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Operational matters – Country strategic plans
For decision

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

Draft Mali country strategic plan (2027–2031)

Duration	1 January 2027–31 December 2031
Total cost to WFP	USD 674 442 453
Framework on accountability for results score	3

Draft decision*

The Board approves the Mali country strategic plan (2027–2031) (WFP/EB.2/2026/7-A/5) at a total cost to WFP of USD 674,442,453.

* 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.

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This country strategic plan (CSP) is aligned with the WFP strategic plan for 2026–2029 and is guided by humanitarian principles and WFP's approved policy framework.

WFP's strategic programmatic priorities and partnerships

1. It is projected that in 2026 more than 1.5 million people will face crisis or worse levels of food insecurity in Mali, including nearly 57,000 people in emergency conditions.[1]

2. Malnutrition is a major public health concern,[2] with 23.2 percent of children under 5 stunted in 2025[3] and a global acute malnutrition rate of 8.7 percent,[4] with malnutrition prevalence exceeding emergency thresholds in several regions. Micronutrient deficiencies affect 80 percent of children under 5.[5]

3. Women, children, refugees, persons with disabilities, internally displaced people and communities affected by conflict and displacement are among the populations most vulnerable to food insecurity and malnutrition. The most severe food insecurity conditions are concentrated in the regions of Menaka, Gao and Kidal.[6]

4. An independent evaluation of the CSP for Mali for 2020–2026 confirmed that WFP's key comparative advantage and core added value in the country lie in its unique combination of operational reach, analytical capacity and technical expertise. With its extensive field presence, robust logistics and common services and longstanding partnerships with government institutions, WFP is uniquely positioned to address immediate humanitarian needs while advancing resilience, food security and the strengthening of national systems.

5. This CSP is designed to address immediate humanitarian needs and reduce food insecurity and malnutrition by building the resilience of vulnerable populations and strengthening the capacity of Malian institutions to increase the quality, coverage and sustainability of national programmes. The CSP marks a strategic shift from seasonal humanitarian assistance towards shock-responsive social protection, supporting more sustainable responses to recurrent shocks.

6. The CSP is aligned with Mali's national strategy for sustainable development for 2024–2033,[7] which in turn is rooted in Vision 2063, the country's long-term national framework for socioeconomic growth and national resilience. The strategy reflects a national commitment to addressing food insecurity through investments in human capital, resilient livelihoods and sustainable food systems. The CSP is also consistent with Mali's international commitments to reduce malnutrition, improve access to safe and nutritious food and strengthen the resilience of food systems,[8] as well as with the Government's commitment under the School Meals Coalition to increase the number of schools supported by national school feeding programmes by 30 percent by 2030.

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[1] Permanent Inter-State Committee on Drought Control in the Sahel. 2025. *Cadre Harmonisé: Résultats de l'analyse de l'insécurité alimentaire et nutritionnelle aiguë courante en octobre-décembre 2025 et projetée en juin-août 2026*.

[2] Food and Agriculture Organization of the United Nations, WFP and Global Network Against Food Crises. *2026 Global Report on Food Crises – Joint analysis for better decisions*.

[3] Global Hunger Index. 2025. Global Hunger Index Scores by 2025 GHI rank.

[4] Integrated Food Security Phase Classification. 2026. *Mali: Acute Malnutrition Situation for November 2025 – May 2026 and Projection for June - October 2026*.

[5] Global Nutrition Report. 2026. *2026 Global Nutrition Report*.

[6] Permanent Inter-State Committee on Drought Control in the Sahel. 2025. *Cadre Harmonisé: Résultats de l'analyse de l'insécurité alimentaire et nutritionnelle aiguë courante en octobre-décembre 2025 et projetée en juin-août 2026*.

[7] Ministry of Economy and Finance. 2024. *Stratégie Nationale pour l'Émergence et le Développement Durable (SNEDD 2024–2033)*.

[8] *Ibid*.

7. Cross-cutting priorities will be systematically integrated across all outcomes and will include the promotion of nutritious diets, the empowerment of women and girls, protection and accountability to affected people, environmental sustainability and social cohesion. WFP will ensure that assistance is accessible and responsive to the needs of diverse population groups, taking into account barriers related to access, mobility, security and social norms. As part of the WFP global assurance project, the Mali country office implements enhanced standard operating procedures to ensure that the right people receive the right assistance in a timely manner.

8. WFP will work closely with government institutions, other United Nations entities, non-governmental organizations (NGOs) and development partners to ensure alignment with national priorities and maximize collective impact. Particular emphasis will be placed on strengthening partnerships with local and decentralized actors, expanding joint programming at the humanitarian–development–peace nexus and engaging international financial institutions, research institutions and the private sector to support resilience building, evidence generation, innovation and the strengthening of national systems.

9. The United Nations system and development partners are aligned with the priorities of the national strategy for sustainable development through the United Nations sustainable development cooperation framework (UNSDCF) for Mali for 2027–2031. The CSP outcomes contribute to and are derived from the priorities of the UNSDCF, including sustainable and inclusive economic growth, human capital development, and strengthened governance systems, as well as the United Nations humanitarian needs and response plans for Mali, which prioritize life-saving assistance and support for the most vulnerable populations in areas with the most severe humanitarian needs.

Country strategic plan outcome 1: Crisis-affected people in Mali are better able to meet their food and nutrition needs before, during and after shocks

10. Under CSP outcome 1, through activity 1, WFP will provide direct emergency food and nutrition assistance to internally displaced persons, refugees and vulnerable households in host communities affected by shocks. Priority will be given to households in phase 4 or above on the Integrated Food Security Phase Classification (IPC) scale and, resources permitting, to households in IPC phase 3 with aggravating factors such as weather-related shocks, displacement and malnutrition.

11. Under activity 1 WFP will also support shock-responsive social protection as a more predictable response to recurrent vulnerability. Through a joint initiative, WFP and the United Nations Children's Fund (UNICEF) will provide vulnerable households with regular cash-based support, complemented by top-up transfers in response to shocks based on early warning analysis and agreed trigger mechanisms. Over time, assistance will increasingly be provided through national systems, including social protection mechanisms, while WFP will continue to provide direct humanitarian assistance in areas where national systems are not operational or where access and security constraints persist.

12. WFP will work with Mali's Food Security Commission and other government institutions to strengthen their capacity for preparedness, emergency response and recovery, including with regard to early warning systems, anticipatory action, targeting mechanisms and emergency coordination. WFP will also work with national systems and mechanisms to improve their preparedness.

13. Food assistance will be provided in collaboration with national authorities through the Food Security Commission and complemented by disaster risk financing mechanisms, including macro-level insurance. Targeting will be informed by Cadre Harmonisé analyses, displacement dynamics and household-level vulnerability assessments, complemented by community validation and coordination with the Government and partners. WFP will aim increasingly to use and align with Mali's unified social registry as the coverage and quality of

its data improve. Transfer modalities, including cash, vouchers and in-kind food, will be selected based on context, access constraints, risks and beneficiary preferences.

14. The emergency nutrition component of activity 1 will focus on preventing and managing moderate acute malnutrition through specialized nutrition support and social and behaviour change interventions. Children aged 6–23 months and pregnant and breastfeeding women and girls in households living in areas facing IPC phase 3 or above food insecurity will receive nutrition top-ups to prevent malnutrition, while children aged 6–59 months with moderate acute malnutrition will receive nutrition supplements. Children with severe wasting or medical complications will be referred to health facilities, while others will receive integrated prevention services provided in partnership with UNICEF.

15. Cross-cutting priorities integrated into the activities under this outcome include fostering nutrition and healthy diets, ensuring protection and accountability to affected people and promoting inclusion. Targeting will be based on a combination of vulnerability analysis, community validation and beneficiary preferences to ensure safe and equitable access to assistance for internally displaced persons, refugees and other vulnerable groups.

Country strategic plan outcome 2: Food-insecure and at-risk populations have improved self-reliance, access to nutritious and healthy diets, and diversified livelihoods, and they are more resilient to recurring shocks

16. Under CSP outcome 2, WFP aims to reduce humanitarian needs and create pathways to self-reliance. Through activity 2, WFP will assist vulnerable communities with a community-based, nutrition-sensitive, integrated resilience programme that combines interventions in the areas of asset creation, livelihood diversification and enhancement, value chain development, home-grown school feeding and malnutrition prevention.

17. Asset creation or food assistance for assets activities will serve as the entry point for WFP's integrated resilience programme, providing the basis on which subsequent interventions are built. Food assistance for assets activities will give households sustained access to food or cash while supporting ecosystem restoration and community infrastructure.

18. In more resilient areas, support for smallholder farmers will focus on post-harvest management, value addition and improved access to markets – including those associated with social protection systems – and livelihood opportunities. WFP will also promote local value chains, including through home-grown school feeding and the integration of nutrition-sensitive and social and behaviour change interventions.

19. WFP will prioritize communities according to the severity of needs, including recurrent food insecurity and exposure to weather-related shocks, levels of displacement and opportunities to facilitate transitions from emergency assistance under CSP outcome 1 to resilience programming and self-reliance. Participatory planning tools and approaches will be used for targeting and particular attention will be given to women, young people and vulnerable population groups.

20. WFP will engage a diverse set of partners, including other United Nations entities (notably UNICEF, the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development), the German Agency for International Cooperation and other development partners, NGOs, civil society, research institutions and the private sector, leveraging their respective comparative advantages to maximize collective impact. WFP will also foster innovation and evidence-based programming through collaboration with universities and research centres.

21. WFP's resilience programming will promote nutritious and healthy diets through support for nutritious food value chains, community-based platforms and social and behaviour change interventions, with particular attention to women, children and other vulnerable groups. WFP will engage internally displaced persons, refugees, host communities, women and minority pastoralist communities in identifying priorities and shaping interventions, thereby strengthening local ownership and promoting localization. Environmental sustainability will be mainstreamed through support for ecosystem restoration, sustainable natural resource management and resilient livelihoods.

Country strategic plan outcome 3: The Government is able to increase the quality, coverage and sustainability of nutrition-sensitive safety nets and home-grown school feeding programmes for the most vulnerable people

22. Under CSP outcome 3, through activity 3, WFP will work to strengthen national capacity in support of the development of the national social protection system and the national home-grown school feeding programme.

23. WFP will support the Government in strengthening the national social protection system in order to improve the quality, coverage and sustainability of nutrition-sensitive safety nets. Support will focus on strengthening policy frameworks, institutional capacity, delivery mechanisms and data systems while enhancing shock responsiveness and advancing the operationalization of the unified social registry as a tool for targeting, coordination and scalability.

24. WFP will also work to strengthen institutional and technical capacity for data and information management in the national social protection system, including capacity for data collection and food security and nutrition analysis, while promoting innovation and tools for accountability, monitoring and evidence-based decision-making in national responses.

25. WFP will support government-led home-grown school feeding, working to strengthen institutional and governance frameworks, improve programme quality and sustainability and promote stronger links between school meals and local food systems. Support will also contribute to the development of national standards, monitoring systems and sustainable financing mechanisms, including increased domestic financing for school feeding.

26. To achieve this outcome, WFP will work in partnership with UNICEF, the World Bank and other stakeholders to strengthen policy coherence, programme delivery and nutrition-sensitive social protection. Collaboration with the National Directorate for Social Protection and the Solidarity Economy, the government entity responsible for coordinating social protection interventions, will contribute to a more effective, inclusive and sustainable national social protection system.

27. WFP will combine system strengthening under CSP outcome 3 with programme implementation under CSP outcome 1, supporting the progressive expansion of government-led social protection systems and capacity. The transition towards greater national ownership will be progressive and conditional, depending on institutional capacity, system functionality, funding availability and contextual constraints.

28. Cross-cutting priorities, including enabling nutrition and healthy diets, empowering women and girls and advancing equality, ensuring protection and accountability to affected people, integrating environmental sustainability and promoting localization, will be integrated throughout the implementation of this outcome. WFP will support greater national ownership of programme design and implementation, working with national and local actors to strengthen their capacity to implement impactful and sustainable high-quality programmes with due regard for accountability.

Country strategic plan outcome 4: The Government and humanitarian community in Mali are able to reach vulnerable people and respond to needs and emergencies efficiently and effectively

29. Under CSP outcome 4, WFP will provide on-demand services and air transport services to the Government and the humanitarian community to enable efficient and effective responses to emergencies and humanitarian needs.

30. Through activity 4, WFP will provide logistics, supply chain and common services, including warehousing, transportation, procurement support, fleet and convoy management and shared facilities for humanitarian actors. WFP will also provide training in logistics and food safety and quality for relevant line ministries, decentralized authorities, cooperating partners and United Nations entities.

31. Through activity 5, the United Nations Humanitarian Air Service will provide safe, reliable and cost-efficient air transport to hard-to-reach locations for people and goods, facilitating humanitarian access to vulnerable populations, medical relocations and the movement of United Nations personnel and humanitarian actors. WFP will coordinate with other providers of humanitarian air services, including the International Committee of the Red Cross, to strengthen aviation safety and operational efficiency.

32. Activities under this outcome will integrate environmental sustainability, promoting supply chain practices that reduce the environmental footprint of operations.

Prioritization approach

33. Prioritization decisions will be guided by the severity of needs, WFP's comparative advantage, operational feasibility and the potential for impact. WFP will prioritize crisis-affected populations in areas facing IPC phase 4 or worse food insecurity and/or high levels of displacement, while retaining the flexibility to respond to emerging needs in other locations as conditions evolve.

34. Guided by evidence, evaluations and operational learning, WFP will prioritize depth over breadth; thus, if forced to prioritize it will provide a smaller number of beneficiaries with assistance that is financially, or calorically and nutritionally, adequate rather than providing a larger number of beneficiaries with inadequate assistance. Electronic vouchers will be the preferred transfer modality where conditions allow, reflecting beneficiary preferences, the cost-effectiveness and efficiency of vouchers and their contribution to local markets.

35. WFP has designed this CSP to be focused and integrated, concentrating resources on activities where it has a clear comparative advantage and can deliver at scale. Activities with limited funding prospects, including school feeding outside of WFP's integrated resilience programme, food transformation initiatives and digital services for the Government, have not been included in the CSP. Strong partnerships and complementary interventions will remain essential to maximizing collective impact and the effective use of available resources.

Transition strategies

36. The CSP is based on a scenario in which, despite recurring emergencies, the Government progressively strengthens its leadership of food security, nutrition, social protection and resilience programmes. As national systems mature and the Government's social protection programme expands, WFP will increasingly focus on strengthening institutional capacity and supporting government-led systems. This approach is aligned with the Government's commitment to enhancing national ownership and reducing reliance on external assistance over time.

37. WFP will support a gradual and context-specific transfer of responsibilities to government institutions where security conditions, operational access and institutional capacity allow. While maintaining its ability to respond to sudden-onset emergencies, WFP will increasingly support nationally led approaches to addressing chronic vulnerability, fostering recovery and building resilience. Resilience interventions will continue to be anchored in national policies and programmes and implemented in close collaboration with government ministries and partners, strengthening national ownership and institutional capacity. WFP will promote the progressive expansion of government leadership in areas where systems and capacity are sufficiently developed, including social protection and school feeding programmes, while continuing to provide direct operational support where needs, capacity gaps or contextual constraints require it.

ANNEX I

Summary line of sight of the Mali country strategic plan

TABLE 1: SUMMARY LINE OF SIGHT OF THE MALI COUNTRY STRATEGIC PLAN				
Impact	**Ending hunger**			
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**
CSP outcome	**CSP outcome 1:** Crisis-affected people in Mali are better able to meet their food and nutrition needs before, during and after shocks	**CSP outcome 2:** Food insecure and at-risk populations have improved self-reliance, access to nutritious and healthy diets, and diversified livelihoods, and they are more resilient to recurring shocks	**CSP outcome 3:** The Government is able to increase the quality, coverage and sustainability of nutrition-sensitive safety nets and home-grown school feeding programmes for the most vulnerable people	**CSP outcome 4:** The Government and humanitarian community in Mali are able to reach vulnerable people and respond to needs and emergencies efficiently and effectively
Activity	**Activity 1:** Provide emergency food and nutrition assistance to populations affected by shocks, including shock-responsive social protection assistance, while strengthening national emergency preparedness and response capacity.	**Activity 2:** Deliver integrated and nutrition-sensitive packages of resilience interventions, including home-grown school feeding, to food insecure and at-risk populations, building individual, household, and community resilience while addressing the immediate and underlying drivers of malnutrition.	**Activity 3:** Strengthen national capacities that support the development of the national social protection system and the national home-grown school feeding programme.	**Activity 4:** Provide on-demand services to the Government and the humanitarian community
				Activity 5: Provide air transport services to the humanitarian community.

ANNEX II

Country portfolio needs budget and cost breakdown by country strategic plan outcome *(USD)*

TABLE 2: COUNTRY PORTFOLIO NEEDS BUDGET *(USD)*							
CSP outcome	**Activity**	**Year 1 2027**	**Year 2 2028**	**Year 3 2029**	**Year 4 2030**	**Year 5 2031**	**Total**
1	1	73 235 893	74 032 126	74 507 826	75 042 815	75 495 066	**372 313 726**
2	2	41 540 222	41 547 242	41 615 008	41 716 153	41 935 247	**208 353 872**
3	3	2 309 808	2 217 621	2 224 935	2 224 352	2 230 841	**11 207 557**
4	4	458 684	459 292	461 541	462 189	464 344	**2 306 051**
	5	12 260 903	13 881 636	15 790 030	17 916 056	20 412 622	**80 261 247**
Total		**129 805 510**	**132 137 917**	**134 599 340**	**137 361 566**	**140 538 121**	**674 442 453**

TABLE 3: INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (*USD*)					
	CSP outcome 1	**CSP outcome 2**	**CSP outcome 3**	**CSP outcome 4**	**Total**
Focus area	**Crisis response**	**Resilience building**	**Resilience building**	**Crisis response**	
Transfers	285 965 657	160 395 985	9 203 894	69 135 692	**524 701 228**
Implementation	39 058 443	21 493 026	580 000	3 079 316	**64 210 785**
Direct support costs	24 566 253	13 748 427	739 634	5 453 716	**44 508 031**
Subtotal	**349 590 353**	**195 637 438**	**10 523 528**	**77 668 724**	**633 420 043**
Indirect support costs	22 723 373	12 716 433	684 029	4 898 574	**41 022 409**
Total	**372 313 726**	**208 353 872**	**11 207 557**	**82 567 298**	**674 442 453**

ANNEX III

Beneficiaries by year

TABLE 4: BENEFICIARIES BY YEAR						
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Total beneficiaries (without overlap)	950 060	950 060	950 060	950 060	950 060	**2 937 600**

ANNEX IV

Monitoring, evaluation, evidence and risk management

Evidence informing this country strategic plan

1. **Evidence:** The independent evaluation of the CSP for Mali for 2020–2026[1] confirmed that WFP has made a substantial contribution to food security, nutrition and social cohesion in Mali while also generating indirect benefits, including reduced rural outmigration, increased private sector economic activity and improved access to health and education services.
    - **CSP design response:** Through this CSP, WFP will continue its engagement in Mali grounded in its demonstrated ability to operate effectively in complex, high-risk environments while supporting the strengthening of national systems. WFP will leverage its strong field presence and capacity to deliver at scale in insecure settings to support the implementation of national priorities in food security and nutrition.
2. **Evidence:** Operational lessons point to the importance of ensuring that transfers are of meaningful value and are aimed at ensuring nutritional adequacy, prioritizing the quality of assistance over wider coverage with reduced rations.[2]
    - **CSP design response:** The CSP adopts a more focused portfolio and prioritization approach, concentrating resources where WFP can achieve the greatest impact. Assistance will prioritize nutritional adequacy, strengthened targeting and meaningful transfer values, while focusing on populations facing the most severe food and nutrition insecurity.
3. **Evidence:** A decentralized evaluation of WFP operations in the Sahel found that resilience activities had positive impacts, particularly in stable environments, and should be reinforced in buffer zones.
    - **CSP design response:** The CSP places a strong emphasis on the convergence between emergency and resilience activities, with a particular focus on supporting the transition of buffer areas from emergency assistance to integrated resilience programming.
4. **Evidence:** For school meal programmes, a 2024 SABER[3] exercise in Mali recommended that particular emphasis be placed on strengthening the institutional framework and multisectoral governance, improving budget planning and mobilizing sustainable domestic financing.
    - **CSP design response:** WFP will support the implementation of national quality standards for nutritious menus and school meal programme implementation along with monitoring and evaluation and accountability systems to ensure the performance, transparency and sustainability of the home-grown school feeding programme.

Monitoring, evaluation and evidence generation arrangements

5. WFP will invest in monitoring processes, outputs and outcomes in order to strengthen accountability, support adaptive management and improve programme design and implementation. Baseline data disaggregated by sex and age will be collected in 2027 through surveys, secondary data, focus groups and thematic studies. Monitoring will assess CSP results and WFP's cross-cutting priorities with the aim of documenting impact.

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[1] "Summary report on the evaluation of the country strategic plan for Mali (2020–2024)" (WFP/EB.2/2024/6-C/3).

[2] WFP. 2025. *The negative effect of funding cuts on food and nutrition security in Mali*; WFP. 2024. *Évaluation de la réponse d'urgence du PAM aux crises prolongées au Sahel et dans d'autres pays d'Afrique de l'Ouest et centrale 2018–2023*.

[3] Launched by the World Bank Group in 2011, SABER is the Systems Approach for Better Education Results.

6. Monitoring arrangements will be people-centred and protection-sensitive while remaining sufficiently flexible to adapt to capacity and access constraints. WFP will combine field and third-party monitoring, digital solutions, remote monitoring, post-distribution monitoring and market monitoring under a risk-based approach. Data validation and triangulation will be conducted in accordance with established procedures.

7. Monitoring and evaluation activities will be implemented in collaboration with the Government and partners, including in relation to joint objectives and results. WFP will strengthen evidence generation through partnerships with universities and research institutions, while community feedback mechanisms – including a toll-free hotline, help desks, community complaint committees and escalation channels – will support accountability and continuous programme improvement.

8. WFP will improve how it monitors targeting by using beneficiary verification exercises and analysing inclusion and exclusion risks. Findings will be used to improve targeting approaches and contribute, where feasible, to the strengthening of national systems, including the unified social registry.

9. The CSP will undergo a mid-term review in 2028, a decentralized thematic evaluation in 2028 and an independent evaluation in 2030 in order to assess performance, inform adaptive management and support strategic planning.

Risk management and mitigation measures

10. WFP applies an adaptive risk management approach, continuously reviewing risks and mitigation measures against evolving conditions, pre-defined escalation thresholds and contingency scenarios. Particular attention will be given to risks of high severity that could affect the achievement of CSP outcomes.

11. To mitigate risks, WFP will strengthen monitoring, oversight and assurance arrangements, adapt transfer modalities where necessary, including through flexible implementation and remote management approaches, and reinforce coordination with government counterparts, cooperating partners and other stakeholders.

12. Strategic risks faced in Mali relate primarily to funding shortfalls and assumptions regarding stabilization and institutional capacity. In the event of funding shortfalls, WFP will apply prioritization measures and adapt its partnership and resourcing strategies, focusing available resources on life-saving assistance. Operational risks, including insecurity, access constraints and fuel shortages, may disrupt humanitarian access and the delivery of assistance. WFP will mitigate these risks through strengthened access strategies, community engagement, escalation procedures, civil–military coordination, measures to prevent and respond to sexual exploitation and abuse and contingency measures such as the use of buffer fuel stocks and alternative routes. Fiduciary risks including fraud, corruption and the diversion of assistance will be managed through robust internal controls, accountability mechanisms, monitoring and risk-based assurance measures. Financial risks, including inflation and seasonal transport constraints, may increase costs despite the parity of the CFA franc with the euro. WFP will mitigate these risks through planning, market analysis and adjustments to transfer values, procurement schedules and delivery modalities.

ANNEX V

Links to technical and related resources

More operational and budgetary information is available through the CSP data portal.[1]

[1] As mandated by the Executive Board-approved "Policy on Country Strategic Plans" (WFP/EB.2/2016/4-C/1/Rev.1).

Acronyms

CSP	country strategic plan
IPC	Integrated Food Security Phase Classification
NGO	non-governmental organization
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework