme (UNDP).³
2. In 2012, a rebellion in the north of the country was taken over by non-state armed groups, culminating in a political crisis and coup. This led to international involvement and the deployment of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) in 2013. While the 2015 Algiers peace agreement ended armed conflict and ensured the installation of interim authorities in affected areas, insecurity remains high.⁴
3. Marginalization and limited access to services and opportunities, combined with inter-communal conflict, have contributed to the expansion of non-state armed groups, illicit traffic and extremism. In recent years, insecurity has spread from the sparsely-populated north of the country into its more densely populated centre, which accounts for a significant portion of agricultural production. Conflict has also affected trade flows and market integration within the country and across borders. Competition over the control of trade routes has sparked additional conflict.
4. Population movements due to insecurity have increased significantly, as has the duration of displacement. By the end of 2018 there were more than 120,000 internally displaced people (IDPs), more than half of them women, while nearly 139,000 Malians are refugees in other countries.⁵ Humanitarian access remains a challenge in much of Central and Northern Mali. Protection risks, including gender-based violence, are rising.
5. The combination of climate change, armed violence, widespread insecurity and weak state presence has contributed to a progressive deterioration of livelihoods and food security. Since the 2012 crisis, an average of 3.5 million people have required humanitarian assistance each year.⁶ While this primarily relates to food insecurity associated with production shocks, conflict and insecurity play an increasing role.

¹ UNFPA. 2018. *World Population Dashboard*. <https://www.unfpa.org/data/world-population-dashboard>.

² Ministry of Economy and Finance. 2018. *Rapport de diagnostique Stratégique*. (Not available online.)

³ UNDP. 2018. *Human Development Indices and Indicators: statistical update, 2018*. <http://hdr.undp.org/en/2018-update/download>.

⁴ The ACLED Sahel conflict overview revealed that fatalities from attacks targeting civilians between November 2018 and March 2019 were 300 percent higher than during the same period in 2017/18. <https://www.acleddata.com/>.

⁵ United Nations High Commissioner for Refugees. 2018. *Operational portal refugee situations: Mali Situation*. <http://data2.unhcr.org/en/situations/malisituation>.

⁶ United Nations Office for the Coordination of Humanitarian Affairs. *Humanitarian Response Plan 2012–2019*. <https://www.humanitarianresponse.info/en/operations/mali/document/mali-plan-de-r%C3%A9ponse-humanitaire-janvier-decembre-2019>.

1.2 Progress towards Strategic Development Goal (SDG) 2

Targets

6. *Access to food (SDG target 2.1):* Mali ranks 90th of 119 countries on the Global Hunger Index.⁷ Over the past five years an average of 3.6 million people – 18 percent of the total population – were food-insecure⁸ of which 600,000 were severely food insecure.⁹ In a recent survey 43 percent of respondents reported that they occasionally or frequently lacked sufficient food, while 92 percent identified food insecurity as the primary indicator of poverty.¹⁰
7. Aggregate national production of cereals, meat and dairy products is usually adequate to meet national consumption demand. However, limited market integration, differences in purchasing power and consumption preferences and cross-border trade often result in localized gaps in food accessibility and availability. The limited market access and participation of smallholder producers and a lack of access to storage contribute to these gaps.
8. Food insecurity is more than 50 percent higher among households headed by women than those headed by men.¹¹ Diversification of food consumption is low. Access to nutritious food is constrained by low incomes and fluctuating food prices, with a nutritious diet being up to twice as expensive as one that covers energy needs only.¹²
9. Food insecurity varies seasonally, with predictable peaks in the period preceding the main cereal harvest for farmers (from June to September) and the availability of pasture and water for pastoralists (from March to June). Widespread drought occurs every few years, bringing the lean season forward by several months. During these periods the physical demands associated with agriculture and livestock are also high, adding to the mismatch between energy requirements and food access.
10. Food insecurity varies geographically, with the north and centre being particularly affected. Between 2015 and 2019 the average number of severely food insecure people was estimated at 80,000 in the Gao region, 100,000 in Timbuktu region and 160,600 in the more densely populated Mopti region. The situation in Mopti has deteriorated sharply over the past two years, with the projected number of food insecure people from June to August 2019 being 36 percent above the 2014–2018 average.¹³
11. *End malnutrition (SDG target 2.2.):* Malnutrition in its various forms exacts a high human and economic toll. During the last five years, undernutrition accounted for 34 percent of all infant deaths in Mali. A cost of hunger study carried out in 2018 estimated the annual loss

⁷ 2018 Global Hunger Index Results: Global, Regional and National Trends. <https://www.globalhungerindex.org/results/>.

⁸ Cadre Harmonisé 2015–2019 trends. Cadre harmonisé data are available on the website of the Permanent Interstate Committee on Drought Control in the Sahel (<http://www.cilss.int/>).

⁹ Phase 3–5 of the Cadre harmonisé 2015–2019 trends. *Ibid.*

¹⁰ Ministry of Economy and Finance. 2018. *Mali a Batir – Rapport de l'enquête diagnostic de la société malienne*. (Not available online.)

¹¹ Système d'Alerte Précoce du Mali (Mali early warning system), Institut national de la statistique. 2018. *Rapport de synthèse: Enquête nationale de la sécurité alimentaire et nutritionnelle*. <https://www.wfp.org/content/mali-enquete-nationale-sur-la-securite-alimentaire-et-nutritionnelle-ensan-mali-septembre-20>.

¹² Cellule Nationale de Nutrition. 2019. *Cout de l'alimentation nutritive, resultats preliminaires 2019*. (Not available online.)

¹³ Cadre Harmonisé 2015–2019 trends. Cadre harmonisé data are available on the website of the Permanent Interstate Committee on Drought Control in the Sahel (<http://www.cilss.int/>).

- in economic productivity due to malnutrition at USD 445 million, equivalent to a reduction of 4 percent in gross domestic product (gross domestic product).¹⁴
12. The prevalence of global acute malnutrition among children aged 6–59 months remains stable and high, affecting more boys than girls. The most recent survey¹⁵ estimates the national rate at 10 percent, equal to the “serious” threshold defined by the World Health Organization. Acute malnutrition rates are often high in regions affected by conflict, lack of access to basic services and high levels of food insecurity (14.2 percent in Gao, 13.5 percent in Timbuktu and 13.5 percent in Menaka). There are also significant seasonal variations.
 13. Chronic malnutrition is a significant public health problem. The prevalence of stunting stands at 24 percent for children under 5, with rates as high as 29 percent in Sikasso.¹⁶ There are significant pockets of chronic malnutrition in the south, where issues related to water, sanitation and feeding practices are thought to be causal factors.
 14. Infant and young child feeding practices remain inadequate, with only 40 percent of women engaging in exclusive breastfeeding. Only 8 percent of children aged 6–23 months receive a diet adequate in terms of quality and quantity. Sanitation is a concern. A 2018 demographic health survey showed that 17 percent of children under five had been affected by diarrhoea in the two weeks preceding the survey.
 15. Micronutrient deficiencies are also an issue. Nationally, an estimated 82 percent of children under 5 and 63 percent of women age 15–49 suffer from anaemia.¹⁷ Early marriage and pregnancy contribute to negative intergenerational cycles – in a 2019 survey, 31.6 percent of girls aged 15–19 had already had at least one pregnancy.¹⁸
 16. *Smallholder productivity and incomes (SDG target 2.3):* Subsistence production – involving agro-silvo-cultural activities in the south, pastoralism in the north and agro-pastoral activities in the centre and the Sahelian belt – accounts for the bulk of employment.¹⁹ Agriculture is mainly rain-fed, with one growing season per year. Mechanization and intensification are uncommon, with 90 percent of households using traditional low-input methods and cultivating less than five hectares.
 17. Women, 78 percent of whom live in rural areas, are at a disadvantage regarding access to land, financial services, training and markets. They account for 70 percent of food production²⁰ but hold only 10 percent of land use rights and 8 percent of land ownership titles.²¹ Women are also heavily involved in unpaid household work.

¹⁴ Ministry of Economy and Finance. 2018. *Cost of Hunger*.

<https://www.humanitarianresponse.info/fr/operations/mali/document/le-co%C3%BBt-de-la-faim-en-afriquecoha-mali>.

¹⁵ Institut national de la statistique. 2017. *Enquête Nationale Nutritionnelle et de Mortalité Rétrospective suivant la méthodologie SMART*. <http://www.instat-mali.org/index.php/publications/conditions-vie-societe/enquete-smart> (the 2018 SMART has still not been published by INSTAT but has by FSC:

https://fscluster.org/sites/default/files/documents/rapport_final_smart_septembre_2018_mali.pdf).

¹⁶ *Ibid.*

¹⁷ Institut national de la statistique. 2019. *Sixième Enquête Démographique et de Santé au Mali 2018* <http://www.instat-mali.org/index.php/publications/conditions-vie-societe/sante>.

¹⁸ *Ibid.*

¹⁹ Gouvernement du Mali, Document de Priorités Résilience Pays 2017. *Mali Priorités Résilience Pays*. (Not available online.)

²⁰ Centre d'études africaines et de recherches interculturelles. *La femme rurale du Mali*. <http://www.ceafri.net/site/spip.php?article98>.

²¹ WFP and UN-Women. 2017. *Gender, Access and Use of Credit, Capital and Insurance Services in Mali: VAM Gender and Market Study #10*. <https://docs.wfp.org/api/documents/WFP-0000100869/download>.

The combination of these factors constrains their earnings and decision-making power within their households.

18. *Sustainable food systems (SDG target 2.4)*: Agricultural intensification and diversification are limited, with little integration between the subsistence and large-scale commercial sectors. Smallholder yields are low and variable due to poor soil fertility and rainfall. Financial and other constraints along the value chain lead most farmers to sell their produce shortly after harvest, when prices are typically at their lowest.
19. Limited storage and processing capacity contributes to high food losses, ranging from 21 percent for cereals to 66 percent for fruits and vegetables. This has a particular impact on women, as they are disproportionately active in the cowpea, vegetable and milk value chains, where losses are high.²²
20. Land degradation, due to a combination of land use practices, population growth and marginal rainfall, is a significant constraint. While about 60 percent of the population lives on degraded land,²³ nearly half of the cultivated land is worked without the use of fertilizer.²⁴ Competition over limited resources has contributed to intercommunal conflict as traditional arrangements for sharing access have not easily been adapted to changing circumstances.

Macroeconomic environment

21. The economy is undiversified, with the primary sector accounting for 80 percent of employment and 38.5 percent of gross domestic product (GDP). Cotton accounts for 80 percent of export earnings, although gold is also an important source.
22. Following a sharp drop after the 2012 crisis, real GDP growth reached 6.5 percent between 2014 and 2015 before declining to 5.8 percent in 2016 and 5.5 percent in 2017. Medium-term growth, projected at 5 percent, could be adversely affected by the security situation or by shocks such as drought or unfavourable commodity prices.²⁵

Key cross-sectoral linkages

23. *Poverty (SDG 1)*: The poverty rate rose from 43.7 percent in 2010 to 44.9 percent in 2017. Poverty rates in rural areas exceed those in urban centres (53.6 percent against 32.9 percent) and are highest among farmers (57 percent). Public expenditures on social protection account for 5.1 percent of GDP and are primarily oriented towards social security/assurance, which primarily covers formal sector workers. Only about 22 percent of Malians are covered by social protection programmes.²⁶ Social safety nets account for just 0.6 percent of GDP and are generally concentrated in the more stable areas.²⁷

²² WFP. 2018. *Genre, Marchés et Autonomisation des Femmes dans la Région du Sahel: Analyse Comparative du Mali, Niger et Tchad (Gender, Markets and Women's Empowerment in the Sahel Region)*. <https://www1.wfp.org/publications/gender-and-markets-initiative-west-and-central-africa-country-case-studies>.

²³ Oxford Policy Management. 2017. *Étude de cas — les approches régionales pour combattre l'insécurité alimentaire dans le Sahel et la contribution de la protection sociale*. <https://www.opml.co.uk/files/Publications/a0408-shock-responsive-social-protection-systems/opm-case-study-2017-srsp-sahel-french.pdf?noredirect=1>.

²⁴ Institut national de la statistique. 2016. *Annuaire statistique du Mali 2016*. http://www.instat-mali.org/contenu/pub/anuaire16_pub.pdf.

²⁵ World Bank. *The World Bank in Mali*. <https://www.worldbank.org/en/country/mali/overview>.

²⁶ Ministry of Economy and Finance, in its 2018 "Rapport de diagnostic Stratégique" raise the low coverage. (Not available online.)

²⁷ World Bank. 2018. *Social Protection Financing Diagnostics for Mali*. <http://documents.worldbank.org/curated/en/985841538026714629/Social-Protection-Financing-Diagnostics-for-Mali>.

24. *Gender (SDG 5)*: Mali ranks 157th of 159 countries on the UNDP Gender Inequality Index. Despite legal measures to assert gender equality and prohibit discrimination and violence, gender inequalities remain high and have a significant impact on the well-being of women. An estimated 60.8 percent of women participate in the labour force, compared with 82.5 percent of men. This has a direct impact on economic growth, as women who are not participating in the economy cannot contribute to production and growth.
25. *Health (SDG 3)*: Life expectancy at birth is estimated at just under 58 years as of 2016.²⁸ The mortality rate for children under 5 is 74.5 per 1,000 births. The maternal mortality rate is 587 per hundred thousand live-births. HIV prevalence is 1.2 percent.²⁹
26. *Education (SDG 4)*: Mali ranks 154th of 157 countries on the World Bank's Human Capital Index. While 78.2 percent of school-age boys and 66.1 percent of girls are enrolled in primary schools, only 48.3 percent complete the primary school cycle.³⁰ In some areas of the country less than 36 percent of enrolled children are girls, one of the widest gender gaps in the world.³¹ The adult literacy rate for women is only 57 percent of that for men.³² This is unlikely to improve in the short term – insecurity has resulted in the closure of a large number of schools,³³ particularly in Central Mali.
27. *Climate action (SDG 13)*: Climate change is expected to increase local temperatures, the variability of rainfall and the frequency of extreme weather events, with direct impact on livelihoods and food security. Mali ranks 166th of 181 countries on the ND-GAIN index: it is extremely vulnerable to climate change (173rd rank), but unready (153rd rank) to address its impacts.³⁴

1.3 Hunger gaps and challenges

28. The 2018 zero hunger strategic review, the 2017 national food and nutrition security policy and the 2017 country resilience priority plan identify a range of challenges and gaps. In addition to natural and human-caused shocks, challenges include widespread poverty and underemployment, the limited potential of traditional livelihoods to meet evolving aspirations and the combined effect of degradation of the resource base and population growth. Sectoral policies are in place with respect to agriculture, food security and nutrition, but implementation has been limited.
29. Social protection systems remain limited in scope and coverage. Most of the response to food insecurity and displacement is provided by the international community, although the Government plays a significant role in coordination and planning. Challenges to increasing the Government's response capacity include a lack of clarity in institutional roles and responsibilities, limited ability to mobilize funds and gaps in analysis, implementation, monitoring and targeting.

²⁸ World Bank. 2019. *World Development Indicators*. <https://datacatalog.worldbank.org/dataset/world-development-indicators>.

²⁹ UNAIDS. *UNAIDS Data 2018*. <https://www.unaids.org/en/resources/documents/2018/unaids-data-2018>.

³⁰ Ministère de l'Éducation Nationale, 2018. *Annuaire national des statistiques de l'enseignement fondamental 2016-2017*, p. 121. (Not available online.)

³¹ *Ibid.*, pp. 49–66.

³² UNDP. 2018. *Human Development Reports: 2018 Statistical Update*. <http://hdr.undp.org/en/2018-update/download>.

³³ Education Cluster, 2019. *Situation des écoles fermées en avril 2019*. (Not available online.)

³⁴ Notre Dame Global Adaptation Initiative. *ND-Gain Vulnerability Index*. <https://gain-new.crc.nd.edu/ranking/vulnerability>.

1.4 Key country priorities

Government

30. The Government framework for economic recovery and sustainable development for 2019–2023 identifies food and nutrition security as a priority. It reflects the African Union's Agenda 2063, which calls for the pursuit of climate-smart agriculture and food security. A range of sector-specific strategies and documents address food insecurity and malnutrition.
31. The scale-up of social protection is viewed as an important step towards achieving zero hunger in the zero hunger strategic review, the national food and nutrition security policy and the country resilience priority plan. The Government is currently developing a social protection floor and plans to extend coverage by the national safety net programme into the centre and the north of the country, developing a more structured articulation with shock-responsive interventions and implementing conditional transfers linked to the labour-intensive creation of assets.

United Nations and other partners

32. United Nations interventions in Mali are framed by the United Nations integrated strategy for the Sahel and the United Nations Sustainable Development Cooperation Framework for 2020–2024. WFP actively contributed to the design of the Cooperation Framework, due to be signed by October 2019. The development-oriented outcomes in the CSP are fully aligned to the draft outcomes of the Cooperation Framework results matrix and will contribute to achieving its objectives. These, along with the United Nations' integrated strategic framework for 2019–2021, define the United Nations' strategy and priorities in Mali with respect to the humanitarian, peace and development agendas.
33. There are other issue-specific coordination mechanisms, such as the Humanitarian Response Plan, which is the vehicle for coordinating humanitarian assistance in response to shocks. The United Nations Scaling Up Nutrition network formalizes the commitment on nutrition, with an emphasis on multisectoriality, private sector engagement and the scaling up of proven nutrition interventions.

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

34. The current transitional interim country strategic plan (T-ICSP) began in January 2018 and has been extended through the end of 2019 to allow alignment with the Government framework for economic recovery and sustainable development and the United Nations Sustainable Development Cooperation Framework. A number of analytical studies and evaluations have informed both the implementation of the T-ICSP and the formulation of the country strategic plan (CSP).
35. A country portfolio evaluation covering 2013–2017³⁵ highlighted WFP's coherent response to needs and its added value with respect to cash-based transfers (CBTs) and the supply chain. It recommended improving understanding of the root causes of food insecurity and malnutrition and developing enhanced analytical tools and using them to improve geographical targeting. Other recommendations included leveraging new technologies to enhance impact, improving the implementation and monitoring of asset creation activities, preparing for the handover of school meals and nutrition

³⁵ WFP. 2018. *Summary report on the evaluation of the Mali country portfolio (2013–2017)*. https://docs.wfp.org/api/documents/b42cc7fc5a7f420bba1fc5566666bd4a/download/?_ga=2.24698109.651847928.1562075847-1176071542.1560495944.

- programmes to the Government and developing an evidence-based operational strategy (including gender analysis).
36. Lessons learned from the 2018 Sahel shock response³⁶ centred on the importance of a harmonized methodology for the choice of transfer modalities among humanitarian actors, the monitoring and evaluation system and strengthening gender and protection data analysis, as well as the need for reinforced coordination and collaboration on emergency preparedness.
 37. An impact evaluation of nutrition interventions in the Sahel³⁷ found that unconditional resource transfers allowed households to maintain and increase expenditure on both food and non-food items and increased dietary diversity. It also identified synergies between interventions, with nutrition interventions having more impact when households received more than one form of assistance.
 38. An evaluation of a joint Food and Agriculture Organization of the United Nations (FAO) and WFP resilience programme in Northern Mali³⁸ recommended improving gender analysis to better inform design and implementation, increasing the use of shared management and monitoring approaches, strengthening coordination between FAO and WFP and with decentralized authorities and maintaining sustained investment in targeted locations.
 39. These recommendations were reinforced by the results of a cost-benefit analysis of WFP's food assistance for assets programme,³⁹ which also highlighted the positive impact of combined assets on production, revenue (particularly for women), diversification, seasonal migration and intercommunal disputes over the use of land.
 40. A case study on the impact of CBTs on women's empowerment and gender equality⁴⁰ documented the protective and preventive effects of this form of assistance. It also recommended engaging both women and men in efforts to change gender roles.
 41. In 2018, a humanitarian access mission resulted in recommendations and guidance on achieving and maintaining direct access for purposes of targeting, delivering assistance and monitoring. Accountability to affected populations, community engagement, clear communication with stakeholders and principled assistance are among the areas in which measures are needed to enhance and sustain humanitarian space.
 42. In 2019, two additional studies provided insights and guidance on how WFP can enhance the conflict-sensitivity of its programme:
 - Preliminary recommendations from a study on impact of resilience interventions on social cohesion include promoting continued collaboration between communities and local administrations, regular oversight and monitoring of activities, capacity building

³⁶ Groupe URD. 2019. *Rapport de capitalisation, Sahel Shock Response au Mali. Leçons apprises de la réponse d'urgence du PAM et de ses partenaires à la crise alimentaire et nutritionnelle saisonnière au Mali en 2018.* <https://www.urd.org/fr/publication/sahel-shock-response-2018-au-mali-rapport-de-capitalisation/>.

³⁷ International Initiative for Impact Evaluation. 2018. *Synthesis of impact evaluations of the World Food Programme's nutrition interventions in humanitarian settings in the Sahel.* <http://www.3ieimpact.org/sites/default/files/2019-01/WP31-Synthesis-WFP-nutrition.pdf>.

³⁸ WFP/FAO 2018. *Rapport final de l'évaluation conjointe FAO/PAM du projet « Appui à la résilience des populations vulnérables au nord du Mali.* (Not available online ; publication pending.)

³⁹ WFP 2018. *Evaluation des Impacts (Cout/Bénéfices) des activités Food For Assets (FFA) au Mali.* January 2019. (Not available online ; publication pending.)

⁴⁰ WFP. 2017. *The potential of cash-based interventions to promote gender equality and women's empowerment: A multi-country study.* <http://www.cashlearning.org/downloads/wfp-0000102755.pdf>.

for community actors and administrations and exploring new methods for targeting those furthest behind.⁴¹

- A Mali-specific case study carried out by the Stockholm International Peace Research Institute, undertaken as part of a global knowledge partnership on how WFP contributes to improving prospects for peace,⁴² highlighted the potential for strengthening links and building evidence between food and nutrition security, social cohesion and peace.

2.2 Opportunities for WFP

43. WFP is the largest provider of CBTs and food in Mali. Its substantial field presence, particularly in the north and centre of the country, makes it well placed to respond to the needs of the areas and populations that are furthest behind. WFP is also well positioned to contribute to implementation of the humanitarian–development nexus approach, through its involvement in humanitarian response, its work on resilience and its experience in supporting participatory planning at the decentralized and community level.
44. The CSP presents an opportunity to inform and strengthen the integration of food security and nutrition into the nascent social protection system.⁴³ The response to conflict-related displacement is already implemented in collaboration with government services responsible for social protection. The Government has also approached WFP regarding potential collaboration on a package of measures for preventing malnutrition and conditional transfers associated with labour-intensive asset creation.
45. Application of technology and other innovations can increase WFP's efficiency and effectiveness and extend its reach and capacity. Technology has increased the timeliness of data collection and analysis, facilitating access to hard-to-reach areas and allowing beneficiary feedback. Thematic research is being used to improve project design and implementation.
46. Multisectoral and multi-actor interventions present opportunities to harness synergies between programmes. One example is the development of a joint strategy on SDG 2 by the United Nations Children's Fund (UNICEF), FAO and WFP. This will also be significant with respect to gender and protection issues.

2.3 Strategic changes

47. While response to emergency needs will remain a central focus under the CSP, particularly during its initial phase, WFP's approach involves a number of shifts for a more effective and sustainable contribution to supporting Mali in achieving zero hunger by 2030.
48. Building on partnerships at the local and national levels and clear intersectoral linkages to better address the root causes of food and nutrition insecurity, WFP will implement resilience-oriented activities within an integrated multi-year portfolio targeting the same populations over a sustained period of time.
49. There will be an increased focus on the development of a cost-effective and sustainable approach to the prevention and treatment of malnutrition, based on an improved understanding of the nutrient gap and barriers to access to nutritious food. This will include building linkages to other sectors and activities as part of a nutrition-sensitive approach.

⁴¹ Chercheurs Associés en Sociologie et Anthropologie. 2019. *Social Cohesion Study in Mali. Etude de base qualitative BMZ du PAM – Résultats préliminaires*. November 2018- January 2019. (Not available online pending finalization of the report.

⁴² Stockholm International Peace Research Institute. 2019. The World Food Programme's Contribution to Improving the Prospects for Peace in Mali. <https://www.sipri.org/publications/2019/working-paper/world-food-programmes-contribution-improving-prospects-opeace-mali>.

⁴³ Including participation in the unified social registry, subject to corporate guidance on personal data and privacy.

The security and political situation makes it critical to adopt a conflict-sensitive approach. WFP will promote participatory planning, support the credibility and legitimacy of decentralized structures and work to strengthen accountability towards those furthest behind and community acceptance. Innovative approaches aimed at facilitating direct access for both service delivery and monitoring purposes will be developed, taking a “stay and deliver” approach and seeking to identify opportunities to address potential causes of conflict.

50. Operational responsibilities and decision making will be further decentralized to the field, through the opening of a new area office in Mopti for managing operations in the north and centre of the country. WFP will implement an accountability to affected populations strategy while a complaint and feedback mechanism will be key in identifying issues and ensuring accountability.
51. An in-depth analysis will be carried out to identify practical ways in which gender inequalities and protection issues can be addressed in Mali, especially in areas affected by instability and conflict. WFP personnel and partners will be trained in the mainstreaming of protection, gender and the application of humanitarian principles.

3. WFP strategic orientation

3.1 Direction, focus and intended impact

52. WFP will promote equity and inclusion, focusing on those furthest behind. This will include efforts to progress from gender sensitive to gender responsive programmes with targeted gender transformative interventions.
53. The CSP will support WFP's nexus approach, including the transition from humanitarian to development work and the promotion of resilience. Reinforcing conflict sensitive planning and programming, WFP will ensure that humanitarian assistance is provided in a manner consistent with an eventual transition to development and that valued services are delivered in a way that reinforces social cohesion.
54. WFP's approach comprises three interconnected pillars.
55. Pillar 1 focuses on assisting shock and crisis-affected vulnerable people through an integrated and conflict-sensitive food and nutrition assistance package. This pillar includes preparedness for and response to large-scale crises and recurrent shocks more limited in scale (strategic outcome 1). Interventions include direct service delivery to beneficiaries and to other humanitarian actors involved in humanitarian response as well as support for coordination among the various humanitarian actors (strategic outcome 6).
56. Pillar 2 relates to building the resilience of individuals, households and communities by strengthening their absorptive, adaptive and transformative capacities. The shift towards recovery and development will be addressed by working with decentralized authorities in planning, budgeting and implementation. This approach can also contribute to peacebuilding. Decentralization – in terms of a transfer of responsibility to local authorities – was a major part of the peace agreement and is increasingly seen as a conflict mitigation measure in other areas.
57. In line with WFP's Sahel resilience scale-up strategy, WFP aims to support lifting the most vulnerable out of extreme vulnerability and encouraging their progressive integration into broader economic and social systems. It will include investments in human and social capital, through school feeding (strategic outcome 2) and nutrition interventions (strategic outcome 3). Livelihood and value chain support (strategic outcome 4) will be a central component, strengthening financial, physical and natural capital.
58. In more stable areas, resilience-oriented activities can be implemented concurrently with responses to shocks. In less stable areas, school meals and nutrition activities could be

implemented where underlying services are available; other activities will generally be implemented after stability improves.

59. The enabling pillar 3 will leverage WFP's expertise and operational capacity to help shape and institutionalize the emerging social protection system and reinforce national emergency response and preparedness systems (strategic outcome 5). In addition to SDGs 2 and 17, activities under this pillar will support SDG 1 and the broader development agenda to enable a national response of adequate scale. It will leverage South-South and triangular cooperation and technological innovations and invest in knowledge management and evidence generation.

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

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

60. Strategic outcome 1 focuses on maintaining adequate food consumption for vulnerable populations⁴⁴ affected by crises, including nutritionally vulnerable groups, avoiding increases in malnutrition and providing treatment to targeted individuals affected by malnutrition. WFP also aims to strengthen the overall social protection system, improving integration with the emergency response. Although this strategic outcome has a primarily humanitarian focus and falls within the framework of the Humanitarian Response Plan, in line with the nexus approach, it also reinforces the following UNSDCF strategic outcome: "By 2024, vulnerable populations have improved access to social protection services, including in humanitarian context".

Focus area

61. The focus area of this strategic outcome is crisis response.

Expected outputs

62. This strategic outcome will be achieved through the following two outputs :
- Crisis-affected beneficiaries receive timely and adequate food and cash-based transfers that meet their food requirements and stabilize livelihoods, without contributing to tensions in the case of conflict-related crises (SDG 16).
 - Crisis-affected acutely malnourished children and pregnant and lactating women and girls (PLWG), including caregivers, receive adequate and timely specialized nutritious foods and other services that prevent and treat malnutrition (WFP Strategic Result 2).

Key activities

Activity 1: Provide an integrated food assistance package to vulnerable men, women, boys and girls affected by crisis based on a needs assessment and ensure that preparedness measures are taken to support a response that is timely, effective, efficient and in line with the national safety nets strategy

63. The estimated number of individual direct beneficiaries between 2020 and 2024 includes 1,845,000 vulnerable people affected by shocks and crises.⁴⁵ Targeting of individual households is done in collaboration with communities. This is accompanied by significant investment in monitoring and other support to strengthen accountability, address protection issues and gender disparities and mitigate risk related to inclusion and exclusion errors.

⁴⁴ All references to beneficiaries should be read as including men, women, boys and girls, except where specifically limited.

⁴⁵ This is based on historical trends and takes into account the response capacity of the Government and other partners.

64. Seasonal assistance in response to production shocks is provided on an unconditional basis during the lean season. The timing and duration of support may vary based on the severity of the situation, but it is generally concentrated in the Sahelian band and in pastoral areas. Areas are targeted based on the cadre harmonisé, which also reflects the findings from bi-annual food assessments, and the response is coordinated through the Government's response plan as well as the humanitarian response plan.
65. Areas facing rapid-onset shocks will be targeted on the basis of interagency assessments. Displaced individuals are considered to be highly vulnerable and are targeted on that basis. Communities and households unable to carry out livelihood activities due to insecurity face similar challenges and will also be targeted. Monitoring of, and response to, new conflict-related displacement will involve coordination with relevant Government structures and non-governmental organization (NGO)-led rapid response mechanisms.
66. WFP will refine its targeting approach to minimize inclusion and exclusion errors. This will include reviewing the performance and credibility of approaches used by implementing partners. This will help to ensure that needs are met while avoiding perceptions of bias. Over time, WFP will progressively shift from status-based to vulnerability-based assistance.

Activity 2: Provide an integrated nutrition package including both preventive and treatment elements to vulnerable men, women, boys and girls affected by crisis based on a needs assessment

67. Preventive blanket supplementary feeding will be provided on a seasonal basis to 575,000 children aged 6–23 months and 285,000 PLWG. It will be implemented in areas where GAM rates exceed 15 percent, or where rates exceed 10 percent but are expected to deteriorate in the near future. Beneficiaries will be identified at the community level, with cooperating partners carrying out community screening and referral of malnourished children to health centres. WFP will also work with other actors to promote adequate appropriate infant and young child feeding practices.
68. Treatment of moderate acute malnutrition will target 750,000 children aged 6–59 months and 110,000 PLWG in areas where global acute malnutrition prevalence exceeds 10 percent. Beneficiaries will be screened at health centres and cooperating partners will reinforce community screening and referral to increase coverage. Treatment, including admissions and discharge, will be implemented in line with the national nutrition protocol.
69. Moderate acute malnutrition treatment will be approached as part of a continuum of care that also includes the treatment of severe acute malnutrition supported by UNICEF. A recent study has found that the treatment of moderate acute malnutrition is more cost effective compared to treating severe acute malnutrition alone.⁴⁶ WFP will also continue to support 20,480 caretakers (primarily women) of children being treated for severe acute malnutrition.

Strategic outcome 2: School-age girls and boys in targeted areas have increased current and future resilience and access to education while meeting their basic food and nutrition requirements during the school year

70. Strategic outcome 2 will help to ensure that children, especially those from the most vulnerable households, have access to education, increasing their future opportunities and enabling them to adapt to changing circumstances as working adults. It will also help improve food and nutrition security, improving health and enabling better learning. This is expected to contribute to breaking the poverty cycle. Strategic outcome 2 is aligned to the following UNSDCF strategic outcome: "By 2024, women, children, adolescents and young people have more equitable access to quality basic social services, taking into account age and gender specific needs, including in humanitarian context."

⁴⁶ Isanaka S. and others. 2019. "Cost effectiveness of community based screening and treatment of moderate acute malnutrition in Mali." *BMJ Global Health*. <https://gh.bmj.com/content/4/2/e001227>.

Focus area

71. The focus area of this strategic outcome is resilience building.

Expected output

72. This strategic outcome will be achieved through the following output :

- Targeted schoolchildren, every day they attend school, receive school meals that meet their basic food and nutrition needs (WFP Strategic Result 1) and support school enrolment (SDG 4).

Key activity

Activity 3: Provide nutritious school meals to girls and boys during the school year in targeted areas in a way that supports local markets and promotes girls' enrolment

73. Activities include providing school meals for 808,000 school-age girls and 792,000 boys as well as 250,000 take-home rations intended to encourage enrolment and retention, particularly for girls. Geographic targeting will be based on national criteria, which WFP is helping to revise. Areas where an integrated resilience package is being implemented will be prioritized. School feeding may also be implemented as part of an education sector approach, in support of the reopening of schools closed due to insecurity.
74. In line with the national strategy, the activity will be implemented primarily through CBTs. Training and support will be provided to help ensure that resources are used to provide nutritious meals. Integration with smallholder support and asset creation activities will be pursued where feasible and appropriate, including with respect to fresh foods. In-kind support will continue in areas where market conditions, management capacity or security constraints make it more appropriate. Specialized commodities – including fortified foods – could be provided at times to fill specific nutritional gaps.⁴⁷
75. Planning and implementation will be carried out in collaboration with the Ministry of Education (at the national and local levels), communities and decentralized authorities (including local school management committees). It will also have a shock-responsive and conflict-sensitive function, aimed at maintaining access to education even where the effective presence of the Government is limited and supporting the reopening of schools closed due to insecurity as soon as conditions allow.
76. Activities will also be coordinated with UNICEF and other actors within the framework of the education thematic group and the education cluster. This will include joint activities aimed at addressing infrastructure and sanitary conditions in the schools. School feeding will also be used as a platform for promoting healthy eating habits and improved nutrition and reducing gender inequalities.

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

77. Strategic outcome 3 centres on the development of cost-effective and sustainable ways to prevent chronic malnutrition and support the long-term reduction of malnutrition cases and progressive handover. WFP will adopt an approach involving three components: nutrition-specific interventions including direct transfers, social and behaviour change communication (SBCC) and support for fortification; support for nutrition-sensitive WFP and government interventions; and institutional capacity building. A Fill the Nutrient Gap study will help to identify causal linkages and inform the implementation of strategic outcome 3 and other elements of the CSP portfolio. Strategic outcome 3 is aligned to the following

⁴⁷ The development of locally produced fortified commodities is the subject of a separate activity under strategic outcome.

UNSDCF strategic outcome: “By 2024, women, children, adolescents and young people have more equitable access to quality basic social services, taking into account age and gender specific needs, including in humanitarian context.”

Focus area

78. The focus area of this strategic outcome is resilience building.

Expected outputs

79. This strategic outcome will be achieved through the following three outputs :

- Targeted children aged 6–23 months and pregnant and lactating women and girls receive cash transfers and food (including specialized nutritious foods where appropriate) that prevent malnutrition.
- Vulnerable populations, including children and pregnant and lactating women and girls, benefit from increased access to diversified and nutritious foods.
- Children age 6–59 months, pregnant and lactating women and girls and caregivers benefit from strengthened national capacities to design, implement and monitor sustainable approaches to the treatment of malnutrition. Targeted beneficiaries benefit from malnutrition prevention interventions, including social and behaviour change communication.

Key activity

Activity 4: Support the national nutrition programme to ensure the provision of preventive and curative nutrition services (including social and behaviour change communication, local food fortification, complementary feeding and capacity strengthening) to targeted women, men, boys and girls

80. WFP will focus on providing support for vulnerable groups affected by chronic malnutrition through integrated nutrition-specific and nutrition-sensitive interventions, in collaboration with the Ministry of Health, other sectoral ministries and NGO partners. Interventions will be implemented in areas targeted for multisectoral resilience packages with persistently high rates of chronic malnutrition.
81. Supplementary feeding will be provided to 150,000 PLWG and children using specialized nutritious foods, while 90,000 PLWG will receive CBTs as an incentive to use health services. Targeted populations and communities will also benefit from SBCC that increases their knowledge of healthy eating habits and adequate infant and young child feeding practices. This will be implemented through community workers or through support groups in the community. WFP will work with UNICEF and other nutrition partners to support the government in developing a standardized national SBCC package.
82. WFP will also provide technical advice and support to the private sector regarding the production and quality of fortified foods in order to increase market availability of and access to nutritious foods.⁴⁸ Finally, WFP will strengthen government capacity to plan and manage prevention and treatment programmes.

Strategic outcome 4: Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year

83. Strategic outcome 4 focuses on reinforcing the livelihoods of the most vulnerable individuals and communities, combining transfers to participants with asset creation and value chain

⁴⁸ WFP also supports the production and consumption of diversified foods as part of its support for smallholders, as well as school feeding and nutrition activities. This is a key element of the nutrition-sensitive approach.

support at the community or group level. The aim is to sustainably increase and diversify production activities. It may also be integrated with the national safety net programme, including through collaboration with public works programmes supported by other actors and using a labour-intensive approach.⁴⁹ Strategic outcome 4 is aligned to the following UNSDCF strategic outcome: “By 2024, Malian populations, particularly the most vulnerable, participate in the economy and benefit from the increased, inclusive, resilient and decent generating growth”.

84. Transfers to participants support consumption in the short term while promoting savings and investment in the medium term. Restoration and sustainable use of the natural resource base will contribute to increased sustainable production and incomes and enhanced production, while diversification of activities and market outlets will reduce risk. The participatory planning process will ensure that interventions equitably respond to local needs, priorities and the roles of women and men and benefit the community as a whole.

Focus area

85. The focus area of this strategic outcome is resilience building.

Expected outputs

86. This strategic outcome will be achieved through the following four outputs:
- Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women, receive timely and adequate food assistance for assets transfers that meet their short-term food needs while improving their resilience.
 - Targeted smallholders, especially women smallholders, and other actors along the value chain benefit from strengthened technical and operational capacities to improve food quality, strengthen market access and increase their incomes.
 - Vulnerable populations including smallholders and other actors along the value chain in targeted areas subject to recurrent shocks, especially women, benefit from other support and investments that diversify and intensify their livelihoods.
 - Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women, benefit from rehabilitated assets and other livelihood and disaster risk management interventions that improve their resilience to natural shocks, their adaptation to climate change and the sustainability of their livelihoods.

Key activity

Activity 5: Provide conditional support to food-insecure vulnerable households linked to the development or rehabilitation of productive, natural or social assets, the intensification and diversification of livelihood activities and improved access to markets, using an integrated and participatory community approach

87. The activity combines conditional transfers to food-insecure vulnerable households with investment in the creation or restoration of productive and community assets. This includes support for climate risk prevention, mitigation and management measures in addition to investments in community and market infrastructure.
88. Support for value chains through the creation and restoration of assets will be complemented with training and equipment to strengthen market access, reduce post-harvest losses and improve food quality. Linking producers to markets and developing income generation opportunities related to processing and transformation will support

⁴⁹ The emphasis would be on assuring a broad commonality of approach in terms of implementation and linkages to planning processes, although all actors would not necessarily use the same tools.

increased incomes and economic diversification. A particular focus will be placed on engaging women and young people at various points along the value chain.

89. The direct beneficiaries will include 1,350,000 food-insecure women, men, boys and girls who will receive conditional transfers and 470,000 smallholder women and men farmers. Marginalized groups, such as people living with handicaps, will be taken into account and support for women's livelihood will be context-sensitive.
90. This activity will be nutrition-sensitive and conflict-sensitive. Participatory planning and implementation, along with feedback mechanisms, will promote capacity development and ensure that the interests and needs of various groups are considered.
91. The Ministry for Agriculture, Rural Development and Livestock is the key institutional partner at the national level. Planning, implementation and monitoring at the local level will be done in collaboration with deconcentrated technical services, decentralized authorities and community organizations (including producer organizations), with support from government technical services.

Strategic outcome 5: By 2030 national institutions and entities have strengthened capacities to manage food security, nutrition and social protection policies, programmes and interventions in support of zero hunger

92. Strategic outcome 5 addresses the pursuit of the 2030 Agenda for Sustainable Development and SDG 2. WFP intends to leverage its experience and support the gradual handover of zero hunger solutions. The emphasis is on developing the capacity to design, plan, coordinate, implement and monitor policies, strategies and programmes that reduce poverty and vulnerability. Social protection programmes are an important element of this. Strategic outcome 5 is aligned to the following UNSDCF strategic outcome: "By 2024, communities manage natural resources and the environment in a sustainable way and are more resilient to the negative impact of climate change".

Focus Area

93. The focus area of this strategic outcome is resilience building.

Expected output

94. This strategic outcome will be achieved through the following output :
 - Vulnerable populations benefit from strengthened and sustainable national capacities and systems for designing, implementing, monitoring and evaluating nationally-led food security, nutrition and social protection policies and programmes.

Key activity

Activity 6: Provide a package of capacity-strengthening support to national institutions and entities on analysis and planning; coordination; policy coherence; implementation; and monitoring, evaluation, evidence creation and knowledge management in support of decision making

95. This activity supports national institutions in analysis and planning, coordination and policy coherence and implementation and monitoring. The development of capacities in these areas is key to sustaining improvements in well-being achieved under the other strategic outcomes. Knowledge management will help identify and scale up successful models and tools.
96. WFP will work with partners to support the development of nationally-owned preparedness and response capacities. This will entail strengthening the integration of the social protection, shock response and resilience-building agendas and nutrition mainstreaming.

97. WFP will ensure that the specific needs of all of the people, especially those furthest behind, including people living with HIV and women, are addressed in relevant policies and plans. WFP will also work with decentralized authorities in planning (taking community participatory planning as an entry point), implementing and delivering services. This will help strengthen its credibility, capacity and accountability to the population.
98. WFP will build on successful partnership and advocacy models that promote increased gender equality in order to increase the social impact of its interventions. This will entail a continued emphasis on capacity strengthening, including for national NGOs and community-based organizations.

Strategic outcome 6: Humanitarian partners in Mali have access to common services that enable them to reach and operate in crisis-affected areas throughout the year

99. Activities under this outcome are currently being implemented under the T-ICSP. The direct beneficiaries are humanitarian organizations, which have quick and cost-effective access to their areas of intervention. Populations in need of humanitarian assistance will be indirect beneficiaries.

Focus area

100. The focus area of this strategic outcome is crisis response.

Expected outputs

101. This strategic outcome will be achieved through the following two outputs :
- The humanitarian community benefits from improved air services that allow access to crisis-affected populations in need of life-saving assistance.
 - Crisis-affected populations targeted by humanitarian and development partners benefit from services according to identified needs, receiving timely and effective assistance.

Key activities

Activity 7: Provide United Nations Humanitarian Air Service flight services that allow partners to reach areas of humanitarian intervention

102. The United Nations Humanitarian Air Service (UNHAS) provides safe, reliable and cost-efficient transport to remote locations, ensuring access to vulnerable populations. Key partners include the national civil aviation agency, the UNHAS user group and the humanitarian country team. UNHAS will consult with the humanitarian community on an ongoing basis regarding the type and scale of air services needed, capacity requirements and the localities to be served. UNHAS works with other air operators (MINUSMA, the Directorate-General for European Union Civil Protection and Humanitarian Aid Operations and the International Committee of the Red Cross), sharing information and coordinating flight connections.

Activity 8: Provide logistics, information and communications technology, common and coordination services, as well as other preparedness interventions in the absence of alternatives, in order to support effective and efficient humanitarian response

103. This activity covers the provision of services to humanitarian partners. It can be scaled up as required in case of large-scale crises.

3.3 Transition and exit strategies

104. Planning for transition requires a sequenced approach. Given the current level of instability, flexibility will be critical. Progress will depend on the level of political commitment and fiscal space, national capacities, the policy and institutional environment, the security situation and the engagement of other development partners.

105. The strategy for transferring ownership is based on joint planning and the implementation of activities and transfers. Capacity development will be approached on a learning-by-doing basis, which will help in the identification of specific needs. Adjustments to the scale, scope and modality of interventions may be required to bring them into line with realistic expectations with respect to the Government's funding and implementation capacities.
106. The integration of shock response and resilience into the national safety net approach will be an important element in this transition strategy. This could also involve the transfer of responsibility to actors other than the national government. For example, multilateral banks could be interested in the investment component of asset creation activities once it is demonstrated that they generate positive returns.

4. Implementation arrangements

4.1 Beneficiary analysis

107. The CSP targets a total of 2,954,984 women, men, boys and girls, after accounting for overlaps between activities and between years. The distribution of beneficiaries across the various outcomes and activities will vary over time. WFP will develop mitigation measures to minimize conflict sensitivity risks relating to targeting inclusion and exclusion errors.
108. For activity 1, WFP plans cover an estimated 70 percent of overall needs in the first three years, with subsequent reductions reflecting increased stability and the transfer of responsibility to the Government. The beneficiaries will be shock-affected individuals in areas targeted based on the cadre harmonisé.
109. Under activity 2, blanket supplementary feeding will target boys and girls under 2 and PLWG in areas where global acute malnutrition rates exceed 15 percent or are expected to increase in the near future. Moderate acute malnutrition treatment will target boys and girls age 6–59 months and PLWG in food-insecure or post-crisis areas who meet admission criteria are suffering from moderate acute malnutrition.
110. For activity 3, schools in food-insecure areas will be targeted based on education-related criteria developed together with the Ministry of Education, including enrolment rates and gender disparity. The beneficiaries will be the girls and boys attending the supported schools and – particularly with respect to take-home transfers – the households to which they belong.
111. For activity 4, the beneficiaries include boys and girls under 2 and PLWG in areas where malnutrition rates are consistently high.
112. For activity 5, areas will be prioritized based on an integrated context analysis, taking into account national priorities and expected synergies with other interventions implemented by WFP and other actors. Project identification and development will be done through participative and inclusive processes, taking into account gender, protection concerns and disability. Beneficiaries will include both participants receiving conditional transfers and members of the groups or communities benefitting from investment or technical support.

Strategic outcome	Activity	Girls	Boys	Women	Men	Total
1	1	168 896	165 184	304 384	289 536	928 000
	2	641 491	607 295	362 388	307	1 611 480
2	3	545 400	534 600	-	-	1 080 000
3	4	63 000	51 450	53 550	-	168 000
4	5	98 280	96 120	320 940	306 660	822 000
Total*		972 541	932 527	667 518	382 398	2 954 984

* Without overlaps

4.2 Transfers

Food and cash-based transfers

113. Both in-kind commodities and various varieties of CBTs will be used depending on the context. The choice of transfer will be based on efficiency, timeliness, risk analysis, programmatic considerations, seasonality, beneficiary preferences, access and existing commitments to purchase commodities.
114. The use of CBTs has been increasing over time and, in the absence of major changes in circumstances, this trend is expected to continue. Different approaches to CBTs are used in different operational settings, based on market conditions, coverage by financial service providers and security considerations. These include value vouchers through retailers, cash transfers made to beneficiaries through financial service providers, transfers made to school management committees for school meals and reimbursements to caretakers providing meals.

Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	46 305	22 441 551
Pulses	10 230	7 905 127
Oil and fats	3 953	4 335 380
Mixed and blended	40 283	43 541 854
Others	521	32 975
Total (food)	101 291	78 256 887
Cash-based transfer and commodity vouchers	-	204 190 338
Total (food and CBT value)	101 291	282 447 225

Capacity strengthening including South-South cooperation

115. WFP will work with collaborating partners, including the Government, to strengthen gender and protection competencies relevant to policy formulation, planning and programming. The country office will continue to improve the quality of programming by supporting market assessments, vulnerability analysis, early warning and overall response planning and coordination processes. This will include technical assistance and other support aimed at strengthening government capacity for food and nutritional security analysis, emergency

preparedness and response. Support will also be provided to strengthen the capacity to coordinate, implement and monitor multisectoral interventions. WFP will explore opportunities to make use of tools for South-South cooperation, including the WFP centres of excellence.

116. This will include developing approaches to delivering key services in areas where the effective presence or capacity of the Government is limited. Access to services is critical not only to the well-being and resilience of the population but also to the credibility of the Government and to the maintenance of peace and stability. A particular challenge involves working with the interim authorities in Northern Mali, as they can take on responsibility for service provision in areas under their control.

4.3 Supply chain

117. While the share of CBTs has been increasing over time, the ability to deliver in-kind commodities remains important, particularly with respect to nutrition activities. In-kind support will continue in areas where market conditions, management capacity or security constraints make it more appropriate. The assessments underlying the choice of approach will be updated regularly.
118. WFP will continue to review transport and warehousing arrangements on a regular basis, to reduce costs and to ensure timely access to beneficiaries. The Mopti area office will play an important role in managing the commodity pipeline.
119. WFP will continue to employ food safety and quality procedures, including training partners involved in food storage and distribution. This is intended to ensure that CBTs support a healthy and nutritious diet in addition to supporting local markets.
120. WFP will also provide technical advice and support to the private sector regarding the production of fortified foods, based on local standards and regulations.
121. WFP intends to reinforce partnerships with other humanitarian organizations to ensure coordination and cooperation in logistics activities. This could include a package of services (procurement, transport and storage) that could be provided to other actors on a cost recovery basis.

4.4 Country office capacity and profile

122. An organizational alignment mission in February 2019 suggested adjustments to the staffing structure of the country office to fit the new strategic orientation of the CSP with the objective of bringing decision making closer to the field level, improving the capacity to respond to emergencies promptly and supporting resilience effectively.

4.5 Partnerships

123. The CSP will be implemented, under the overall guidance of the Ministry of Foreign Affairs and International Cooperation, in collaboration with a range of government institutions including the offices dealing with food security analysis and response planning, technical ministries dealing with health and nutrition, education, social protection and agriculture and the Ministry of Economy and Finance.
124. Planning of humanitarian assistance is coordinated with the Government and through the humanitarian clusters. This includes collaboration with other United Nations agencies, the International Committee of the Red Cross and NGOs. A particular effort is made to increase collaboration with local and national NGOs and civil society, both for advocacy and implementation.
125. Partnerships with United Nations agencies and development partners will be instrumental in advancing the resilience, nutrition, gender and social protection agendas. WFP will also continue to collaborate with the Government, the World Bank and other actors involved in

social protection through the social protection working group. This will include working with the national safety net programme, Jigiséméjiri, to strengthen national safety nets.

126. WFP will develop partnerships with academic and research institutes aimed at generating evidence for planning and programming. A knowledge management strategy will frame and prioritize needs and will capitalize on ongoing partnerships. WFP will also seek to engage with the private sector on innovative financing, delivery mechanisms, information and communications technology and enhanced supply chains, with a particular focus on nutrition.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

127. Implementation of the CSP will be guided by data related to execution of its various components, information on outputs and feedback from beneficiaries. Baseline information, disaggregated by sex and age, will be collected at the beginning of 2020. This will include data from national food and nutrition security surveys, secondary sources and thematic studies. Special attention will be paid to issues and indicators not currently captured by existing corporate tools in areas such as social cohesion.
128. Monitoring arrangements will continue to be adapted to make them gender and protection sensitive and to accommodate capacity and access constraints. Third party monitoring has been in place for several years and involves the implementation of WFP monitoring tools and approaches by partners who have the required skills and training. WFP will expand the use of technologies such as mobile vulnerability analysis and mapping, which uses telephone calls to gather real-time information and can be used where direct physical access is limited. WFP is developing alternative strategies for expanding direct access to key areas for monitoring purposes, consistent with the programme criticality of the underlying activities.
129. Use of WFP's SCOPE beneficiary management system will be expanded to cover the full range of assistance. It will be used for beneficiary and activity tracking, distribution management and reconciliations. WFP will work to ensure interoperability with government information management systems while ensuring compliance with corporate data protection policies.
130. Monitoring and evaluation will be done in collaboration with the Government and partners and will include indicators associated with joint objectives and outputs. A complaint and feedback mechanism, including a toll-free access number, has been put in place to identify problems related to implementation. This tool could also be used to monitor other issues, including protection.
131. The CSP will undergo an independent country portfolio evaluation managed by WFP's Office of Evaluation in 2023, to meet accountability needs and to inform future strategic programming. A mid-term review is planned for 2022 to allow adjustments in the light of the evolving political, economic and security situation. This will be complemented by two decentralized evaluations in 2021 and 2022, the content of which will be defined in the first year of the CSP. The country office will also engage in other initiatives led by the Office of Evaluation, including the impact evaluation in respect of the resilience scale-up plan.

5.2 Risk management

132. While the core planning scenario is based on a gradual improvement in the security situation, the five-year span of the CSP makes it important to prepare for the

possibility that security could be better or worse than projected at any given time. Implementation could be slower or faster than planned, depending on the circumstances.

133. The situation in Mali is currently highly volatile, with instability and insecurity affecting an increasing number of areas of the country. In much of the country, limited government presence and control impedes access to livelihood opportunities, markets, service delivery and monitoring.
134. Agricultural production is highly variable, and most recently shows a declining trend, particularly in Central and Northern Mali. This reflects the combined impacts of increased demands on a fragile resource base and the impacts of climate change.

Strategic risks

135. There is a substantial risk of a continuation or expansion of conflict-related insecurity, which could increase the need for assistance while increasing the complexity of any response. In addition, Mali is subject to recurrent drought, with a significant risk of large-scale crises. WFP will thus need to maintain strong preparedness and response capacities.
136. Contingency arrangements are in place with respect to conflict-related displacement, facilitating scale-up in response to quick-onset emergencies. This includes planning and budgeting based on historical requirements, collaboration with other rapid response mechanisms and standby arrangements that can be quickly activated when needed. For drought and production shocks, satellite imagery is used to support early preparations for seasonal support well in advance of the lean season.
137. The CSP includes provision for responding to moderate insecurity and production shortfalls. Large-scale shocks will be addressed through revisions of the CSP as necessary. The planned progressive handover of responsibility to the Government could be affected if a large-scale shock occurred during the CSP period.
138. Insufficient or delayed funding, resulting in shortfalls and pipeline breaks, is one of the main strategic risks. In addition, the lack of predictable multi-year funding has constrained implementation of integrated resilience activities. WFP's resourcing strategy includes working with the humanitarian country team, the United Nations country team and the Government to raise funds. WFP will also seek to broaden its funding and invest more on long-term partnerships.
139. The use of CBTs provides a degree of flexibility and shortens the time between receipt of resources and delivery to beneficiaries. The use of advance funding can also reduce the time required. For in-kind transfers, forward purchasing will help to mitigate pipeline breaks and maximize on-time deliveries.
140. WFP was fully engaged in the preparation of the integrated strategic framework, but interaction and collaboration with the integrated mission MINUSMA can be challenging. Although humanitarian assistance and resilience building can clearly contribute to the consolidation of peace, significant tensions are involved when stabilization and humanitarian components are brought into an integrated approach.

Operational risks

141. Key operational risks include supply chain disruptions caused by access constraints and the lack of government presence in many areas, the limited pool of potential partners, the complexity of the operational environment and disruptions in the availability of resources. All of these factors can affect WFP's ability to provide needed assistance to vulnerable households and individuals.
142. Prices in Mali are relatively stable, although food prices vary seasonally and in response to the quality of the agricultural season. The impact of price changes on the purchasing power

of transfers is addressed by basing transfer amounts on the projected price of the underlying consumption basket, taking usual seasonal price changes into account.

143. Protection risks, especially with respect to gender-based violence, are high given the widespread instability and increasing intercommunal conflicts. WFP will work to ensure that its programming does not exacerbate existing tensions, patterns of exclusion or the diversion of resources. WFP will undertake regular analyses of the context in which it is operating, including local conflict dynamics, identifying protection and conflict sensitivity concerns, and will develop mitigation measures in close consultation with affected communities and key stakeholders.
144. Implementation arrangements with NGOs that are accepted by the community enables safe and reliable access, but capacity constraints and accountability concerns must be taken into account, especially with regard to local NGOs. Third party monitoring arrangements and technologies extend WFP's monitoring capacity, including in areas where security restrictions do not allow direct access. WFP is also seeking to develop direct access to more areas using an approach based on community acceptance.

Fiduciary Risks

145. Both staff and partners receive training on fraud and corruption, and relevant clauses are included in partnership agreements. Information on entitlements is shared with beneficiaries and partners are required to put in place mechanisms for receiving and addressing complaints. In addition, the complaint and feedback mechanism is an additional tool for receiving complaints.
146. Care is taken to assure the safety and security of staff, beneficiaries and partners. This includes measures to manage or mitigate the risks associated with assessments, distributions and monitoring. Both staff and partners receive training related to the prevention of abuse, and the complaint and feedback mechanism includes special procedures for dealing with sensitive complaints.
147. Partners and staff are part of the community in which they operate, and there is a risk of real or perceived favouritism, particularly in unstable areas where the range of potential partners is often limited. Both staff and partners receive training on humanitarian principles and ethical standards, and appropriate language is included in partnership agreements and will be reinforced with pre-deployment briefings and regular supervision.

Financial risks

148. The exchange rate between the CFA franc and the euro is fixed at 655.957 CFA to 1 euro. Convertibility at this rate is guaranteed by the French Government. The rates with respect to other currencies float up and down with the euro.
149. The risk of adverse pricing is addressed through competitive and transparent procurement processes. The limited number of potential partners is a significant constraint. This is addressed in part through the use of requests for proposals, followed by negotiations, particularly where competition is limited.

6. Resources for results

6.1 Country portfolio budget

150. The overall indicative budget decreases over time, reflecting both improvements in the security situation and the gradual handover of responsibility to the Government and other actors.

TABLE 3: COUNTRY PORTFOLIO BUDGET (USD)						
Strategic outcome	2020	2021	2022	2023	2024	Total
1	63 886 280	58 393 847	41 920 852	37 483 867	33 750 400	235 435 246
2	15 068 911	17 481 120	20 185 780	20 236 221	20 433 473	93 405 505
3	7 541 423	7 504 348	7 619 531	7 666 892	7 757 978	38 090 171
4	23 835 136	23 790 062	23 499 961	20 890 722	17 255 992	109 271 873
5	1 805 536	1 695 783	1 430 481	1 476 264	1 380 813	7 788 877
6	8 671 515	8 727 542	7 837 618	7 915 634	7 984 932	41 137 241
Total	120 808 801	117 592 702	102 494 222	95 669 600	88 563 588	525 128 912

151. The reduction begins immediately with respect to strategic outcome 1, based on the assumption of a reduction in new displacements and a gradual return of existing IDPs. The potential for widespread drought involving a large-scale response, or for a dramatic increase in instability, are not considered because they would be the object of a separate emergency response if they were to occur.
152. Needs under strategic outcome 2 will increase as closed schools in crisis-affected areas are re-opened. Activity under strategic outcome 4, which supports the development of resilience, will remain constant for the first three years of the CSP and then decline gradually. This reflects the expected transfer of responsibility to the Government and development-oriented actors. Activities under strategic outcome 3 address a similar number of beneficiaries throughout the CSP period but there is a gradual shift away from a commodity-based approach to one based on behaviour change.
153. The transition strategy also involves an adjustment in the response strategy under the various strategic outcomes, aimed at bringing the value of the package in line with the financial and implementation capacities of the Government. Investments in capacity building are concentrated in the early years of the CSP. Adequate financial resources will be allocated to activities that will contribute to gender equality.

6.2 Resourcing outlook

154. Over the past five years, contributions to the country office have averaged USD 81 million per year. Between 2013 and 2017, funding for WFP activities declined steadily due to shifting priorities on the part of donors, competing emergencies and a perception that the emergency in Mali had ended. This downward trend ended with the response to the regional pre-emptive L3 emergency in 2018, during which the country office mobilized USD 102.5 million.
155. Long-term historical trends with respect to donor funding are mixed, with significant variations in funding from key donors. Traditionally, WFP has been able to rely on a relatively broad donor base for crisis response activities while remaining reliant on a smaller number of donors for long-term programming. Since 2018, WFP has been successful in securing multi-year funding from several donors and expects this to continue.
156. WFP expects that Mali will continue to be a priority for donors, given the multifaceted and intertwined issues faced by the country. WFP's value added in achieving food security will be leveraged to mobilize the donor community to support both crisis-response activities and long-term resilience building in pursuit of zero hunger in Mali by 2030. WFP believes that the results-based structure underlying the CSP will facilitate resource mobilization in this regard by demonstrating results and impact, highlighting value for money to donors and

strengthening confidence in WFP. In case of funding shortfalls, the country office will prioritize crisis response and life-saving activities.

6.3 Resource mobilization strategy

157. WFP has conducted a comprehensive analysis of financing trends and will continue to track donor priorities and funding mechanisms while seeking to diversify its funding base. An emphasis will be placed on securing multi-year funding. This approach will be set out in an action plan.
158. WFP will build donor confidence by providing impact-driven programmes and clearly documenting the organization's value added. Special focus will be placed on strategic communication with current and prospective donors
159. WFP will build partnerships with non-traditional and emerging donors, including multi-donor funds such as the Green Climate Fund, the SDG Fund, and the United Nations Peacebuilding Fund. WFP also intends to expand partnerships with the private sector through platforms including the Scaling Up Nutrition Business Network.
160. Joint fundraising efforts with other United Nations agencies will be strengthened. In recent years, funding received for multi-agency programming has steadily increased, and WFP expects this to continue throughout the term of the CSP. A joint FAO, UNICEF, WFP resilience strategy, based on each agency's expertise and comparative advantage, will be used to leverage support for multi-year funding.

ANNEX I**LOGICAL FRAMEWORK FOR MALI COUNTRY STRATEGIC PLAN (JANUARY 2020–DECEMBER 2024)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Crisis-affected people in targeted areas, including refugees and internally displaced persons, are able to meet their basic food and nutrition needs during and in the immediate aftermath of crises**

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

Nutrition sensitive

Focus area: crisis response

Assumptions

No major disruptions of operations resulting from insecurity or drought

Outcome indicators

Consumption-based coping strategy index (average)

Food consumption score

Food consumption score – nutrition

Food expenditure share

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 (MAD)

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

- 1. Provide an integrated food assistance package to vulnerable men, women, boys and girls affected by crisis based on a needs assessment and ensure that preparedness measures are taken to support a response that is timely, effective, efficient, and in line with the national safety nets strategy [modalities: food, cash-based transfers, capacity strengthening, service delivery] (URT: Unconditional resource transfers to support access to food)**

Crisis-affected beneficiaries (tier 1) receive timely and adequate food and cash-based transfers (output category A) that meet their food requirements and stabilize livelihoods without contributing to tensions in the case of conflict-related crises (SDG 16) (A: Resources transferred)

- 2. Provide an integrated nutrition package, including both preventive and treatment elements to vulnerable men, women, boys and girls affected by crisis based on a needs assessment [modalities: food, cash-based transfers, capacity strengthening, service delivery] (NTA: Nutrition treatment activities)**

Crisis-affected acutely malnourished children and pregnant and lactating women and girls (PLWG), including caregivers (tier 1), receive adequate and timely specialized nutritious foods (output category B) and other services that prevent and treat malnutrition (WFP Strategic Result 2) (A: Resources transferred)

Crisis-affected acutely malnourished children and pregnant and lactating women and girls (PLWG), including caregivers (tier 1), receive adequate and timely specialized nutritious foods (output category B) and other services that prevent and treat malnutrition (WFP Strategic Result 2) (B: Nutritious foods provided)

Strategic outcome 2: School-age girls and boys in targeted areas have increased current and future resilience and access to education while meeting their basic food and nutrition requirements during the school year

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

Nutrition sensitive

Focus area: resilience building

Assumptions

No major disruptions of operations resulting from insecurity or drought

Outcome indicators

Attendance rate

Enrolment rate

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Retention rate/drop-out rate

SABER school feeding national capacity

Activities and outputs**3. Provide nutritious school meals to girls and boys during the school year in targeted areas in a way that supports local markets and promotes girls' enrolment [modalities: food, cash-based transfers, capacity strengthening, service delivery] (SMP: School meal activities)**

Targeted schoolchildren (tier 1), every day they attend school (output category A &N), receive school meals that meet their basic food and nutrition needs (WFP Strategic Result 1) and support school enrolment (SDG 4) (A: Resources transferred)

Targeted schoolchildren (tier 1), every day they attend school (output category A &N), receive school meals that meet their basic food and nutrition needs (WFP Strategic Result 1) and support school enrolment (SDG 4) (N: School feeding provided)

Strategic Objective 2: Improve nutrition**Strategic Result 2: No one suffers from malnutrition****Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year**

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

Focus area: resilience building

Assumptions

No major outbreak of disease and epidemics
Complementary activities in water, nutrition, sanitation and hygiene provided by others
Partners have sufficient capacity and resources to implement planned activities
Adequate health centres are available for the treatment of malnourished children and women

Outcome indicators

Minimum dietary diversity – women
Proportion of children 6–23 months of age who receive a minimum acceptable diet (MAD)
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 the national nutrition programme to ensure the provision of preventive and curative nutrition services (including social and behaviour change communication, local food fortification, complementary feeding and capacity strengthening) to targeted women, men, boys and girls. [modalities: food, cash-based transfers, capacity strengthening, service delivery] (NPA: Malnutrition prevention activities)

Children age 6–59 months, pregnant and lactating women and girls and caregivers (tier 3) benefit from strengthened national capacities to design, implement and monitor sustainable approaches to the treatment of malnutrition. Targeted beneficiaries (tier 1) benefit from malnutrition prevention interventions, including social and behaviour change communication (E*: Social and behaviour change communication (SBCC) delivered) (C: Capacity development and technical support provided)

Vulnerable populations, including children and pregnant and lactating women and girls, benefit from increased access to diversified and nutritious foods (B: Nutritious foods provided)

Targeted children aged 6–23 months and pregnant and lactating women and girls (tier 1) receive cash transfers and food (including specialized nutritious foods where appropriate) that prevent malnutrition (A: Resources transferred)

Strategic Objective 3: Achieve food security**Strategic Result 3: Smallholders have improved food security and nutrition**

Strategic outcome 4: Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year

Outcome category:

Increased smallholder production and sales

Nutrition sensitive

Focus area: resilience building

Assumptions

Local production and marketing are efficient

Market prices are stable

Local products meet requirements at competitive prices

Outcome indicators

Consumption-based coping strategy index (average)

Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts

Food consumption score

Food consumption score – nutrition

Food expenditure share (FES)

Livelihood-based coping strategies (average)

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

Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks

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

Proportion of the population in targeted communities reporting environmental benefits

Rate of smallholder post-harvest losses

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

Activities and outputs

5. Provide conditional support to food-insecure vulnerable households, linked to the development or rehabilitation of productive, natural or social assets, the intensification and diversification of livelihood activities and improved access to markets, using an integrated and participatory community approach [modalities: food, cash-based transfers, capacity strengthening, service delivery] (ACL: Asset creation and livelihood support activities)

Targeted smallholders, especially women smallholders, and other actors along the value chain (tier 1) benefit from strengthened technical and operational capacities to improve food quality, strengthen market access and increase their incomes (F: Purchases from smallholders completed)

Vulnerable populations including smallholders and other actors along the value chain (tier 1) in targeted areas subject to recurrent shocks, especially women, benefit from other support and investments (output category C) that diversify and intensify their livelihoods (C: Capacity development and technical support provided)

Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women (tier 1), receive timely and adequate food assistance for assets transfers (output category A) that meet their short-term food needs while improving their resilience (A: Resources transferred)

Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women (tier 2), benefit from rehabilitated assets and other livelihood and disaster risk management (output category G) interventions that improve their resilience to natural shocks, their adaptation to climate change and the sustainability of their livelihoods (D: Assets created)

Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women (tier 2), benefit from rehabilitated assets and other livelihood (output category D) and disaster risk management interventions that improve their resilience to natural shocks, their adaptation to climate change and the sustainability of their livelihoods (G: Linkages to financial resources and insurance services facilitated)

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: By 2030 national institutions and entities have strengthened capacities to manage food security, nutrition and social protection policies, programmes and interventions in support of zero hunger**

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

Focus area: resilience building

Assumptions

The political and socio-economic situation remain stable, no major political trouble

Outcome indicators

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening

Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support

Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening

Activities and outputs

6. Provide a package of capacity-strengthening support to national institutions and entities on analysis and planning; coordination; policy coherence; implementation; and monitoring, evaluation, evidence creation and knowledge management in support of decision making [modality: capacity strengthening] (CSI: Institutional capacity strengthening activities)

Vulnerable populations (tier 3) benefit from strengthened and sustainable national capacities and systems for designing, implementing, monitoring and evaluating nationally-led, food security, nutrition and social protection policies and programmes (output category C).

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 partners in Mali have access to common services that enable them to reach and operate in crisis-affected areas throughout the year Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumptions

The political, social and economic contexts are stable

Outcome indicators

User satisfaction rate

Activities and outputs

7. Provide United Nations Humanitarian Air Service flight services that allow partners to reach areas of humanitarian intervention [modality: service delivery] (CPA: Service provision and platforms activities)

The humanitarian community benefits from improved air services that allow access to crisis-affected populations (tier 2) in need of life-saving assistance (output category H) (H: Shared services and platforms provided)

8. Provide logistics, information and communications technology, common and coordination services, as well as other preparedness interventions in the absence of alternatives, in order to support effective and efficient humanitarian response [modality: service delivery] (CPA: Service provision and platforms activities)

Crisis-affected populations (tier 2) targeted by humanitarian and development partners benefit from services according to identified needs, receiving timely and effective assistance (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.2.2: Proportion of targeted people receiving assistance without safety challenges

C.2.3: Proportion of targeted people who report that WFP programmes are dignified

C.2.4: Proportion of targeted people having unhindered access to WFP programmes

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 3 SDG Target 2.3	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	Resilience building	Crisis response	
Transfer	191 789 867	76 111 269	32 234 727	89 658 397	6 314 500	35 465 326	431 574 087
Implementation	17 075 696	6 462 829	1 469 588	7 139 644	585 037	953 676	33 686 470
Direct support cost	12 200 395	5 130 601	2 061 103	5 804 656	413 963	2 207 515	27 818 233
Subtotal	221 065 959	87 704 699	35 765 419	102 602 698	7 313 499	38 626 517	493 078 791
Indirect support costs (6.5 percent)	14 369 287	5 700 805	2 324 752	6 669 175	475 377	2 510 724	32 050 121
Total	235 435 246	93 405 505	38 090 171	109 271 873	7 788 877	41 137 241	525 128 912

Acronyms used in the document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IDP	internally displaced person
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
NGO	non-governmental organization
PLWG	pregnant and lactating women and girls
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
T-ICSP	transitional interim country strategic plan
UNDP	United Nations Development Programme
UNHAS	United Nations Humanitarian Air Service
UNICEF	United Nations Children's Fund