

## Crisis response revision of Mali country strategic plan (2020–2024) and corresponding budget increase

	Current	Change	Revised
<b>Duration</b>	<b>1 January 2020– 31 December 2024</b>	<b>24-month extension</b>	<b>1 January 2020– 31 December 2026</b>
<b>Beneficiaries</b>	<b>12 122 672</b>	<b>246 100</b>	<b>12 368 772</b>
	<i>(USD)</i>		
<b>Total cost</b>	<b>1 317 390 192</b>	<b>465 530 507</b>	<b>1 782 920 699</b>
Transfers	1 098 696 953	376 680 905	1 475 377 858
Implementation	83 215 783	35 640 900	118 856 683
Adjusted direct support costs	55 522 663	24 902 101	80 424 764
<b>Subtotal</b>	<b>1 237 435 400</b>	<b>437 223 906</b>	<b>1 674 659 305</b>
Indirect support costs (6.5 percent)	79 954 793	28 306 601	108 261 394

Gender and age marker code: 3

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

### Rationale

1. To continue providing life-saving interventions and support strengthening the resilience of vulnerable communities, WFP proposes to extend its current country strategic plan (CSP) 2020–2024, for an additional 24 months.
2. The Government of Mali has approved an extension of the 2020–2024 United Nations sustainable development cooperation framework (UNSDCF) for another year, until the end of 2025 to align with the Government's national priorities in the post-*Cadre stratégique pour la relance économique et le développement durable* document, which expired at the end of 2023. The 24-month extension of the current CSP until 31 December 2026 will allow WFP to align with the UNSDCF and national priorities. Following the recent developments in the Sahel region operational context, a high-level United Nations mission in June 2024, led by the United Nations Special Coordinator for development in the Sahel, recommended a pivotal shift in the United Nations operational strategies and delivery model, notably through joint transformative programmes at scale, aligned with national priorities and guiding principles, with the full support of United Nations regional offices.
3. Mali is still impacted by armed conflicts, climate shocks, and an ongoing energy crisis. In January 2024, the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) began its liquidation following its withdrawal on 31 December 2023, after ten years of operation. MINUSMA's withdrawal has led to further challenges in terms of security and humanitarian access, as humanitarian agencies now rely upon the Malian Armed Forces for security coverage, including airstrip securitization. To manage risks from the MINUSMA withdrawal, WFP with the support of a security analyst from the United Nations Department of Safety and Security is conducting thorough risk assessments to identify potential vulnerabilities and is implementing robust risk mitigation strategies. WFP is also increasing its access capacity through conflict-sensitive programming approaches and reinforced engagement with communities.

4. In March 2024, the Cadre harmonisé noted that 1.3 million people were facing crisis levels of food insecurity (Integrated Food Security Phase Classification (IPC) phase 3+) with more than 2,500 people projected to face famine-like conditions (IPC phase 5) in the Menaka region.<sup>1</sup> Mali continues to see a high number of internally displaced persons (IDPs) and in 2024 a humanitarian needs overview identified 7.1 million people in need.<sup>2</sup> WFP's strategy over the next few years is to transition households from emergency assistance towards resilience building activities to support early recovery and build resilience to shocks to reduce overall humanitarian needs.
5. The June 2024 rapid SMART survey showed a worrying nutrition situation in Gao, Mopti, and Timbuktu. Among IDPs in Gao the global acute malnutrition prevalence was over 30 percent (15 percent in 2023) with the severe acute malnutrition prevalence over 11 percent.<sup>3</sup> The moderate acute malnutrition prevalence also reached very high levels in Menaka (15.7 percent), Gao (19 percent) and Kidal (15.9 percent).
6. The Mali CSP 2020–2024 evaluation observed that, while CSP activities are well defined and correspond to needs and national priorities, it lacks an overall strong concept to achieve results. It recommended putting particular emphasis on programmatic integration, aligned with the regional strategy to build a food security continuum by better integrating short-term responses and structural investments to tackle vulnerability and protracted food insecurity. Another recommendation entailed the reinforcement of evidence generation approaches and tools.
7. WFP will continue to prioritize emergency food assistance for those most highly affected by food insecurity, mainly in the crisis-affected areas of the north and the centre (Menaka, Gao, Timbuktu, Koro). Recognizing the need to reduce overall humanitarian needs and support longer-term development, WFP will continue to expand its resilience building support to vulnerable households. This will include community assets creation, work with the Government on the transformative project aiming at strengthening the national food system, and support to the Government's social protection system. The objective behind this approach is to reduce humanitarian needs in key buffer areas, increase the resilience of local communities, and strengthen the national food system through enhanced local production and transformation.

## Changes

### Strategic orientation

8. The CSP's strategic orientation will remain unchanged with this revision.

### Country strategic plan outcomes

9. This budget revision also takes into consideration a gradual reduction of the beneficiary number under CSP outcome 1 (activities 1 and 2). WFP anticipates a reduction of 25 percent by 2026 in the number of persons assisted under the crisis response component. While there will continue to be large-scale humanitarian needs, WFP will aim to transition a portion of IPC phase 3 participants to resilience programming. Mali has been affected by recurring climate shocks, which increasingly lead to population displacement and destruction of arable land. In August 2024, the Government declared a state of national

---

<sup>1</sup> Cadre Harmonisé. 2024. *Résultats de l'analyse de la situation de l'insécurité alimentaire aiguë actuelle et projetée: Mali*.

<sup>2</sup> Office for the Coordination of Humanitarian Affairs. 2024. *Humanitarian Needs Overview: Mali*.

<sup>3</sup> Government of Mali. 2024. *Rapport final Enquête SMART-Rapide, Mai-juin 2024 – Des cercles et des sites PDI en phase 4 des régions de Mopti, Tombouctou, Gao, Kidal, Ménaka, Bandiagara, et Douentza*.



emergency following severe floods that have affected more than 250,000 people.<sup>4</sup> Consequently, WFP will extend its support to the national platform for disaster risk reduction to improve disaster risk management, specifically through anticipatory action programmes. Through providing assistance ahead of a climate shock, anticipatory action programmes aim to reduce the impacts of predictable climate events on food security and the livelihoods of vulnerable communities.

10. To protect livelihoods, WFP will first reinforce its asset creation and management interventions under activity 5 (CSP outcome 4) in the priority zones (these zones include both IPC phases 2 and 3). The intention is to continue the integrated resilience package in these sites over the course of five years to demonstrate the full transformational impact.
11. Under social protection intervention (activity 12) (CSP outcome 2), WFP will continue to strengthen its partnership with the World Bank and the United Nations Children's Fund to strengthen the Government-led platform for the geographical expansion of the unified social registry and the provision of complementary, integrated services to vulnerable households.

### ***Targeting approach and beneficiary analysis***

12. WFP reinforced the beneficiary targeting process by fully digitizing the collection of targeting data through corporate tools. In 2024, WFP piloted the updated beneficiary targeting process, which is in line with the new global assurance standards. The targeting approach leverages Cadre Harmonisé data to complete initial geographic targeting, followed by community-based targeting, and a final verification. WFP's newly formed targeting working group intends to leverage the 2024 post-targeting assessment report to further refine WFP's targeting strategy.
13. In addition to the digitization of all data collection related to targeting, the country office is also conducting more robust verifications of community targeting committees. A multi-pronged risk-based monitoring strategy has been put in place that leverages additional third-party monitors along with remote-based monitoring using interactive voice response technology.

### ***Partnerships***

14. WFP alongside the Food and Agriculture Organization of the United Nations serves as the co-lead for the formulation of the joint (with the Government of Mali) food system transformative project. The implementation of the food systems flagship programme will be led by the Ministry of Agriculture and the Food Security Commission. WFP will also contribute to the other two United Nations supported flagship projects: transforming education and renewable energy.
15. Partnerships have been formalized with the German Agency for International Cooperation and the United Nations Children's Fund for the implementation of joint resilience building activities and of early action to address acute malnutrition in children and women in the humanitarian context. WFP has established partnerships with government and private research institutions under the resilience component to pilot new initiatives, provide training, and conduct research. Capacity strengthening efforts of cooperating partners remain a key priority and play an enabling role in increasing the quality of programming and supporting the localization agenda. WFP will leverage the partnering and resourcing strategy to help guide the establishment of additional partnerships where relevant.

---

<sup>4</sup> Plateforme nationale pour la réduction des risques de catastrophe. 2024. *Bilan opérationnel des activités du 24 au 30 septembre 2024* (not available online).

16. Emergency assistance remains a core part of our CSP. The country office will continue to advocate for CSP outcome 1 through several fora, particularly exploring donor-to-donor advocacy via the Good Humanitarian Donorship in Mali, bilateral and general consultations with key partners. In addition, insurance-based financing, African Risk Capacity (ARC) Replica, which is triggered by climate extremes will also come in handy to address humanitarian gaps.
17. In line with the recommendations from the evaluation of WFP Mali's CSP, WFP Mali will work closely with neighbouring country operations (Burkina Faso, Mauritania and Niger) and the regional bureau to reinforce synergies in designing new CSP and activities, and on resilience and support to pastoral communities. WFP Mali intends to ensure close cooperation with Burkina Faso and Niger on the food system transformative project and with Mauritania on refugee movements.
18. WFP continues to advocate for increased support towards achieving zero hunger by closely working with United Nations agencies to jointly advocate for national resources and also explore further support from the private sector.

### ***Monitoring and evaluation arrangements***

19. WFP will pursue its risk-based monitoring approach, and in hard-to-reach areas will rely on third-party monitoring partners and remote monitoring. The country office will reinforce its monitoring coverage and frequency norms outlined in the minimum monitoring requirements.

### ***Transfer modalities***

20. The choices of transfer modality are based upon multisectoral assessments, which are revised on an annual basis. WFP's transfer values were established in 2023 following a minimum expenditure basket exercise.
21. Transfer values are established per region to ensure an equitable purchasing power despite regional price differences. WFP will continue to align emergency response with the revised rapid response mechanism<sup>5</sup> framework, which provides a full ration to IDPs during the rapid response mechanism (initial three months) and a reduced ration for the post rapid response mechanism (additional three months) assistance. During the lean season, WFP will also provide a full ration for IPC 4 and 5 for 4 months and, if resources are available, half ration for IPC 3 for 2 months.

### ***Accountability to affected people, protection risks, and restrictions related to gender and disabilities***

22. WFP continues to operate a call centre in seven languages, six of which are local languages. Over 1,100 community feedback committees have been created and cooperating partner managed help desks have been piloted in Gao, Menaka, Timbuktu and Segou. As part of its key community engagement, WFP will expand the help desks over the course of the next 24 months to ensure that communities in areas without telecommunication network are able to reach and interact with WFP.
23. In the coming months, WFP Mali plans on conducting gender, protection, and integrated context analysis for risk assessments in coordination with other United Nations agencies.

### ***Transition/handover strategy***

---

<sup>5</sup> Food Security Commission, Food Security Cluster, rapid response mechanism framework, September 2022.



24. WFP is taking a leading role in helping the Government to put in place a long-term strategy for the development of an integrated and resilient food system and a strengthened social protection system with the goal of reducing humanitarian needs over time. This is part of the government-led multi-stakeholder flagship project.

### **Risk management**

25. WFP had an internal audit conducted in 2024 which highlighted the progress made to strengthen internal controls. The country office has strengthened its controls and measures to curb fraud and corruption risks at various stages of the project cycle. WFP has established a robust risk management unit composed of two international professional staff and one national officer. The risk management unit has raised risk awareness among staff and coordinates regular spot check and cross-functional oversight missions to field offices.
26. In addition, a strong monitoring strategy is in place and most operations are digitalized to ensure compliance by WFP staff as well as its partners. The country office has also strengthened beneficiary targeting, reconciliation, and triangulation, constant spot checks and verifications. Community feedback mechanisms and beneficiary management are also pivotal for the country office in mitigating fiduciary risks.
27. WFP is implementing the Global Assurance Project, as one of the 31 high-risk countries and is working to fully meet all corporate benchmarks across the Global Assurance Project's focus areas.

### **Beneficiary analysis**

<b>TABLE 1: DIRECT BENEFICIARIES BY CSP OUTCOME, ACTIVITY AND MODALITY</b>							
<b>CSP outcome</b>	<b>Activity and modality</b>	<b>Period</b>	<b>Women (18+ years)</b>	<b>Men (18+ years)</b>	<b>Girls (0-18 years)</b>	<b>Boys (0-18 years)</b>	<b>Total</b>
1	1 Food	Current	842 496	839 175	503 974	501 512	<b>2 687 157</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	842 496	839 175	503 974	501 512	<b>2 687 157</b>
	1 CBTs	Current	1 705 908	1 676 835	927 182	916 063	<b>5 225 989</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	1 705 908	1 676 835	927 182	916 063	<b>5 225 989</b>
	2 Food	Current	386 326	-	1 159 480	1 118 840	<b>2 664 646</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	386 326	-	1 159 480	1 118 840	<b>2 664 646</b>
	2 CBTs	Current	273 113	3 463	291 310	129 114	<b>697 000</b>
		Increase/(decrease)	58 200	1 800	-	-	<b>60 000</b>
		Revised	331 313	5 263	291 310	129 114	<b>757 000</b>
2	3 Food	Current	-	-	40 400	39 600	<b>80 000</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	-	-	40 400	39 600	<b>80 000</b>
		Current	-	-	363 600	356 400	<b>720 000</b>

<b>TABLE 1: DIRECT BENEFICIARIES BY CSP OUTCOME, ACTIVITY AND MODALITY</b>							
<b>CSP outcome</b>	<b>Activity and modality</b>	<b>Period</b>	<b>Women (18+ years)</b>	<b>Men (18+ years)</b>	<b>Girls (0-18 years)</b>	<b>Boys (0-18 years)</b>	<b>Total</b>
	3 CBTs	Increase/(decrease)	2 100	-	-	-	<b>2 100</b>
		Revised	2 100	-	363 600	356 400	<b>722 100</b>



<b>TABLE 1: DIRECT BENEFICIARIES BY CSP OUTCOME, ACTIVITY AND MODALITY</b>							
<b>CSP outcome</b>	<b>Activity and modality</b>	<b>Period</b>	<b>Women (18+ years)</b>	<b>Men (18+ years)</b>	<b>Girls (0-18 years)</b>	<b>Boys (0-18 years)</b>	<b>Total</b>
	12 CBTs	Current	515 354	513 228	289 887	288 691	<b>1 607 160</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	515 354	513 228	289 887	288 691	<b>1 607 160</b>
3	4 Food	Current	53 550	-	70 070	124 380	<b>248 000</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	53 550	-	70 070	124 380	<b>248 000</b>
	4 CBTs	Current	171 978	17 216	114 244	48 602	<b>352 040</b>
		Increase/(decrease)	51 520	19 320	61 640	51 520	<b>184 000</b>
		Revised	223 498	36 536	175 884	100 122	<b>536 040</b>
4	5 Food	Current	209 440	110 560	91 080	88 920	<b>500 000</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	209 440	110 560	91 080	88 920	<b>500 000</b>
	5 CBTs	Current	228 640	129 760	101 880	99 720	<b>560 000</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	228 640	129 760	101 880	99 720	<b>560 000</b>
	5 capacity strengthening	Current	116 900	217 100	-	-	<b>334 000</b>
		Increase/(decrease)	-	-	-	-	-
		Revised	116 900	217 100	-	-	<b>334 000</b>
<b>Total (without overlap)</b>		<b>Current</b>	<b>3 491 260</b>	<b>2 845 717</b>	<b>2 989 915</b>	<b>2 795 781</b>	<b>12 122 672</b>
		<b>Increase/(decrease)</b>	<b>111 820</b>	<b>21 120</b>	<b>61640</b>	<b>51 520</b>	<b>246 100</b>
		<b>Revised</b>	<b>3 603 080</b>	<b>2 866 837</b>	<b>3 051 555</b>	<b>2 847 301</b>	<b>12 368 772</b>

Abbreviation: CBTs = cash-based transfers.



## Transfers

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

	CSP outcome 1						CSP outcome 2					CSP outcome 3				CSP outcome 4	
	Activity 1			Activity 2			Activity 3			Activity 12	Activity 4				Activity 5		
Beneficiary type	Vulnerable host communities	New IDPs	IDPs (months 1 to 6)	IDPs (months 7 to 12)	Refugees	Pregnant and breastfeeding women and girls	Children (age 6–23 months/ and age 6–59 months)	Caretakers	School-based programme - on-site	School-based programme - take home rations	School-based programme - cooks	Social protection/ARC Replica/anticipatory actions	Pregnant and breastfeeding women and girls	Children (age 6–23 months)	Income generating activities nutrition sensitive/ awareness/learning	People living with HIV and tuberculosis	Asset creation participants
	Food and CBTs	Food	CBTs	CBTs	CBTs	Food and CBTs	Food and CBTs	CBTs	Food and CBTs	CBTs	CBTs	CBTs	CBTs	Food and CBTs	CBTs	CBTs	CBTs
Cereals	450								150								
Pulses	100								30								
Oil	25					25			10								
Salt									2								
Sugar																	
Super Cereal						250											
Super Cereal Plus							100							100			
Micronutrient powder																	
High energy supplementation		100															
Plumpy'Sup							100										
Lipid-based nutrient supplement																	



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

	CSP outcome 1							CSP outcome 2					CSP outcome 3				CSP outcome 4
	Activity 1				Activity 2			Activity 3			Activity 12	Activity 4				Activity 5	
Beneficiary type	Vulnerable host communities	New IDPs	IDPs (months 1 to 6)	IDPs (months 7 to 12)	Refugees	Pregnant and breastfeeding women and girls	Children (age 6-23 months/ and age 6-59 months)	Caretakers	School-based programme - on-site	School-based programme - take home rations	School-based programme - cooks	Social protection/ARC Replica/anticipatory actions	Pregnant and breastfeeding women and girls	Children (age 6-23 months)	Income generating activities nutrition sensitive/ awareness/learning	People living with HIV and tuberculosis	Asset creation participants
	Food and CBTs	Food	CBTs	CBTs	CBTs	Food and CBTs	Food and CBTs	CBTs	Food and CBTs	CBTs	CBTs	CBTs	CBTs	Food and CBTs	CBTs	CBTs	CBTs
Total kcal/day	2100	450				973	787		730					787			
% kcal from protein	12.5	15				13	17		14					17			
CBTs ( <i>USD/person/day</i> )	0.27	-	0.53	0.32	0.53	0.58	0.45	4	0.28	27	1.22	0.15	0.6	0.58	5.70	3.47	0.5
Number of feeding days per year	<b>210</b>	<b>36</b>	<b>360</b>	<b>360</b>	<b>360</b>	<b>210</b>	<b>210</b>	<b>120</b>	<b>180</b>	<b>3</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>180</b>	<b>90</b>	<b>180</b>	<b>90</b>

Abbreviation: CBTs = cash-based transfers.



**TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE**

	Current budget		Increase/decrease		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	33 722	16 945 447	14 661	9 437 043	48 383	26 382 489
Pulses	11 384	7 665 726	3 240	2 780 163	14 624	10 445 889
Oil and fats	3 239	3 662 260	959	2 185 989	4 197	5 848 249
Mixed and blended foods	26 816	37 826 087	9 204	14 739 449	36 020	52 565 536
Other	249	868 219	11	4 587	259	872 806
<b>Total (food)</b>	<b>75 410</b>	<b>66 967 739</b>	<b>28 074</b>	<b>29 147 231</b>	<b>103 484</b>	<b>96 114 970</b>
Cash-based transfers		727 557 655		241 828 093		969 385 747
<b>Total (food and cash-based transfer value)</b>	<b>75 410</b>	<b>794 525 394</b>	<b>28 074</b>	<b>270 975 324</b>	<b>103 484</b>	<b>1 065 500 717</b>

**Cost breakdown**

**TABLE 4: COST BREAKDOWN OF THE REVISION ONLY (USD)**

	SDG target 2.1 - WFP strategic outcome 1	SDG target 2.1 - WFP strategic outcome 2	SDG target 2.2 - WFP strategic outcome 2	SDG target 2.3 - WFP strategic outcome 3	SDG target 17.9 - WFP strategic outcome 4	SDG target 17.16 - WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	CSP outcome 6	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	187 218 795	59 464 114	50 309 007	37 318 003	8 134 467	30 531 194	<b>372 975 581</b>
Implementation	18 254 672	6 478 060	4 467 651	3 734 799	864 789	1 840 930	<b>35 640 900</b>
Adjusted direct support costs							<b>24 902 101</b>
<b>Subtotal</b>							<b>437 223 906</b>
Indirect support costs (6.5 percent)							<b>28 306 601</b>
<b>Total</b>							<b>465 530 507</b>

Abbreviation: SDG = Sustainable Development Goal.



TABLE 5: OVERALL COUNTRY STRATEGIC PLAN COST BREAKDOWN, AFTER REVISION (USD)							
	SDG target 2.1 - WFP strategic outcome 1	SDG target 2.1 - WFP strategic outcome 2	SDG target 2.2 - WFP strategic outcome 2	SDG target 2.3 - WFP strategic outcome 3	SDG target 17.9 - WFP strategic outcome 4	SDG target 17.16 - WFP strategic outcome 5	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	CSP outcome 5	CSP outcome 6	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	Resilience building	Crisis response	
Transfers	760 885 187	220 181 373	179 645 806	192 845 014	20 965 327	100 855 149	<b>1 475 377 858</b>
Implementation	65 328 082	19 291 415	10 446 514	16 372 940	2 083 943	5 333 789	<b>118 856 683</b>
Adjusted direct support costs	41 197 977	12 243 985	9 798 619	10 564 459	1 236 346	5 383 378	<b>80 424 764</b>
<b>Subtotal</b>	<b>867 411 246</b>	<b>251 716 773</b>	<b>199 890 940</b>	<b>219 782 414</b>	<b>24 285 617</b>	<b>111 572 316</b>	<b>1 674 659 305</b>
Indirect support costs (6.5 percent)	56 381 731	16 361 590	12 992 911	14 285 857	1 578 565	6 660 740	<b>108 261 394</b>
<b>Total</b>	<b>923 792 977</b>	<b>268 078 363</b>	<b>212 883 851</b>	<b>234 068 271</b>	<b>25 864 182</b>	<b>118 233 056</b>	<b>1 782 920 699</b>

Abbreviation: SDG = Sustainable Development Goal.