



**MALI TRANSITIONAL INTERIM COUNTRY STRATEGIC  
PLAN  
(YEAR 2018)  
BUDGET REVISION N° 1  
(FEBRUARY 2018)**

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| <b>Duration</b><br>(starting date – end date <sup>1</sup> ) | <b>1<sup>st</sup> January – 31<sup>st</sup> December 2018</b> |
| <b>Total cost to WFP</b>                                    | <b>USD \$126,801,233</b>                                      |
| <b>Gender Marker Code * <sup>2</sup></b>                    | <b>2A</b>   |

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<sup>1</sup> The end date cannot exceed 30 June 2019

<sup>2</sup> See [WFP Gender Marker Guide](#) for how to calculate a Gender Marker Code.

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## EXECUTIVE SUMMARY

Mali is still recovering from several years of instability and conflict, which led to economic disruption, population displacements and the destruction of infrastructure. While the large-scale displacement of the 2012-2014 period is over, Government control – and the ability to provide key social services – remains limited across much of northern Mali. Increasingly, the same is true for much of central Mali, where localized conflict has led to soaring levels of displacement, and to the closure of schools and health centres in a number of areas. Food security and nutrition indicators have improved in some areas while worsening in others. The ongoing insecurity and limited implementation capacity hinder progress towards realization of SDG2.

### **ROADMAP TO THE CSP**

Mali has begun working on plans to pursue the Sustainable Development Goals and the 2030 agenda, beginning with a high-level workshop to establish priorities. This discussion will also inform the planned revision of the national development plan (CREDD 2016-2018). The Zero Hunger Strategic Review (ZHSR) is seen as an important tool for operationalizing SDG2, and the Government is seeking similar support for analytical work relating to the other SDGs.

The T-ICSP is scheduled to cover ongoing activities under the PRRO and the SO during 2018. The outcomes and activities have been designed on the basis of existing protracted relief and recovery operations (PRRO) and special operation (SO) projects.

This will allow for the finalisation of the Zero Hunger Review and the preparation of a fully-informed Country Strategic Plan (CSP)

The T-ICSP seeks to achieve the following strategic outcomes:

- Crisis-affected populations are able to meet their basic food and nutrition requirements during and after crises
- Vulnerable people in food-insecure and post-crisis areas are able to meet their basic food and nutrition requirements throughout the year
- Targeted populations (children 6-59 months and pregnant and lactating women (PLW) have reduced malnutrition in line with national targets
- Populations in targeted areas, including vulnerable smallholder farmers, have enhanced livelihoods and resilience to better support food security and nutrition needs all year-round
- Government (at the local and national levels) and civil society have strengthened capacity to manage food security and nutrition policies and programmes by 2023
- Government efforts towards achieving Zero Hunger by 2030 are supported by effective and coherent policy frameworks

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- Humanitarian partners have access to common services, (including transportation, logistics, emergency telecommunications and food security analysis) throughout the year

Following Budget Revision N01, this T-ICSP includes WFP's emergency response to the augmented needs in 2018 due to the shocks following deficit rainfalls and poor agricultural season in 2017.

The T- ICSP will contribute to the achievement of the Government's National Development Plan (CREDD 2016-2018), and the Sustainable Development Goals 2 and 17. It is aligned with WFP's strategic results 1, 2, 4 and 5.

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# 1. COUNTRY ANALYSIS

## 1.1. COUNTRY CONTEXT

1. Mali is one of the least developed countries in the world, ranking 175th out of 188 on UNDP's 2016 Human Development Index. Half of the population lives on less than USD 1.90 per day. Life expectancy is 58.5 years and the mortality rate for children under 5 is 74.5 per 1,000 (UNDP, Human Development Report 2016).
2. Mali also ranks 156th out of 159 countries on UNDP's Gender Inequality Index. As of 2016, the labor force participation rate for women was estimated at 50 percent as opposed to 82 percent for men (ILO estimate). Over the period between 2008 and 2012, the adult literacy rate for women was only 57 percent of that for men and only 7 percent of adult women have reached a secondary level of education compared to 16 percent of men. Early marriage contributes to the lack of access to education – 55 percent of women are married by the age of 18, while 14.5 percent are married by the age of 15.
3. Article 2 of the Constitution of Mali (1992) establishes equality between women and men, and prohibits discrimination on the basis of gender. Since 1997, Mali has had a Ministry for Women (currently the Ministry of Women, Children and Family Affairs) in place. In terms of international engagements with respect to gender, Mali ratified the Convention on the Elimination of All forms of Discrimination against Women (CEDAW) in 1985, the Optional Protocol on violence against women in 2000, and the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa in 2005. Despite these positive steps, there are significant institutional constraints with respect to gender equality.
4. Since 1992, Mali has been a representative democratic republic, based on a multi-party system. This was interrupted in early 2012 by a military coup and the occupation of the northern regions by rebel groups. Following the deployment of French-led military forces in January 2013, and the creation of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) in July 2013, Presidential elections in July and August 2013 re-established representative Government at the national level.
5. The occupation of northern Mali by non-state armed groups, resulted in as many as 350,000 internally displaced persons (IDPs) and 175,000 refugees by mid-2013. The state regained control of the area in 2013, and a peace accord - the Algiers Accord - was signed in June 2015 between the main parties to the conflict. While the majority of the IDPs have returned to the north of the country, some 141,450 refugees remained outside the country (primarily in Mauritania, Niger and Burkina Faso) as of February 2017. Women and children represent the majority of the refugee and IDP populations (UNHCR). As part of the peace process, interim authorities - including representation from the main opposition groups - are being put into place pending organization of local elections. Still to date, Government control over much of northern Mali remains limited.
6. Since mid-2016, violence increased between non-state groups, including parties to the peace process, resulting in new displacement. In addition, militia activities and inter-communal clashes emerged in central Mali, leading to population displacements and reduced access to both markets and basic services in the area. Women and children represent the majority of these new IDP's – in one recent incident (CRS 2017), 70 percent of the displaced households were headed by women. This renewed conflict and insecurity has led to increased vulnerability and hampered humanitarian access, with a particular impact on women and children.
7. Agriculture, livestock and fisheries account for about one-third of Mali's gross domestic product (GDP), and nearly 70 percent of employment (primarily involving subsistence production). Services (trade, transport, and public administration) account for between 35 to 40 percent of GDP, with the remainder coming from the small industrial sector. Gold, cotton and livestock are the principal export products. In recent years, conflict and insecurity have reduced access

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to key services and markets in much of the country, leading to increasing marginalization, displacement and vulnerability.

8. Except where conflict and displacement have disrupted normal activities, much of the observed food insecurity and malnutrition in Mali is due to localized shocks, structural factors, climate change and poverty.

## **1.2. PROGRESS TOWARDS SDG 2**

### **➤ Progress on SDG 2 targets**

9. Several years of instability and conflict, combined with severe drought in 2011, have led to economic disruption, and the destruction of infrastructure. While the large-scale displacement of the 2012-2014 period is over, ongoing insecurity and limited implementation capacity hinder progress towards realization of SDG2. Food security and nutrition indicators have improved in some areas while worsening in others.
10. Mali has begun working on plans to reach the Sustainable Development Goals and revise the national development plan (CREDD 2016-2018). The Zero Hunger Strategic Review (ZHSR) is seen as an important tool for operationalizing SDG2.

#### *Access to food:*

11. Similar to other countries in the Sahel, Mali has persistent high rates of food insecurity and malnutrition, with intermittent spikes in acute food insecurity and malnutrition. As a result of the protracted political crisis, the deteriorating security situation in both northern and central Mali, recurrent climate shocks (droughts and floods), as well as chronic poverty, approximately 25 percent of the population is currently food-insecure, of which 4 percent is severely food-insecure. Northern and central Mali are particularly subject to food insecurity during the annual lean season (between June and October for agricultural households, and between February and May for the pastoral communities.)
12. The planned number of beneficiaries during the first quarter of 2018, which overlaps with the February-May pastoral lean season, was 30,000; due to the early start to the agro-pastoral lean season, the number of people requiring assistance from WFP will be as follows: 155,000 people for the early phase of the agro-pastoral lean season (March-May), and 504,000 people for the traditional duration of the agro-pastoral lean season (June-September). Additionally, WFP Mali, under their Blanket Supplementary Feeding Programme will support 197,000 children 6-23 months and Pregnant and Lactating Women and Girls.
13. The national food security and nutrition assessments carried out in Mali in February 2017 highlighted the heightened vulnerability of households headed by women to food insecurity. The prevalence of food insecurity among households headed by women is more than 50 percent higher than among households headed by men. Household headed by women are generally less educated, have less access to productive assets (land, livestock, agricultural inputs) and earn less income than their male counterparts.

#### *End malnutrition:*

14. Malnutrition is a chronic problem in Mali, and this has been exacerbated by the crisis. The national-level Global Acute Malnutrition (GAM) rate from the July 2017 Standardized Monitoring Assessment of Relief and Transitions (SMART) survey is above the World Health Organization's "serious" threshold of 10 percent (10.7 percent). Rates remain high in some areas experiencing worsening indicators. Timbuktu and Gao regions exhibit the highest rates of acute malnutrition, standing at 15 percent (the "critical" threshold). The nutrition cluster estimates that the situation could further deteriorate nationally, with 857,000 children expected to suffer from moderate or severe acute malnutrition in 2018.
15. Additionally, 26 percent of children under the age of 5 suffer from chronic malnutrition. There are significant pockets of food insecurity and high rates of malnutrition in surplus-producing

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areas not affected by conflict, which have some of the highest rates of chronic malnutrition. This appears to be more the result of structural factors (household-level knowledge and practices, limited access to health services, , high numbers of agricultural labourers working for wages, a focus on cash crops over food crops) as opposed to shocks.

***Smallholder productivity and incomes:***

16. Smallholder producers – of which 49 percent are women – account for about 78 percent of total agriculture production. The productivity of the smallholder sector is constrained by low levels of diversification, high levels of post-harvest losses, and limited levels of value-added processing, all of which reduce revenues and increase exposure to risk. In some areas, reduced access to markets and support services, due to the impacts of conflict and insecurity, also limit income and reduce incentives to produce marketable surpluses.

*Sustainable food systems:*

17. The primary staple crops are cereals, with specific regional varieties depending on growing conditions. Maize is grown primarily in the Sudanian zone, Millet and sorghum are cultivated mainly in the Sahelian band, while rice is cultivated on irrigated areas along the Niger River. Agriculture is largely subsistence oriented. Cotton is the main cash crop, followed by oilseeds (groundnuts and shea nuts), and represents a significant portion of exports.
18. While Mali is, at the aggregate level, capable of meeting its overall food requirements, the sustainability of food systems is threatened by several factors. Climate change, population increases and unsustainable agricultural practices undermine the sustainability of traditional systems. Urbanization and lifestyle changes are also leading to structural changes in food systems, which will have to be taken into account. Insecurity has also negatively affected the efficiency and viability of food systems by limiting access to markets and key support services.
19. Efforts have been made to strengthen the capacity of vulnerable communities to adapt to changing conditions and to promote practices that rehabilitate and sustainably improve their resource base. These efforts are supported by Food assistance for Asset (FFA) activities aimed at reducing food insecurity and malnutrition, and increasing the sustainability of the food system.

➤ ***Macro-economic environment***

20. The economy has a low level of diversification and is very vulnerable to both commodity price fluctuations and to unfavourable weather conditions. In recent years it has also been subject to political, security and climate shocks. The 2012 crisis and the related instability led to a sharp drop in GDP growth, economic activities were disrupted, there was substantial displacement both inside the country and across national borders, and infrastructure was destroyed. Both foreign assistance and the tourism industry essentially collapsed.
21. The restoration of constitutional order in 2013 led to a restoration of foreign assistance. This and a gradual return to stability has contributed to a projected growth rate of about 5 percent per year for the next three years (World Bank). This optimistic scenario is subject to substantial risks, associated with continued implementation of the peace agreement, the resurgence of insecurity, and the risk of drought or unfavourable movements in the price of gold or cotton (the two largest export commodities).
22. The capacity of the Government to ensure the delivery of basic services, which in turn has implications for equity and social cohesion, was limited even before the 2012 crisis. Currently government control over large sections of the country is very limited, and few services are being provided in these areas.
23. The high rate of gender inequality has a significant impact on productivity and growth. Limited access to education and limited labor force participation both reduce potential economic growth.

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The former reduces the quality of human capital and thus the average productivity of women in the workforce. Limited labor participation rates have an even more direct impact on economic growth, as women who are not participating in the economy cannot contribute to production and growth.

➤ ***Key cross-sectorial linkages***

24. While Mali made significant progress against some of the Millennium Development Goals, this was not the case for all sectors, and some of the progress has been partially offset by the impacts of conflict and insecurity.
25. All strategic outcomes of the present ICSP will contribute to SDG 2 and will enhance synergy with Sustainable Development Goals relating to poverty (SDG 1), health (SDG 3), education (SDG 4), gender equality (SDG 5) and ecological limits and degradation (SDGs 13, 14, and 15). Additionally, all strategic outcomes contribute to varying degrees to Strategic Result 5 on capacity reinforcement (SDG 17.9).

### **1.3. HUNGER GAPS AND CHALLENGES**

26. The country key hunger gaps and challenges were documented in 2013 in a EU-funded audit of the Government's system for preventing and responding to food crises. This analysis led to a number of recommendations to strengthen the performance and the effectiveness of the system, which were incorporated into a restructuring plan and are now being implemented. Key elements included the reform of the institutional framework and the development of a food security and nutrition policy.
27. A National Food Security and Nutrition Policy was prepared in 2016/17, based on a national diagnostic exercise, which identified the main drivers of food insecurity and malnutrition. These included fluctuating food production, the impact of weather-related shocks and insecurity on food access, the need for reform of the food security governance, a lack of coordination between food security, nutrition and social protection sectors and gender inequality.
28. This document, while not yet formally adopted, identifies four strategic actions. These include increasing the responsiveness of agricultural production to demand, preventing shocks and mitigating their effects on access to food, preventing and reducing malnutrition, and improving the governance of food and nutrition security. The need for increased gender equality is also identified as a cross-cutting priority, affecting all of the issue areas.

### **1.4. KEY COUNTRY PRIORITIES**

#### ***Government priorities***

29. Mali's development objectives are summarized in the Cadre Stratégique de la Relance Economique et le Développement durable du Mali (CREDD 2016-2018). This document integrates key targets related to SDG 2, including the reduction of malnutrition, guaranteeing access to food, improving living conditions for smallholder agricultural producers, and ensuring the sustainability of food systems.
30. Other key priorities related to SDG 2 are set out in the National Nutrition Policy 2013-2021 (a multi-sectoral strategy to reduce malnutrition) and the Plan Resilience Pays developed within the framework of the Global Alliance for Resilience (AGIR) 2015-2030, which set objectives for improving social protection, strengthening nutrition, improving production and strengthening governance in food and nutritional security.
31. Through a consultative exercise, the Government has developed two major national policies, the Politique Nationale de Protection Sociale and the Politique Nationale de Sécurité Alimentaire et de Nutrition, addressing food and nutrition insecurity. Recently, there has been an increased focus on an adaptive and nutrition-sensitive social protection system, as an instrument to alleviate poverty and mitigate the effects of shocks. The National Gender Policy

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(Politique Nationale Genre), which was published in 2011, defines a strategy for implementing the objectives of the different legal and treaty engagements with respect to gender.

32. WFP supported activities, such as school meals, treatment of acute malnutrition and seasonal assistance in response to localized shortfalls, fit well into the adaptive social protection approach, which is now being piloted by the Government with the support of the World Bank and DFID.
33. Notwithstanding efforts to tackle chronic issues, it is crucial to maintain the capacity to respond quickly and effectively in the short term and to address the ongoing needs of newly displaced populations following instability and periodic conflict in northern and – increasingly – central Mali.

### *United Nations and other partners*

34. WFP also works closely with FAO on emergency and resilience issues. Building on the positive experience of a ‘joint road map’ developed to deepen synergies of interventions in central Mali, the partnership is being enlarged to include UNICEF with the aim to address more effectively the root causes (as opposed to the symptoms) of food and nutrition insecurity. These root causes include, among other things, unsustainable agricultural practices, limited integration with and between markets, inadequate knowledge regarding nutrition at the household level and limited access to basic services (including education and health services).
35. Currently, WFP is working with UNICEF and FAO to enhance existing inter-agency partnerships, by developing a joint package of activities relating to nutrition and adaptive social protection systems. This includes capacity building at the national and subnational levels, in addition to the provision of services to beneficiaries. WFP also works with UNFPA and UN Women on gender related issues linked to nutrition.

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## **2. STRATEGIC IMPLICATIONS FOR WFP**

### **2.1. WFP’S EXPERIENCE AND LESSONS LEARNED**

36. When the political security crisis began in 2012, Mali was still recovering from the 2010 pastoral crisis and the 2011 drought. Conflict in northern Mali caused the displacement of more than 500,000 people (including IDPs and refugees), disrupted markets, reduced food availability and incomes, and reduced livestock holdings. Developed and implemented in response to the crisis, the Emergency Operation (EMOP) 200525 assisted 1.3 million beneficiaries, primarily in northern Mali.
37. The 2014 evaluation of the EMOP found it to be relevant and appropriate, despite access and capacity constraints. Recommendations arising from the evaluation included improving cooperating partner capacities, reinforcing monitoring and evaluation, enhancing food and nutrition security analysis, decentralising nutrition capacity, including displaced or mobile populations in school meals programmes and nutrition activities, and sharing knowledge to harmonise implementation approaches. These recommendations were also highlighted in a decentralised evaluation (June 2015) as well as in a third party monitoring audit (2016).
38. The recommendations were addressed in the Protracted Relief and Recovery operation (PRRO) Mali 200719 “Saving Lives, Reducing Malnutrition and Rebuilding Livelihoods,” which replaced the EMOP in 2015. The operation, which is based on an integrated contextual analysis, develops a combined approach to enhance resilience and to reduce hunger and malnutrition by linking crisis response, asset creation, market access and human capital development.

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39. Based on the last food security and nutrition surveys carried out by the Government with WFP support highlighting the vulnerability of women to food insecurity, gender concerns have been included in PRRO and mainstreamed into all WFP activities with emphasis on the targeting and the reinforcement of women's participation in the implementation and management of activities. WFP monitoring systems showed an impact on gender inequality and also women empowerment: the support for smallholder farmers' programme, targeting female smallholder producers increased women economic empowerment. Women's decision-making power over the utilisation of food entitlements at the household level increased significantly in 2016, with a higher percentage of women deciding on how food entitlements should be used. These gender good practices will be further strengthened.

## **2.2. OPPORTUNITIES FOR WFP**

40. The adaptive social protection framework represents an opportunity to better integrate WFP activities with those of the Government. It also provides a credible framework for activities linked to the provision of basic social services. WFP is recognized as the largest provider of social transfers, with a substantial field presence. Non-emergency activities are increasingly implemented in the context of an adaptive social protection.
41. In addition to their role as part of the larger social protection framework, there is an increased recognition of the contribution of basic social services, particularly education, to the promotion of peace and stability. The same is true for other community-based activities, including asset creation. This could lead to new partnerships and funding opportunities.
42. WFP is working with the Government and partners to provide a rapid and appropriate response to new displacement, including a transition into medium-term support provided by WFP or others. Response to small scale or isolated production shocks, on the other hand, will be accommodated within the adaptive social protection framework.
43. WFP will build on successful partnership and advocacy models that promote increased gender equality in order to increase social impact of its interventions. This will include a continued emphasis on capacity strengthening, including capacity building for national NGOs and community-based organizations.

## **2.3. STRATEGIC CHANGES**

44. In recent years, WFP's assistance in Mali has focused on responding to conflict-related displacement and supporting vulnerable people's access to food during production shocks. This type of support is likely to be required for the foreseeable future. At the same time, programmes supporting smallholder production and community-level investment in resilient and sustainable production have been extended. Most of WFP's activities would fit in the adaptive social protection framework that is being developed by the Government – with support from the World Bank.
45. WFP will continue to improve the quality of the overall response by supporting market assessments, vulnerability analysis, early warning and overall response planning and coordination processes. The proposed programmes with a focus on food security and nutrition will reinforce thematic complementarity with other actors with respect to emergency preparedness, humanitarian response and early recovery.
46. Gender analysis is an explicit part of this analytical work. Programming will include activities specifically targeted towards specific groups; for example, blanket supplementary feeding activities include both children and pregnant and lactating women. Overall, women and children – and households headed by women – represent the majority of beneficiaries. The implementation of assistance activities will be adapted to meet the needs and preferences of specific groups, one example being the decision to use vouchers in some areas – rather than cash transfers – based on the expressed preferences of women.

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47. WFP and partners utilise participatory approaches at all stages of programme design and implementation. WFP actively promotes the inclusion and promotion of women in local management committees, which are involved in vulnerability assessment, beneficiary selection and oversight of activities; committees include a minimum of two female members among the five members, including the president of the local women's association.
  48. WFP will continue to collaborate with partners and communities on the ground to ensure that protection risks for women, children, the disabled and elderly are understood and mitigated. Adaptations – including the choice of transfer modality, and the location and procedures for distributions – will also be made with the aim of preventing negative consequences. WFP ensures that the majority of ration cards are issued in women's names and engages with beneficiaries to identify the most appropriate assistance modalities, locations and times for distributions.
  49. The capacity of the Government to provide essential social services in a substantial portion of the country is constrained by instability, insecurity and uncertainty over the peace process. At the same time, 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. An increasing focus will be on developing approaches to maintain services – specifically education and nutrition - in areas where the effective presence or capacity of Government is limited. Another challenge will be to develop strategies to work with interim authorities in northern Mali, as they can take on responsibility for service provision in areas under their control.
  50. Response to small scale or isolated production shocks will be progressively accommodated within the adaptive and crisis responsive social protection framework now being developed. This framework coordinates activities implemented by a variety of Government ministries and agencies. It will also include conditional transfers associated with the provision of social services, including school meals. WFP is working to promote resilience in areas affected by recurrent shocks, where there will be a continuation of food assistance for asset creation activities in order to strengthen sustainable productive capacity.
  51. Geographical targeting will be based on the Integrated Context Analysis, while project identification and development will be done through a participative process. The Seasonal Livelihoods Programming workshops, which serve as a basis for the planning of resilience-related activities, specifically address the needs and preferences of women, who are included as one of the different sectoral groups involved in these workshops.
  52. FFA creation activities will be integrated with other activities, including those implemented by other actors, in order to enhance the overall effect on resilience at the community, household and individual levels. In addition, there will be an increased emphasis on quantifying the expected benefit streams that community assets are expected to generate, with a view to informing the selection of activities and making an investment case to Government and donors.
  53. Support to smallholder producers will move beyond the emphasis on local purchase of commodities for distribution, although local procurement will continue to be an important part of the overall approach. This will include ongoing support to promote market-oriented production, market integration and value-added processing. As part of this, linkages between the school meals programme and local producers' organizations will be developed, both through direct procurement and the implementation of cash-based transfers. Women play a particularly important role in the small holder agricultural sector, where they account for nearly half of the workforce. Assistance to smallholder associations supports gender equality, and a particular effort has been made to support those in which women represent the majority of members.
  54. With respect to nutrition, the transition involves an increased focus on a cost-effective and sustainable approach to reducing the prevalence of malnutrition, including collaboration with other actors to address the underlying causes. This will build on recent and current initiatives,

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including the Santé Nutritionnelle à Assises Communautaires à Kayes (SNACK) project, and will be informed by the ongoing Cost of Hunger analysis.

55. In addition to the ongoing provision of services to the broader humanitarian community, WFP will work to improve the effectiveness of common coordination platforms. This will include developing collaboration with Government and the private sector. WFP will continue to improve the quality of the overall response by supporting market assessments, vulnerability analysis, early warning and response planning and coordination processes.

### **3. WFP STRATEGIC ORIENTATION**

#### **3.1. DIRECTION, FOCUS AND INTENDED IMPACTS**

56. This T-ICSP provides the framework for WFP's contribution to achieve national food and nutrition security targets. It will guide WFP's interventions and strategy while the Government conducts a Zero Hunger Strategic Review (ZHSR). Once completed the ZHSR will inform WFP's strategy for achieving SDG 2 in Mali.
57. This T-ICSP is scheduled to cover ongoing activities under PRRO 200719 and the SO 200802 during 2018. The outcomes and activities have been designed on the basis of the two existing projects. It will be reviewed in 2018 to incorporate findings of the ZHSR and planned changes under the updated national development plan and UNDAF.
58. The government-led ZHSR, which will include consultations with a wide range of stakeholders, has now begun. The preliminary results and recommendations from the initial diagnostic exercise associated with the ZHSR are expected to be available in July 2017, with the initial draft of the report to be available in September 2017. The ICSP may be updated as the ZHSR is completed and the Country Strategic Plan (CSP) developed, in order to allow for a smooth transition.
59. Once the ZHSR is validated by the Government and launched, the country office will begin working on the CSP. The CSP will define WFP's role within the broader sectoral strategy defined in the ZHSR, including planned collaboration with other actors. It is expected that the CSP will be completed in time for action by the November 2018 meeting of the Executive Board.
60. The T-ICSP aims to contribute to the following strategic outcomes:
- Crisis-affected populations are able to meet their basic food and nutrition requirements during and after crises
  - Vulnerable people in food-insecure and post-crisis areas are able to meet their basic food and nutrition requirements throughout the year
  - Targeted populations (children 6-59 months and pregnant and lactating women (PLW)) have reduced malnutrition in line with national targets
  - Populations in targeted areas, including vulnerable smallholder farmers, have enhanced livelihoods and resilience to better support food security and nutrition needs all year-round.
  - Government (at the local and national levels) and civil society have strengthened capacity to manage food security and nutrition policies and programmes by 2023
  - Government efforts towards achieving Zero Hunger by 2030 are supported by effective and coherent policy frameworks.
  - Humanitarian partners have access to common services, (including transportation, logistics, emergency telecommunications and food security analysis) throughout the year
61. The promotion of gender is a transversal objective extending across the different outcomes and contributing to enhanced growth, improved food security and resilience.

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### 3.2. STRATEGIC OUTCOMES, FOCUS AREAS, EXPECTED OUTPUTS AND KEY ACTIVITIES

#### 3.2.1. STRATEGIC OUTCOME 1: CRISIS-AFFECTED POPULATIONS ARE ABLE TO MEET THEIR BASIC FOOD AND NUTRITION REQUIREMENTS DURING AND AFTER CRISES

➤ *Outcome description*

62. In line with WFP's humanitarian mission, this strategic outcome aims to enable crisis-affected populations in Mali to meet their basic food and nutrition needs during and after crises. Interventions under this strategic outcome involve the provision of emergency and seasonal cash-based or in-kind food-based transfers to targeted populations and include the provision of assistance to populations affected by conflict-related displacement, large-scale natural disasters, or acute production shocks, and blanket supplementary feeding carried out in conjunction with seasonal food assistance.
63. Gender will be systematically integrated in relation to conducting assessments, targeting or transfer modality. The outcome will be measured using nutrition sensitive indicators including Minimum Dietary Diversity for Women, and Food Consumption Score – Nutrition Quality, among other nutrition sensitive indicators which aim to identify overall outcome to these populations during after a crisis.
64. This Strategic Outcome directly supports WFP Strategic Result 1 - Everyone has access to food (SDG Target 2.1)

➤ *Focus Areas*

This Strategic Outcome will support crisis response, by focusing on providing assistance to crisis-affected populations in order to meet their basic food and nutrition needs during crises.

➤ *Expected outputs*

The following outputs of Strategic Outcome 1 also directly support the achievement of SDG 2.2 (end malnutrition) and SDG 3 (ensure healthy lives and promote well-being)

- Crisis-affected populations (Tier 1) receive transfers (cash-or food-based) (output category A1) in response to production shocks in order to protect their livelihoods and enable them to meet their basic food and nutrition requirements (SR 1)
- Crisis-affected children aged 6–23 months and pregnant and lactating women receive food assistance in order to meet their basic food and nutrition needs (SR 1)

➤ *Key activities*

65. Under this Strategic Outcome WFP's interventions target households in vulnerable and food-insecure areas that have experienced significant shocks, as well as households displaced by conflict or insecurity, and returning refugees or IDPs. In addition, children aged 6-23 months and pregnant and lactating women in areas where global acute malnutrition rates exceed 15 percent, or where rates exceed 10 percent but are expected to deteriorate in the near future, will be targeted.

*Activity 1: Provide unconditional cash or food transfers to populations affected by conflict-related displacement, natural disasters, or production shocks.*

66. In Mali's volatile security context with frequent population displacements due to armed clashes and recurrent natural shocks, WFP needs to maintain its capacity to provide emergency response for conflict and natural disaster-affected population and to support them with seasonal assistance during the pastoral and agro pastoral lean seasons. WFP will build on partnerships to carry out this activity.

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67. Planning of food assistance for vulnerable households, IDPs and returnees is coordinated with the Government, UNHCR, IOM, ICRC and NGOs. Assessment of new displacements is done in collaboration with NGOs and – where feasible – on an interagency basis. International NGOs are currently the primary implementing partners for general distributions, but the country office is working to increase its collaboration with local and national NGOs, with a view to developing a locally-based capacity for both analysis and response.

68. **Activity 2:** Provide blanket supplementary feeding to children aged 6–23 months and pregnant and lactating women in conjunction with general cash/food distributions.

69. In conflict-affected areas, women and children do not have easy access to health services either due to insecurity or through lack of functioning health centres and the rates of global malnutrition are alarming and can be aggravated if nothing is done. To prevent increases in acute malnutrition, WFP will provide nutritional supplements to pregnant and lactating women and children under the age of 2. This activity will be primarily carried out by partners involved in general food or cash distributions in food insecure or crisis-affected areas.

### **3.2.2. STRATEGIC OUTCOME 2: VULNERABLE PEOPLE IN FOOD-INSECURE AND POST-CRISIS AREAS ARE ABLE TO MEET THEIR BASIC FOOD AND NUTRITION REQUIREMENTS THROUGHOUT THE YEAR**

#### *➤ Outcome description*

70. In line with WFP’s support to SDG 2), targeted populations, particularly households recurrently food-insecure and households in post-crisis areas will be provided with conditional and unconditional transfers. Interventions will also include school meals in primary schools during the school year (from October to June). Gender considerations will be systematically integrated in the activities to ensure equity in the immediate term and to promote gender equality in the medium to long term.

71. This Strategic Outcome directly supports WFP Strategic Result 1 - Everyone has access to food (SDG Target 2.1)

#### *➤ Focus Areas*

72. With a focus on vulnerable people in recurrently food-insecure and post-crisis areas, this strategic outcome will build resilience among targeted populations, particularly children, pregnant and lactating women, and those affected by periodic shocks and/or acute malnutrition.

#### *➤ Expected outputs*

73. The following outputs of Strategic Outcome 2 also directly support the achievement SDG 2.2 (end malnutrition), SDG 3 (ensure healthy lives and promote well-being), SDG 4.1 (free, equitable and quality access to education), and 17.9 (capacity strengthening).

- Households affected by recurrent seasonal shocks (Tier 1) receive cash and food transfers (output category A1) in order to meet basic food and nutrition needs (SR1)
- Targeted school children (Tier 1) receive a nutritious meal every day they attend school (output category A1) in order to meet basic food and nutrition needs (SR 1) and increase school enrolment.

#### *➤ Key activities*

74. Under this strategic outcome WFP’s interventions will target: i) beneficiaries in areas identified in the *Cadre Harmonisé* and included in the government response plan, in collaboration with partners, local authorities and communities; and ii) school children in grades 1-6 in schools located in food-insecure areas with low enrolment rates.

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*Activity 3: Provide unconditional cash or food transfers to vulnerable populations affected by seasonal shocks.*

75. As a sahelo-saharan country, Mali faces recurrent seasonal peaks of food insecurity mainly affecting the livelihoods of pastoral and agro pastoral communities. The Government provides assistance to affected populations during the lean season through a National Response Plan (PNR) with the support of WFP.

*Activity 4: Provide school meals to school children in targeted areas.*

76. WFP provides assistance to schoolchildren in order to help them meet their food needs and to encourage enrolment and attendance, particularly in food-insecure areas, where the retention rates are often low. A particular attention will be given to address the gender gap that continues to persist in schools, targeting schools and areas with large gender gaps. School meals have been identified as a powerful tool to boost enrolment and retention in vulnerable areas. Increasing enrolment and completion will eventually contribute to increased productivity and resilience, alleviating poverty in the longer term.
77. Depending on market conditions, school management committees will be receiving either food or cash and communities will have the responsibility to prepare school meals on school days. Cash transfers will be used to stimulate local production and allow the purchase of locally-produced food. Individual schools will manage food preparation according to local preferences - WFP will organise trainings on hygiene and food safety.
78. WFP will build on partnerships at multiple levels. At the school level WFP will partner with local school management committees. The current trend is to increasingly partner with the local services of the Ministry of Education in lieu of local NGOs. At the national level WFP will partner with the Ministry of Education through the *Centre National des Cantines Scolaires* (CNCS) in charge of the implementation of the school meals policy. Additional partners include the World Bank and the Catholic Relief Services.

### **3.2.3. STRATEGIC OUTCOME 3: TARGETED POPULATIONS (CHILDREN 6-59 MONTHS AND PLW) HAVE REDUCED MALNUTRITION IN LINE WITH NATIONAL TARGETS**

#### **➤ Outcome description**

79. This Strategic Outcome aims to reduce malnutrition in children under 5, pregnant and lactating women and caregivers through the provision of specialised nutritious food to treat or prevent acute malnutrition. Interventions include the provision of cash-or food-based transfers through health centres. It directly supports WFP Strategic Result 2 - No one suffers from malnutrition (SDG Target 2.2).
80. Gender analysis will be integrated in the planning, implementation, monitoring and evaluation of these activities, with a focus on measurable support for gender equality. In view of the specific vulnerability of pregnant girls, additional services will be offered in partnership with UNFPA and UN Women. These services will focus on raising awareness about pregnancy and early marriage prevention, the assessment of SGBV.

#### **➤ Focus Areas**

81. This Strategic Outcome will build resilience among targeted populations, reducing the incidence of malnutrition and treating malnourished children and pregnant and lactating women, thus preserving their productive and adaptive capacities.

#### **➤ Expected outputs**

The following outputs of Strategic Outcome 3 also directly support the achievement of SDG 2.2 (end malnutrition) and SDG 3 (ensure healthy lives and promote well-being)

- 
- Targeted children aged 6-23 months and PLW (Tier 1) receive food and cash transfers (output category A1) (including specialized nutritional commodities, social behaviour change communication activities and nutrition education where appropriate) in order to prevent malnutrition (SR 2)
  - Malnourished Children 6-59 months and PLW including caregivers (Tier 1) in food-insecure/post-crisis areas receive appropriate specialised nutritious foods (output category B) to treat acute malnutrition (SR 2)
  - Targeted populations (Tier 3) benefit from effective collaboration between relevant actors, including Government (output category M), on addressing structural factors contributing to the prevalence of malnutrition outside of crisis/post-crisis areas in order to improve their nutrition status (SR 2)

➤ *Key activities*

*Activity 5: Provide nutritious complements to targeted children (aged 6-23 months) and cash to PLW to prevent undernutrition outside of crisis/post-crisis areas.*

82. Prevention services will be provided through government health centres. Existing women's groups and community workers will be involved in community mobilization with support from local NGOs and health centres' staff.

83. At the national level, the capacity of the nutrition division of the Ministry of Health will be further reinforced so that it can assume responsibility for the monitoring and evaluation of nutrition programmes, analyse and disseminate survey results, and apply results for planning future programmes. Support will also be provided for the coordination workshops for review of nutritional activities, and for quarterly and monthly coordination meetings at regional and district levels. Women will be included in these workshops, which will include discussion of gender-sensitive nutrition policies and programmes.

*Activity 6: Provide nutritious food to children and food assistance (food/CBT) to PLW for treatment of malnutrition – including support to caregivers.*

84. Treatment of acute malnutrition is implemented through governmental health facilities. In addition to providing specialized nutritional commodities as well as social behaviour change communication activities and nutrition education support where appropriate, WFP will also work with these facilities to support and strengthen nutrition monitoring, evaluation and reporting systems. In most cases, support is provided through NGO partners who maintain ongoing contact with the government facilities and technical services at the local level.

*Activity 7: Provide fortified rice to targeted beneficiaries and support the production of fortified food commodities in collaboration with the local private sector.*

Women and men will equally profit from activities associated with the distribution of food and commodities.

85. Partners include private sector businesses involved in milling and food processing, the relevant government technical services, and other actors supporting value-added processing of locally produced commodities.

**3.2.4. STRATEGIC OUTCOME 4: POPULATIONS IN TARGETED AREAS, INCLUDING VULNERABLE SMALLHOLDER FARMERS, HAVE ENHANCED LIVELIHOODS AND RESILIENCE TO BETTER SUPPORT FOOD SECURITY AND NUTRITION NEEDS ALL YEAR-ROUND.**

➤ *Outcome description*

86. With 70 percent of the population relying on subsistence agriculture for their livelihoods, adaptation and mitigation actions at national, sub-national and community levels are of high priority for the Government. A combination of exposure to risk, dependence on rain-fed

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agriculture, and a low asset base make rural populations more vulnerable to natural and market-related shocks. Smallholder farmers are particularly affected by the consequences of climate change. Other challenges are the lack of access to markets, and unpredictable and unorganized demand.

87. With a focus on supporting livelihood diversification and improving access to market of smallholder farmers, WFP will continue to leverage its purchasing power through local procurement whenever feasible. The ICA and follow-on data from food and nutrition security monitoring will inform prioritization for targeting Food assistance for Assets (FFA) schemes. The intent is to target communities over multiple years to ensure sustainable impact. The Strategic Outcome contributes to SDG target 2.3 and WFP's SR 3.

➤ *Focus Areas*

88. This Strategic Outcome will build resilience among targeted populations by preserving and increasing the productive capacity of their resource base, and promoting increased revenues through technical support and the strengthening of linkages to markets.

➤ *Expected outputs*

89. Vulnerable populations in targeted areas subject to recurrent shocks and climate change (Tier 2) benefit from rehabilitated productive asset base (output category D) in order to enhance sustainably their livelihoods (SR 3)

90. Targeted food-insecure smallholders (Tier 2) benefit from technical and financial support (output category C) in order to increase their market-oriented production in terms both of quantity and value (SR 3)

91. Smallholder farmers in localities where cash-based school meals are implemented (Tier 2) benefit from schools' generated local demand of food commodities (output category F) to improve their food security and livelihoods (SR 3)

➤ *Key activities*

***Activity 8: Provide food assistance for assets to targeted smallholders, to develop, restore and rehabilitate productive community infrastructures and sustainable natural resource use through a participatory process.***

92. FFA will promote community resilience. Partnerships with experienced NGOs that have links with local groups will enhance beneficiary and community participation; third-party monitors will be involved in outreach and feedback. Participants in asset-creation activities will be selected by the community, based on criteria related to vulnerability.

93. The project will ensure that there is no discrimination between men and women by giving women and men the same opportunities for leadership, management and participation at all levels of the activities. Where appropriate, the project will give preference to women in the targeting of beneficiaries and in the management of assets. As much as possible, it will be ensured that women occupy strategic positions in the management committees of assets created.

94. WFP is part of the Global Alliance 3 for Resilience (AGIR), and within this framework will work in partnership with FAO particularly in resilience, asset-creation, and community natural resources management. Government and other partner technical expertise and services will increase the effectiveness of WFP's implementation.

***Activity 9: Provide technical and financial support to smallholder farmers' organizations, aimed at encouraging market-oriented production, facilitating access to markets, enhancing value-added and reducing post-harvest losses, and developing linkages to the school meals programme.***

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95. WFP will support farmers and pastoralist associations in activities promoting resilience, asset-creation, community natural resources management, school gardens and nutrition awareness in collaboration with the Ministry of Rural Development, farmers' organizations, NGOs and FAO.

**3.2.5. STRATEGIC OUTCOME 5: GOVERNMENT (AT THE LOCAL AND NATIONAL LEVELS) AND CIVIL SOCIETY HAVE STRENGTHENED CAPACITY TO MANAGE FOOD SECURITY AND NUTRITION POLICIES AND PROGRAMMES BY 2023**

➤ *Outcome description*

96. Food security and nutrition policies are at the forefront of the Government's development policy agenda. However, because of ongoing challenges in addressing complex cross-sectoral issues and in policy implementation, WFP will contribute to strengthening the Government's capacity at central and local levels, to improving coordination between ministries and to monitoring progress towards national SDG targets. Gender will be integrated throughout technical assistance and coordination activities.

The Strategic Outcome contributes to SDG 17.9 and WFP's SR 5.

➤ *Focus Areas*

This Strategic Outcome will address root causes of food insecurity and hunger, by strengthening the capacity of Government to manage and implement food security and nutrition policies. This will include gender-sensitive nutrition policies.

➤ *Expected outputs*

- Food-insecure people in targeted areas (Tier 3) benefit from strengthened food security analysis, emergency preparedness and service delivery (output category M) in order to protect access to food (SR5)
- Food-insecure people (Tier 3) in targeted areas benefit from strengthened coordination among actors in the nutrition sector through the Renewed Effort Against Child Hunger (REACH) mechanism in order to improve their nutrition status (SR 5)

➤ *Key activities*

97. Activity 10: Provide technical assistance and other support to the Government, to strengthen national capacity for food and nutritional security analysis, and for emergency preparedness and response

98. WFP will provide technical support and promote capacity development to the Ministry of Solidarity and Humanitarian Action, Ministry of the Interior and Civil Protection, Commissariat à la Sécurité Alimentaire and community-based organizations and to the Ministry of Agriculture.

*Activity 11: Support Government to strengthen coordination among actors in the nutrition sector through REACH mechanism.*

99. This activity focuses on support to Government capacity in the nutrition sector, by promoting coordination and information sharing between the REACH partners (FAO, UNFPA, UNICEF, WHO and Ministry of Health).

**3.2.6. STRATEGIC OUTCOME 6: GOVERNMENT EFFORTS TOWARDS ACHIEVING ZERO HUNGER BY 2030 ARE SUPPORTED BY EFFECTIVE AND COHERENT POLICY FRAMEWORKS**

➤ *Outcome description*

100. Based on its commitment to generate evidence and support national capacities, WFP will work with the Government to support the implementation of National Zero Hunger

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Strategic Review (ZHSR), in line with its intra-sector and inter-sectorial priorities. Evidence will be generated to inform decision-making and public policy and improve the design and implementation of food security and nutrition strategies. Gender analysis will be an integral part the process and content of the NZHSR.

The Strategic Outcome contributes to SDG 17.14

➤ *Focus Area*

101. This Strategic Outcome will address root causes of food insecurity and hunger, by supporting the development of effective and coherent policies to address the factors underlying them.

➤ *Expected outputs*

- Targeted populations (Tier 3) benefit from the implementation of the National Zero Hunger Strategic Review recommendations (output category I), supported by targeted sectors, UN system and government entities in order to better progress towards zero hunger (SR5).
- Food-insecure people (Tier 3) in targeted areas benefit from improved coordination between different actors and structures (output category M) involved in food security analysis, preparedness and response planning in order to protect access to food (SR 6).

➤ *Key activities*

*Activity 12: Provide support to the Government Zero Hunger Strategic Review implementation and related analytical work, followed by dialogue with Government and other stakeholders relating to implications of the findings and recommendations for medium-term planning (CSP, National Development Plan, UNDAF) and improving coordination between different elements of food security response, including adaptive social protection.*

102. This involves technical support to Government including the promotion of consultation, dialogue and joint analysis with other United Nations agencies, the broader humanitarian community, and civil society.

**3.2.7 STRATEGIC OUTCOME 7: HUMANITARIAN PARTNERS HAVE ACCESS TO COMMON SERVICES, (INCLUDING TRANSPORTATION, LOGISTICS, EMERGENCY TELECOMMUNICATIONS AND FOOD SECURITY ANALYSIS) THROUGHOUT THE YEAR**

➤ *Outcome description*

103. Common services and platforms activities will be targeted, providing supply chain services (including transportation, telecommunications, logistics and food security analysis) to other UN Agencies, NGOs, Government departments and other humanitarian actors. This Strategic Outcome contributes to SDG target 17.16 and WFP's Strategic Result 5.

➤ *Focus Areas*

This strategic outcome will support crisis response on account of its focus on providing support services to other humanitarian actors

➤ *Expected outputs*

Food-insecure people (Tier 3) in targeted areas benefit from WFP supply chain services to humanitarian partners (output category H) in order to promptly receive life-saving assistance (SR8).

Food-insecure people (Tier 3) in targeted areas benefit from shared services and platforms provided to humanitarian and development partners (output category H) in order to promptly receive life-saving assistance (SR8).

➤ *Key activities*

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*Activity 13: Provide technical expertise and services related to logistics, communications and information management, the food security cluster, and emergency preparedness and response, to humanitarian and development partners.*

104. This involves providing access to mechanisms and systems used by WFP, to partners including Government, United Nations agencies, donor countries and the private sector.

*Activity 14: Provide transportation services to humanitarian and development partners through the Humanitarian Air Service.*

105. This involves the provision of transportation services to the humanitarian community, including Government, United Nations agencies, donor country representatives and agencies.

### **3.3. TRANSITION AND EXIT STRATEGIES**

106. An additional Budget Revision (BR4) will be required to extend the ongoing activities under the PRRO and SO, and during the period covered by the ICSP (through at least mid-2018). This BR will also reflect the reframing of some non-emergency activities (including seasonal assistance) in the context of the adaptive social protection framework, a broader approach to resilience, including increased collaboration with other actors, and the need to strengthen the capacity to respond quickly and effectively to displacement resulting from conflict or insecurity.

107. Progress towards gender equality will be set as a requirement for sustained food and nutrition security, ensuring success of implementation and then exit.

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## **4. IMPLEMENTATION ARRANGEMENTS**

### **4.1. BENEFICIARY ANALYSIS**

108. For crisis response and resilience activities aimed at ensuring access to food, the targeted beneficiaries are in communities that are vulnerable to food or nutrition insecurity, located largely in the northern and central parts of the country. Areas are targeted based on the Cadre Harmonisé, which also reflects the findings from bi-annual food assessments carried out by the Government with support from WFP. Nutritional activities – including both prevention and treatment programmes – will be targeted to areas with high rates of acute or chronic malnutrition. Beneficiary selection will be informed by food security, nutrition and gender analyses.

109. For Activity 1, beneficiaries include households in vulnerable and food-insecure areas who have also experienced significant shocks, as well as households displaced by conflict or insecurity, and returning refugees or IDPs. Not all of these populations are covered by the Cadre Harmonisé or included under the Government's National Response Plan (PNR). Areas having experienced rapid-onset shocks will be targeted on the basis of interagency assessments. Within these categories, households will be targeted in collaboration with partners, local authorities and communities. As part of BR1, there will be an increase in the number of beneficiaries of unconditional cash/food transfers during early (155,000 people) and main agro-pastoral lean season (504,000 people).

110. Blanket supplementary feeding (Activity 2) will target children aged 6–23 months and pregnant and lactating women during the months of June through September in areas where global acute malnutrition rates exceed 15 percent, or where rates exceed 10 percent but are expected to deteriorate in the near future. Reflecting BR1 and an increased geographical coverage, 132,000 children 6-23 months and 65,000 PLW/Gs will now be reached under the BSFP. Beneficiaries will be identified at the community level, and cooperating partners will carry out community screening and referral of malnourished children to health centers. Beneficiary communities will also be sensitized on optimal nutritional practices.

111. For Activity 3 seasonal assistance will be provided to vulnerable households in areas identified in the Cadre Harmonisé and included in the Government response plan (PNR). The specific households to be assisted will be targeted in collaboration with partners, local authorities and communities.
112. Schools to be included in the school meals programme (Activity 4) will continue to be those already selected in coordination with the local services of the Ministry of Education according to the following criteria: prevalence of food insecurity in the commune, being located in rural communities, having a functioning school management committee, having basic infrastructures like water, kitchen, warehouse, and readiness of the community to engage with the activity through in-kind or financial support.
113. Beneficiaries under Activity 5 include children under 5 and Pregnant and Lactating Women in areas not facing a crisis or post-crisis situation, but where malnutrition rates are consistently high. Beneficiaries will receive cash or food transfer (including specialized nutritional commodities where appropriate as part of a package aimed at preventing undernutrition.
114. For Activity 6, the beneficiaries are children aged 6-59 months and pregnant and lactating women in food-insecure or post-crisis areas, who are suffering from Moderate Acute Malnutrition. Beneficiaries will be screened at health centres, and cooperating partners will reinforce community screening and referral to increase the coverage of MAM treatment. Admission and discharge will conform to national protocols. Caretakers of children being treated for Severe Acute Malnutrition will also be assisted.
115. The direct beneficiaries under Activity 7 will be a subset of the students receiving assistance under Activity 4, corresponding to those schools receiving fortified rice is distributed.
116. Areas of intervention for activities related to livelihood assets creation and the promotion of resilience (Activities 8 and 9) have been identified through assessments and analytical tools, including the Integrated Context Analysis (ICA). Geographical targeting will be based on the Integrated Context Analysis, while project identification and development will be done through a participative process.

**TABLE 1: FOOD & CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME & ACTIVITY**

| Outcome  | Total Beneficiaries |              |                 |                   |          |              |                 |                      |                          |
|--|---------------------|--------------|-----------------|-------------------|----------|--------------|-----------------|----------------------|--------------------------|
|  | Modality            | Men/<br>Boys | Women/<br>Girls | Sub-Total<br>Food | Modality | Men/<br>Boys | Women/<br>Girls | Sub-<br>Total<br>C&V | Total<br>(Food +<br>C&V) |
| <b>SR1 - SDG 2.1 Everyone has access to food - Outcome 1</b>   |                     |              |                 |                   |          |              |                 |                      |                          |
| <b># Act1-Unconditional cash or food transfers to populations affected by conflict-related displacement, natural disasters, or production shocks</b> |                     |              |                 |                   |          |              |                 |                      |                          |
| Emergency Food Assistance - Pre-lean season  | Food                | -            | -               |                   | C&V      | 76,725       | 78,275          | 155,000              | 155,000                  |
| Emergency Food Assistance - Main-lean season   | Food                | 100,980      | 103,020         | 204,000           | C&V      | 148,500      | 151,500         | 300,000              | 504,000                  |
| Contingency HEB  | Food                | 24,750       | 25,250          | 50,000            | C&V      | -            | -               |                      | 50,000                   |
| IDPS_Emergency Food Assistance   | Food                | 9,900        | 10,100          | 20,000            | C&V      | 14,850       | 15,150          | 30,000               | 50,000                   |
| Returnees (repatriation package)   | Food                | -            | -               |                   | C&V      | -            | -               |                      | -                        |
| <b># Act2-Blanket supplementary feeding carried out in conjunction with general cash/food distributions</b>  |                     |              |                 |                   |          |              |                 |                      |                          |

|  |             |                |                |                  |                |                |                |                |                  |
|--|-------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|------------------|
| BSF (ch. 6-23 months)  | Food        | 65,340         | 66,660         | <b>132,000</b>   | C&V            | -              | -              | -              | <b>132,000</b>   |
| BSF (PLW)  | Food        |                | 65,000         | <b>65,000</b>    | C&V            | -              | -              |                | <b>65,000</b>    |
| <b>Sub-Total</b>   | <b>Food</b> | <b>200,970</b> | <b>270,030</b> | <b>471,000</b>   | <b>C&amp;V</b> | <b>240,075</b> | <b>244,925</b> | <b>485,000</b> | <b>956,000</b>   |
| <b>SR1 - SDG 2.1 Everyone has access to food - Outcome 2</b>   |             |                |                |                  |                |                |                |                |                  |
| <b># Act3-Conditional or unconditional cash or food transfers to vulnerable populations affected by recurrent shocks</b>   |             |                |                |                  |                |                |                |                |                  |
| Food Assistance - unconditional for resilience building  | Food        | 12,375         | 12,625         | <b>25,000</b>    | C&V            | 37,125         | 37,875         | <b>75,000</b>  | <b>100,000</b>   |
| <b># Act4-Provision of school meals</b>  |             |                |                |                  |                |                |                |                |                  |
| School Meals   | Food        | 43,556         | 44,436         | <b>87,992</b>    | C&V            | 43,556         | 44,436         | <b>87,992</b>  | <b>175,984</b>   |
| <b>Sub-Total</b>   | <b>Food</b> | <b>55,931</b>  | <b>57,061</b>  | <b>112,992</b>   | <b>C&amp;V</b> | <b>80,681</b>  | <b>82,311</b>  | <b>162,992</b> | <b>275,984</b>   |
| <b>SR2 - SDG Target 2.2 No one suffers from malnutrition - Outcome 3</b>   |             |                |                |                  |                |                |                |                |                  |
| <b># Act5-Prevention of malnutrition outside of crisis/post crisis areas</b>   |             |                |                |                  |                |                |                |                |                  |
| Prevention of Chronic Malnutrition   | Food        | 18,485         | 19,550         | <b>38,035</b>    | C&V            | -              | -              | -              | <b>38,035</b>    |
| Cash for nutritional Awareness   | Food        | -              | -              | -                | C&V            |                | 26,789         | <b>26,789</b>  | <b>26,789</b>    |
| <b># Act6-Treatment of malnutrition, including support to caregivers</b>   |             |                |                |                  |                |                |                |                |                  |
| Targeted supplementary feeding (ch. 6-59 months)   | Food        | 113,152        | 115,438        | <b>228,590</b>   | C&V            | -              | -              | -              | <b>228,590</b>   |
| Targeted supplementary feeding (PLW)   | Food        |                | 31,169         | <b>31,169</b>    | C&V            | -              | -              | -              | <b>31,169</b>    |
| Cash for Caregivers  | Food        | -              | -              | -                | C&V            | 300            | 9,700          | <b>10,000</b>  | <b>10,000</b>    |
| <b>Sub Total</b>   | <b>Food</b> | <b>131,637</b> | <b>166,157</b> | <b>297,794</b>   | <b>C&amp;V</b> | <b>300</b>     | <b>36,489</b>  | <b>36,789</b>  | <b>334,583</b>   |
| <b>SR3 - SDG Target 2.3 Smallholder productivity and incomes - Outcome 4</b>   |             |                |                |                  |                |                |                |                |                  |
| <b># Act18-Food for Asset activities, identified and implemented through a participatory process, develop, restore and rehabilitate productive infrastructures and the sustainability resource use</b> |             |                |                |                  |                |                |                |                |                  |
| Food Assistance for Asset  | Food        | 137,363        | 140,138        | <b>277,500</b>   | C&V            | 137,363        | 140,138        | <b>277,500</b> | <b>277,500</b>   |
| <b>Sub Total</b>   | <b>Food</b> | <b>137,363</b> | <b>140,138</b> | <b>277,500</b>   | <b>C&amp;V</b> | <b>137,363</b> | <b>140,138</b> | <b>277,500</b> | <b>277,500</b>   |
| <b>Total (with double-counting)</b>  | <b>Food</b> | <b>525,901</b> | <b>633,385</b> | <b>1,159,286</b> | <b>C&amp;V</b> | <b>458,419</b> | <b>503,862</b> | <b>962,281</b> | <b>1,844,067</b> |
| <b>Total (excluding overlap &amp; double counting)</b>   | <b>Food</b> | <b>377,596</b> | <b>452,968</b> | <b>830,563</b>   | <b>C&amp;V</b> | <b>322,815</b> | <b>365,519</b> | <b>688,334</b> | <b>1,518,898</b> |

## 4.2. TRANSFERS

117. Transfers include both in-kind commodities and different varieties of cash-based transfers. The balance between food- and cash-based transfers was a result of an in-depth review by the country office, including both an operational and managerial perspective, with particular emphasis on potential efficiency gains. Key factors included in this analysis were (i) how to get the most value for money, (ii) the impact on the supply chain, and (iii) contributions received on an in-kind basis and existing commitments to purchase commodities. Every year, the National Food Security Survey assess beneficiaries' preferences regarding modalities. Findings are used to inform operational decision-making. Overall, the use of cash-based transfer modality has been increasing over time.

#### 4.2.1. FOOD AND CASH-BASED TRANSFERS

| TABLE 2: FOOD RATION (g/person/day) <sup>[1]</sup> or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY |   |                        |  |                            |  |  |   |                            |  |                            |   |                          |
|---|---|------------------------|--|----------------------------|--|--|---|----------------------------|--|----------------------------|---|--------------------------|
| Strategic Outcome   | Strategic Outcome 1   |                        |  |                            | Strategic Outcome 2  |  | Strategic Outcome 3   |                            |  |                            | Strategic Outcome 4   |                          |
| Activity  | <b>Activity 1 :</b><br>Provide unconditional cash or food transfers to populations affected by conflict-related displacement, natural disasters, or production shocks |                        | <b>Activity 2 :</b><br>Provide blanket supplementary feeding to children aged 6–23 months and pregnant and lactating women in conjunction with general cash/food distributions |                            | <b>Activity 3 :</b> Provide unconditional cash or food transfers to vulnerable populations affected by seasonal shocks | <b>Activity 4 :</b><br>Provide school meals to school children in targeted areas | <b>Activity 5 :</b><br>Provide nutritious complements to targeted children (age 6-23) and cash to PLW to prevent undernutrition outside of crisis/post crisis areas |                            | <b>Activity 6 :</b><br>Provide nutritious food to children and food assistance (food/CBT) to PLW for treatment of malnutrition – including support to caregivers |                            | <b>Activity 8 :</b><br>Provide food assistance for assets to targeted smallholders, to develop, restore and rehabilitate productive community infrastructures and sustainable natural resource use through a participatory process. |                          |
| Beneficiary type  | Natural disaster and conflict affected population   | IDPs (Contingency HEB) | Children 6-23 months   | Pregnant and Nursing Women | Economic stress affected population  | School Children  | Children 6-23 months  | Pregnant and Nursing Women | Children 6-59 months   | Pregnant and Nursing Women | Caregivers  | Food insecure population |
| Modality  | In Kind Food and CBT  | In Kind Food           | In Kind Food   |                            | In Kind Food and CBT   |  | In Kind Food  | CBT                        | In Kind Food   |                            | CBT   | In Kind Food and CBT     |
| Cereals   | 400   |                        |  |                            | 400  | 150  |   |                            |  |                            |   | 450                      |
| Pulses  | 100   |                        |  |                            | 100  | 30   |   |                            |  |                            |   | 100                      |
| Oil   | 25  |                        |  | 25                         | 25   | 10   |   |                            |  | 25                         |   | 25                       |
| Salt  | 5   |                        |  |                            | 5  | 2  |   |                            |  |                            |   | 5                        |
| Supercereal   | 50  |                        |  | 250                        | 50   |  |   |                            |  | 250                        |   |                          |
| Supercereal Plus  |   |                        | 200  |                            |  |  | 150   |                            |  |                            |   |                          |
| Plumpy Sup  |   |                        |  |                            |  |  |   |                            | 100  |                            |   |                          |
| High Energy Biscuits  |   | 500                    |  |                            |  |  |   |                            |  |                            |   |                          |
| total kcal/day  | 2100  |                        |  |                            | 2100   |  |   |                            |  |                            |   |                          |
| % kcal from protein   | 14%   |                        | 17%  | 13%                        | 14%  | 14%  | 9%  |                            | 11%  | 13%                        |   | 12%                      |
| cash (US\$/person/day)  | 0.5   |                        |  |                            | 0.5  | 0.18   |   | 0.11                       |  |                            | 2.1   | 3.1                      |
| Number of feeding days per year   | Natural disaster affected : 90<br>Returnees : 90<br>IDPs : 90<br>Other Conflict affected : 120  | 3                      | 120  | 120                        | 120  | 180  | 360   | 360                        | 60   | 180                        | 7   | Food : 40<br>CBT : 50    |

<sup>[1]</sup> Verify that the ration is in line with WFP guidelines in terms of energy, protein, fat, and micronutrient content (use the [NUTVAL](#) food basket calculator on the PGM, along with specific WFP programmatic guidance). For commodity vouchers and cash-based transfer values see relevant manual.

| <b>TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS &amp; VALUE</b> |                   |                     |
|---|-------------------|---------------------|
| <b>Food type / cash-based transfer</b>                                  | <b>Total (mt)</b> | <b>Total (US\$)</b> |
| Cereals   | 19,083            | 9 236 850           |
| Pulses  | 4,513             | 2 816 550           |
| Oil and Fats  | 1,503             | 1 341 540           |
| Salt  | 234               | 24 190              |
| Super Cereal  | 4,817             | 3 102 990           |
| Super Cereal Plus   | 5,222             | 5 545 200           |
| Plumpy Sup  | 1,372             | 3 910 200           |
| High Energy Biscuits  | 75                | 71 250              |
| <b>TOTAL (food)</b>   | <b>36,818</b>     | <b>26 048 770</b>   |
| Cash-Based Transfers (US\$)   |                   | <b>41,828,285</b>   |
| <b>TOTAL (food and CBT value – US\$)</b>                                |                   | <b>67,877,055</b>   |

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#### **4.2.2. CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION**

118. WFP will continue to improve the quality of the overall response by supporting market assessments, vulnerability analysis, early warning and overall response planning and coordination processes. This will include technical assistance and other support to strengthen Government capacity for food and nutritional security analysis, and for emergency preparedness and response. Support will also be provided to strengthen the capacity to coordinate, implement and monitor multisectoral interventions to reduce malnutrition.
119. There will be an increased focus will be on developing approaches to maintaining services in areas where the effective presence/capacity of Government is limited. The capacity of Government to provide services in a substantial portion of the country is constrained by instability, insecurity and uncertainty. At the same time, 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 will be to develop strategies to work with the interim authorities in northern Mali, as they can take on responsibility for service provision in areas under their control.
120. Finally, WFP will continue to work to ensure that its own activities take gender considerations into account, in terms of their design and implementation, and the types of services provided. It will work with collaborating partners, including Government, to strengthen gender competencies with respect to policy formulation, planning and programming. It will also seek out opportunities for collaboration with partners with complementary objective and capacities.
121. WFP will explore possibilities of developing South-South collaboration, including with Brazil, with a view to integrating WFP activities within a broader social protection framework.

#### **4.3. SUPPLY CHAIN**

122. In much of the country and during much of the year, moving from in-kind food-based to cash-based transfers would result in cost reduction in both transfer value and associated costs, as commodity values in Mali are generally below world market levels. The country office will use the various tools available, including Optimus and Omega, in order to use cash-based transfers when and where feasible and appropriate to the social and security context.
123. WFP will continue to ship food through several corridors (Lomé–Mopti, Cotonou–Gao and Dakar–Bamako) to maximize cost efficiency and reduce lead times. In addition, a significant portion of commodity requirements are purchased locally or regionally. To the extent possible, in-kind contributions and international purchases are used for specialized nutritional products and other commodities that are either expensive or difficult to source on local or regional markets. Current food price increases on local markets due to the medicore 2017/2018 agricultural season could lead to a shift towards food-based assistance, based on cost efficiency or concerns about disruption to local markets. Similarly, limited availability on local markets could constrain local purchases.
124. Commercial transporters will deliver food to warehouses for hand-over to cooperating partners. Food commodities are pre-positioned in areas near distribution points in order to reduce handling costs and reduce the risk of inaccessibility during a disaster. When necessary, WFP can increase storage capacity near central warehouses on a temporary basis.
125. The country office uses the Global Commodity Management Facility to reduce lead times and reduce the risk of funding shortage. Mali is also a pilot country for macro-advance financing, which is used to ensure that resources are available to carry out purchases and

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distributions at the appropriate time with respect to seasonal cycles. The increased use of cash-based transfer provides an additional degree of flexibility.

#### **4.4. PARTNERSHIPS**

126. WFP works closely with the Government and with other United Nations agencies, the International Committee of the Red Cross, the national Red Cross Society and NGOs. Planning of assistance for vulnerable households, IDPs and returnees is coordinated with the Government, UNHCR, and the International Organization for Migration, the ICRC and NGOs.
127. Partnership arrangements for programme implementation involve taking advantage of the complementary capacities of WFP and cooperating partners. International NGOs are currently the primary implementing partners for general distributions, but the country office is working to increase its collaboration with local and national NGOs. WFP is working with Government and partners to provide a rapid and appropriate response to new displacement, including a transition into medium-term support. Assessment of new displacements is done in collaboration with NGOs and – where feasible – on an interagency basis. This involves working closely with NGOs who are also implementing rapid response mechanisms with support from ECHO and USAID.
128. WFP participates in AGIR and coordinates its interventions with FAO, with respect to resilience, asset-creation, and community natural resources management. Government and other partners' technical expertise and services also increase the effectiveness of WFP's implementation.
129. WFP is also working with FAO and UNICEF to develop a joint package of activities – to more effectively address the root causes (as opposed to the symptoms) of food/nutrition insecurity. These include, among other things, unsustainable agricultural practices, limited integration with and between markets, inadequate knowledge regarding nutrition at the household level, and limited access to basic services (including education and health services).
130. Enhancement of existing inter-agency partnerships through the development of a joint package of activities with UNICEF and FAO will support nutrition actions and adaptive social protection through ensuring systems support via capacity building of national and subnational governments. Such examples include central level trainings in nutrition sensitive social safety nets, rural empowerment of women, adolescents and girls, and comprehensive packages of health and nutrition services, which couple messaging with cash assistance for the ultimate benefit of increased dietary diversity, reduced food insecurity, and ultimately, poverty alleviation.
131. WFP will continue to collaborate with the World Bank, the African Development Bank and the European Commission Humanitarian Office to integrate WFP activities in the adaptive social protection approach that Mali is developing. This includes collaboration with the Government's Jigisemejiri activity<sup>3</sup>. A particular area of focus concerns the implementation of conditional transfers associated with labour-intensive infrastructure activities, including asset creation (FFA). Other WFP supported activities, such as school meals, treatment of acute malnutrition and seasonal assistance in response to localized shortfalls, also fit well into the adaptive social protection approach.

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## **5. PERFORMANCE MANAGEMENT AND EVALUATION**

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<sup>3</sup> Government Social Safety Net Programme, which is supported by the World Bank and DFID

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## 5.1. MONITORING AND EVALUATION ARRANGEMENTS

132. National food security assessments and SMART surveys (for nutritional indicators) will provide baseline information against which progress will be monitored. Mobile technology will be used to enhance quality and timeliness of data collection and analysis. With respect to rapid-onset situations such as conflict-related displacement, the country office generally participates in initial needs assessments, which are typically on an interagency and multisector basis. As the tools involved are well known and accepted, the credibility of partner-led assessments is high. The planned distribution of an initial ration of high energy biscuits at the time of the assessments is expected to encourage cooperation in gathering information.
133. Aligned to the project monitoring plan, on-site monitoring and at least three annual post-distribution monitoring enable performance and beneficiary targeting assessment. Monitoring arrangements have been adapted to accommodate access constraints. Third Party Monitoring, which has been in place for several years, involves the implementation of WFP monitoring tools and approaches by partners who have the required skills and have been trained. The number of partners under the Third Party Monitoring mechanism will increase based on caseload linked to the seasonal response, and to increase the areas covered by these arrangements. The mVAM mechanism uses telephone calls to gather real time information in between field visits .
134. A Country Portfolio Evaluation (CPE), commissioned and managed by the Office of Evaluation, will be carried out in 2017. The results of this exercise will inform the strategic and programmatic orientation to be reflected in the CSP.

## 5.2. RISK MANAGEMENT

### ➤ *Contextual Risks*

135. The main contextual risks are insecurity, limited access, displacements, natural disasters, changes to government policies and increased prices. WFP plans regarding access, emergency preparedness and remote operations will minimize operational impediments. WFP will liaise with local authorities, police and MINUSMA on security matters. In light of the complex dynamics in Mali and MINUSMA's mandate under Chapter VII of the Charter of the United Nations, WFP will continue to pursue a principled humanitarian approach to maintain access and safeguard humanitarian space. WFP will work with NGOs and third parties for monitoring where access is constrained, and will continue consultations with the Government on policy. Markets are generally able to meet the demand created by Cash transfers, but if this situation changes food transfers will be used.

### ➤ *Programmatic Risks*

136. Programmatic risks relate to partnerships with the Government, NGOs and financial service providers, particularly in insecure areas, and potential abuse of resources. Mitigation will involve strict oversight and capacity development for financial management, monitoring and reporting, and warehouse management, and will be supported by annual evaluations and compliance audits. The risk of food losses or diversion of cash transfers will be mitigated through accountable delivery mechanisms, training, third-party monitoring and information about entitlements. In addition, engrained attitudes and practices with respect to gender roles could constrain progress with respect to gender equality, impeding implementation of planned activities and achievement of the SO.

### ➤ *Institutional Risks*

137. Funding shortfalls and pipeline breaks are the main institutional risk. WFP's resourcing strategy includes working with the humanitarian country team, the UNCT and the Government to engage donors and raise funds. Forward purchasing will help to mitigate pipeline breaks and maximize on-time deliveries.

## 6. RESOURCES FOR RESULTS

138. For this T-ICSP, WFP Mali will require USD 126,8 million spread across 7 strategic outcomes. The corporate commitment of 13% of funds being allocated to gender equality activities will be respected.
139. Donor funding for WFP Mali activities has declined steadily since 2013, due to shifting priorities on the part of donors, competing emergencies, and a perception that the emergency in Mali was over. Key donors have also expressed concern that, despite some recent improvements, estimates of the food-insecure population arising from the *Cadre Harmonisé* tend to be biased downwards, thus reducing the potential level of funding available for Mali.
140. It has now become increasingly clear that the situation in Mali remains problematic, with implementation of peace arrangements in northern Mali and growing insecurity in the central part of the country. In addition, the early start to the agro-pastoral lean season (as early as February) has affected prices and the cereal / livestock terms of trade, and suggest an alarming increase in food insecurity.
141. Based on the above, the downward trend in support is expected to end and traditional donors are expected to maintain levels of funding similar to those in 2017. In addition, several multi-year contributions are expected for resilience and school meals activities. The country office continues to pursue a variety of fundraising possibilities, and has had some success in identifying new donors including within the private sector.

### 6.1. COUNTRY PORTFOLIO BUDGET

|                     | Year 1             | Year 2 | Year 3 | Year 4 | Year 5 | Total |
|---------------------|--------------------|--------|--------|--------|--------|-------|
| Strategic Outcome 1 | 64,395,012         |        |        |        |        |       |
| Strategic Outcome 2 | 15,756,542         |        |        |        |        |       |
| Strategic Outcome 3 | 14,766,441         |        |        |        |        |       |
| Strategic Outcome 4 | 18,228,644         |        |        |        |        |       |
| Strategic Outcome 5 | 2,186,707          |        |        |        |        |       |
| Strategic Outcome 6 | 1,953,446          |        |        |        |        |       |
| Strategic Outcome 7 | 9,514,441          |        |        |        |        |       |
| <b>TOTAL</b>        | <b>126,801,223</b> |        |        |        |        |       |

142. The budget was prepared as per applicable rates for all cost elements. In terms of percentages, SO1 makes up 50% of the budget followed by SO4 14%, SO2 and SO3 make up 13% and 12% respectively.

### 6.2. RESOURCING OUTLOOK

143. The overall level of requirements (US\$ 126.8 million) is significantly higher than was originally planned, due to the impact of the poor 2017/18 agricultural season. Since 2012, Mali WFP has received an average of USD 98 million annually, ranging from a high of USD 144 million in 2013, to a low of USD 60 million in 2016. While Mali has received similar levels of funding within the last five years, and donor generally agree on the severity of the current situation, the declining trend in funding over the past three years suggests that mobilizing the full amount will be challenging.

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144. Historical trends point to USAID, ECHO, Canada, Japan and Belgium as possible donors for the outcome 1, 2 and 3 activities. The historical trends with respect to these donors is mixed: in 2016, funding from Canada and Belgium increased, while funding from the USA, EU and Japan fell. The factors behind these trends are being analysed to feed into the resource mobilisation strategy for Mali.

145. The resource outlook also varies by activity, with funding to school meals and nutritional treatment activities being more difficult to mobilize than funding for crisis response. The country office is hopeful that the new results-based structure will facilitate resource mobilization; it will require minimum inputs to prepare proposals making them easier and faster, with a clearer budget structure.

### **6.3. RESOURCE MOBILIZATION STRATEGY**

146. The country office will continue to look at emerging tendencies in identifying potential donors, and in packaging activities – including resilience activities within part of a multisectoral/multipartner framework. WFP will aim to maintain or increase the level of funding received by key traditional donors for crisis response and resilience activities and also be looking at new donors, particularly for non-emergency activities and will develop a robust plan to engage with partners and raise resources.

147. WFP will seek to build donor confidence and trust to ensure that it remains the partner of choice by providing impact driven programmes, leveraging the comparative advantages of WFP, and demonstrating results. This will be secured through strategic communication with traditional and new donors, as well as increasing visibility . The country office will ensure that Mali remains high on the international agenda.

148. Partnership with non-traditional and emerging donors will be expanded. This includes partnering with the national Government to access budgetary support. The country office has also approached financial institutions and regional organizations such as the World Bank, the African Development Bank and the African Union. Furthermore, WFP will seek opportunities from multi-donor funds such as the Green Climate Fund and the Peacebuilding Fund.

149. Other opportunities include EU funds such as the EU trust fund for migration, funds for education for school meals and resilience . It will be important to demonstrate the linkages between food and nutrition assistance, school meals and resilience building on poverty reduction and migration. Lastly, WFP is pursuing South-South partnerships, initially focusing on Brazil for school meals, but with a view to exploring collaboration also with China for smallholders access to markets.

150. There is some donor interest in using school meals as a means of promoting stability, by keeping schools open in areas with limited Government presence and capacity. Also, part of the new resource mobilization strategy for smallholder farmer value chain support is based on connecting smallholder farmer organizations to the school meals programme in a Home Grown School Feeding approach. Schools receiving cash transfers will be connected to traders who will be encouraged to purchase commodities from local smallholder associations

## ANNEX I: INDICATIVE COST BREAKDOWN

| INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOMES (US\$) |                     |                     |                     |                     |                     |                     |                     |                      |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| WFP Strategic Results / SDG Targets                       | SR1 SDG 2.1         | SR1 SDG 2.1         | SR2 SDG 2.2         | SR3 SDG 2.3         | SR5 SDG 17.9        | SR6 SDG 17.14       | SR8 SDG 17.16       | Total                |
| WFP Strategic Outcomes                                    | Strategic Outcome 1 | Strategic Outcome 2 | Strategic Outcome 3 | Strategic Outcome 4 | Strategic Outcome 5 | Strategic Outcome 6 | Strategic Outcome 7 |                      |
| Focus Area  | Crisis Response     | Resilience Building | Resilience Building | Resilience Building | Root causes         | Root Causes         | Crisis Response     |                      |
| Transfer  | \$53,708,759        | \$13,035,150        | \$11,312,332        | \$14,468,172        | \$1,309,232         | \$1,568,910         | \$8,173,542         | \$103,576,096        |
| Implementation  | \$4,149,851         | \$1,122,027         | \$1,955,244         | \$1,910,178         | \$655,514           | \$186,252           | \$375,138           | \$10,354,205         |
| Adjusted DSC  | \$2,606,190         | \$637,698           | \$597,626           | \$737,748           | \$88,500            | \$79,060            | \$385,068           | \$5,131,890          |
| Sub-total   | \$60,464,800        | \$14,794,875        | \$13,865,203        | \$17,116,098        | \$2,053,246         | \$1,834,221         | \$8,933,748         | \$119,062,191        |
| ISC (6.5%)  | \$3,930,212         | \$961,667           | \$901,238           | \$1,112,546         | \$133,461           | \$119,224           | \$580,694           | \$7,739,042          |
| <b>TOTAL</b>  | <b>\$64,395,012</b> | <b>\$15,756,542</b> | <b>\$14,766,441</b> | <b>\$18,228,644</b> | <b>\$2,186,707</b>  | <b>\$1,953,446</b>  | <b>\$9,514,441</b>  | <b>\$126,801,233</b> |

## ANNEX II: MAP(S)

Map(s) should show the food security and nutrition level in the country.

Please ensure:

- Map(s) are fully legible at this scale (i.e., A4) in black and white.
- Provide separately an electronic version of the map that can be adjusted for other language versions of the final document.

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## ANNEX III: ACRONYMS

[Note: Include acronyms for United Nations agencies, SDGs and UNDAF even if they appear only once in the document.]

|         |  |
|---------|--|
| AGIR    | Global Alliance for Resilience   |
| BR      | Budget Revision  |
| CNCS    | National center for school meals   |
| CSLP    | National poverty reduction framework                                     |
| CREDD   | national development plan  |
| CSP     | Country Strategic Plan   |
| DEVCO   | European Union directorate for international cooperation and development |
| DFID    | Department for International Development                                 |
| ECHO    | European Commission Humanitarian Office'                                 |
| EMOP    | Emergency Operation  |
| FAO     | Food and Agricultural Organization                                       |
| FFA     | Food assistance for Assets   |
| GAM     | Global Acute Malnutrition  |
| GDP     | Gross Domestic Product   |
| ICA     | Integrated Context Analysis  |
| ICRC    | International Committee of the Red Cross                                 |
| ICSP    | Interim Country Strategic Plan   |
| IDP     | Internally Displaced Person  |
| IOM     | International Organization for Migration                                 |
| MAM     | Moderate Acute Malnutrition  |
| MINUSMA | United Nations Multidimensional Integrated Stabilization Mission in Mali |
| mVAM    | Mobile Vulnerability Assessment and Mapping                              |
| NGO     | Non-Governmental Organization  |
| PLW     | Pregnant and Lactating Women   |
| PNR     | National response plan   |
| PRRO    | Protracted Relief and Recovery Operation                                 |
| REACH   | REACH  |
| SCOPE   | System for Cash Operations   |
| SDG     | Sustainable Development Goal   |
| SMART   | Standardized Monitoring Assessment of Relief and Transitions             |
| SNACK   | Nutrition health project in Kayes region                                 |
| SO      | Special Operation  |
| USAID   | United States Agency for International Development                       |
| UNFPA   | United Nations Fund for Population Activities                            |
| UNHCR   | United Nations High Commission for Refugees                              |
| UNDAF   | United Nations Development Assistance Framework                          |
| UNHAS   | United Nations Humanitarian Air Service                                  |
| UNICEF  | United Nations Children's Fund   |
| WHO     | World Health Organization  |
| ZHSR    | Zero Hunger Strategic Review   |