

Ministry of Foreign Affairs – (Embassy Bamako)

Meeting in the Council for Development Policy 3 December 2019

Agenda item 4

- | | |
|---------------------------|--|
| 1. Overall purpose | For discussion and recommendation to the Minister |
| 2. Title: | Support to resilience-building in fragile regions of Northern and Central Mali |

Support to resilience-building in fragile regions of Northern and Central Mali

Key results:

- The project will strengthen resilience at the community, household, and individual levels
- School children will be provided with a nutritious daily meal, increasing access to education whilst allowing schoolchildren to meet their basic food and nutrition requirements. Expected results include increased enrolment and attendance rates, and a reduction in drop-out rates.
- Children and pregnant and lactating women and girls will also have improved nutritional status throughout the year. Key results include an increase in the number of persons with a minimum acceptable diet.
- Through the rehabilitation of productive assets and support to smallholders, communities will have more resilience livelihoods for improved food security and nutrition throughout the year. Expected results include more people benefiting from an enhanced asset base.
- The project will also work to support to strengthen national capacities to manage policies.

Justification for support:

- Strengthening resilience in central and northern Mali will over time not only contribute to reducing Mali's protracted and chronic need for humanitarian assistance, but also to the broader on-going peace and reconciliation efforts
- The World Food Programme has been identified as the ideal partner, based on the organisation's experience with resilience activities in fragile areas in Mali.
- By supporting a major multilateral player DK is showing agility to react on the agenda and the real needs of the population in fragile areas

Major risks and challenges:

- Continuation or expansion of conflict-related insecurity leading to access challenges
- Supply chain disruptions caused by, the complexity of the operational environment
- Safety and security of staff, beneficiaries and partners is compromised.

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|-----------------------------|--|-------------|-------------|-------------|------------|-------------|
| File No. | 2019-39582 | | | | | |
| Country | Mali | | | | | |
| Responsible Unit | Bamako | | | | | |
| Sector | Resilience, food security, stabilisation | | | | | |
| Partner | World Food Programme | | | | | |
| | <i>DKK mill.</i> | | | | | |
| | 2019 | 2020 | 2021 | 2022 | N/A | Tot. |
| Commitment | 50 | 0 | 0 | 0 | N/A | 50 |
| Projected ann. disb. | 0 | 20 | 20 | 10 | N/A | 50 |
| Duration | January 2020 – June 2022 (2,5 years) | | | | | |
| Previous grants | None | | | | | |
| Finance Act code | 06.32.01.20 | | | | | |
| Head of unit | Marianne Kress | | | | | |
| Desk officer | Niels Bossen | | | | | |
| Reviewed by CFO | YES: Mirja Crone | | | | | |

Relevant SDGs

| | | | | | |
|---|---|--|--|---|--|
|  No Poverty |  No Hunger |  Good Health, Wellbeing |  Quality Education |  Gender Equality |  Clean Water, Sanitation |
|  Affordable Clean Energy |  Decent Jobs, Econ. Growth |  Industry, Innovation, Infrastructure |  Reduced Inequalities |  Sustainable Cities, Communities |  Responsible Consumption & Production |
|  Climate Action |  Life below Water |  Life on Land |  Peace & Justice, strong Inst. |  Partnerships for Goals | |

Strategic objectives:

The overall objective of the project is to strengthen resilience in fragile regions of Northern and Central Mali

Justification for choice of partner:

WFP is a leading organisation within resilience building. Present in Mali since 1964, WFP has developed extensive experience, local capacity and strong relationships with both the national government and partners on the ground. WFP is deemed well placed for this specific Danish support to resilience building in fragile regions of Mali. Denmark will support the first phase of WFP's new country strategic plan for 2020-2024 for the period until June 2022.

Summary:

The project will encompass all 4 of WFP's resilience-building oriented strategic outcomes as per the Country Strategic Plan. Over a three-year period, funding will be used to implement an integrated package of activities to strengthen resilience and build livelihoods. The approach is based on a convergence of different activities in the same communities targeting the same persons, partnerships with different actors, and participatory planning with communities. This package includes asset creation activities (dams, roads, market gardens), school feeding, the prevention of malnutrition including social change behaviour communication, support to smallholders for market support, and capacity strengthening. These complementary activities promote resilience from different angles, at community, household and individual levels.

Budget:

| | |
|--|-------------------|
| Strategic Outcome 2: School feeding | 9 884 926 |
| Strategic Outcome 3: Prevention of malnutrition | 10 017 410 |
| Strategic Outcome 4: Food assistance for assets and smallholder agriculture market support | 22 306 947 |
| Strategic Outcome 5: Capacity Strengthening of national entities | 4 739 074 |
| Management fees | 3 051 643 |
| Total | 50 000 000 |

Support to resilience-building in fragile regions of Northern and Central Mali

Development engagement between the Danish Embassy in Mali and World Food Programme

1. Introduction

The support to Resilience-Building in Fragile Regions of Mali (RBFR-Mali) project will be integrated in the Danish Country Programme for Mali 2017-2022 under the Peaceful Coexistence Thematic Programme with the objective of supporting resilience in a fragile and climate change affected context – in line with the priorities of the new government of Denmark. The project will be complementary to the efforts for social cohesion, stabilisation and mediation pursued in the Peaceful Coexistence Programme and to economic activities supported in the Private Sector Programme.

The project is a delegated cooperation that will support resilience activities of WFP Mali's Country Strategic Plan (CSP), which covers operations over the period 2020-2024. The CSP will extend the activities under the Transitional Interim Country Strategic Plan (t-ICSP), which covered the period 2018-19.

The CSP is based on three interconnected pillars:

1. Pillar 1 focuses on assisting shock and crisis-affected vulnerable people through an integrated and conflict-sensitive food and nutrition assistance package. This pillar includes preparedness for and response to large-scale crises and recurrent shocks more limited in scale.
2. Pillar 2 relates to building the resilience of individuals, households and communities. In line with WFP's Sahel resilience scale-up strategy, WFP aims to support lifting the most vulnerable out of extreme vulnerability and encouraging their progressive integration into broader economic and social systems. It will include investments in human and social capital, through school feeding and nutrition interventions. Livelihood and value chain support will be a central component, strengthening financial, physical and natural capital.
3. The enabling pillar 3 will leverage WFP's expertise and operational capacity to help shape and institutionalize the emerging social protection system and reinforce national emergency response and preparedness systems.

The project duration of RBFR-Mali will be from January 2020 to June 2022 to be synchronised with the overall country programme for Denmark in Mali and will support resilience related outcomes of these three pillars (cf. CSP document), specifically:

- Strategic outcome 2: School-age girls and boys in targeted areas have increased current and future resilience and access to education while meeting their basic food and nutrition requirements during the school year;
- Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year;
- Strategic outcome 4: Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year;
- Strategic outcome 5: By 2030 national institutions and entities have strengthened capacities to manage food security, nutrition and social protection policies, programmes and interventions in support of zero hunger

2. Brief summary of issues to be addressed and institutional context

In Mali, the sustained and ongoing consequences of instability and conflict include economic disruption, population displacements, destruction of infrastructure, and disruption of development efforts. Government control and the ability to provide basic social services remains severely limited across much of northern Mali. Increasingly, the same is true in central Mali, where localized conflict has led to increasing levels of displacement, the closure of schools and health centres and reduced access to markets. The gradual erosion of livelihoods in northern and central Mali – due to difficult climatic conditions, demographic pressures and changes in aspirations where traditional livelihood strategies in rural areas no longer appeal to youth – is among the root causes of conflict. The negative impact of man-made disasters has compounded the situation.

Climate change, land degradation and population increases have led to increased competition for renewable resources such as land and water. Land degradation, due to a combination of land use practices, population growth and marginal rainfall, is a significant constraint. While about 60 percent of the population lives on degraded land, nearly half of the cultivated land is worked without the use of fertilizer. As such, climate change has contributed to an increase of intercommunal tensions between pastoralists and agro-pastoralists in Mali, especially in the Sahelian zone. Unmitigated, the negative effects of climate change and subsequent environmental issues such as degradation of soils, forests and water ecosystems can further aggravate poverty and conflict. The accelerated degradation of soils by water and wind is caused by unsuitable agricultural practices, overuse of lands due to rapid population growth, overgrazing or lack of alternative livelihoods (e.g. cutting trees).

To overcome these challenges, with the financing of RBFR-Mali, WFP will target poor communities and the poorest households facing food insecurity and malnutrition whilst remaining inclusive of all community members in terms of planning and decision-making. This is required to negotiate land access and user-rights for the poorest with leaders and customary institutions, agree on new jobs and access to lands for the youth, and ensure greater participation in decision making for women and youth. Targeting poor, vulnerable households in food insecure zones vulnerable to shocks.

Denmark's contribution will serve to strengthen community resilience and build livelihoods for approximately 99,000 persons, falling under the integrated package implemented by WFP and which is also supported by other partners. These investments will, over time, not only contribute to reducing Mali's protracted and chronic need for humanitarian assistance, but also to the broader on-going peace and reconciliation efforts. This support will ultimately contribute to the longer-term stability and development in Mali and the main objective is to support food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.

The project will be in support to the Malian Government's framework for economic recovery and sustainable development for 2019–2023, which identifies food and nutrition security as a priority. It reflects the African Union's Agenda 2063, which calls for the pursuit of climate-smart agriculture and food security. A range of sector-specific strategies and documents address food insecurity and malnutrition.

In addition, United Nations interventions in Mali are framed by the United Nations integrated strategy for the Sahel and the United Nations Sustainable Development Cooperation Framework for 2020–2024. WFP actively contributed to the design of the Cooperation Framework. The development-resilience focused outcomes are fully aligned to the draft outcomes of the Cooperation Framework results matrix and will contribute to achieving its objectives. These, along with the United Nations' integrated strategic framework for 2019–2021, define the United Nations' strategy and priorities in Mali with respect to the humanitarian, peace and development agendas.

3. Strategic considerations and justification

Economic and political marginalization, competition over an increasingly strained resource base, and a mismatch between opportunities and aspirations are key features in central and northern Mali – and among the root causes of the on-going crisis. In the unpredictable context of central and northern Mali it is necessary not only to respond to the immediate consequences of conflict through humanitarian action but also to address the deeper-lying causes of instability, notably perceived and actual marginalization, conflict over access to resources and the gradual erosion of livelihoods amid conflict, climate change and demographic pressure. Moreover, RBFR-Mali can also contribute to rebuilding social tissue in communities torn apart by conflict and crisis and to strengthen the citizen-state link. Investments in security alone will not prevent violence from spiralling out of control in a part of the country where food security is severe, government services limited, and sentiments of neglect and marginalization prevail.

The cooperation between Mali and Denmark is defined in a country policy paper (2016) and later operationalised in the on-going country programme 2017-2022.

The overall vision of the Danish country policy that *the people of Mali enjoy sustainable peace and development underpinned by an inclusive and legitimate state with respect for human rights*. This vision is supported through three strategic objectives: 1) Peaceful Coexistence, Stability and Security; 2) Democratic and Inclusive Governance; 3) Inclusive and Sustainable Economic Growth.

Based on the country policy a country programme comprising three thematic programmes was developed and is currently in its implementation phase.

- Peaceful coexistence: Promoting a more peaceful and resilient society with respect for Human Rights
- Decentralisation: Enhanced citizen participation and improved public services at local level
- Private Sector Development: Strengthen inclusive economic growth through private led income generation and job creation

Although resilience is mentioned under the Peaceful Coexistence programme, no actual resilience activities are currently undertaken – the closest is the engagement with the MINUSMA trust fund that finances public infrastructure in conflict-affected regions. In the private sector development programme, resilience is somewhat supported through improved access to finance of small producers organised in saving and loans groups (INCLUSIF project). This is why the Embassy is proposing to strengthen the focus on resilience with the DKK 50 million supplementary funds available. The World Food Programme has been identified as the ideal partner, based on the organisation's experience with resilience activities in fragile areas and specifically in Mali and its existing partnerships with Government, local authorities and implementing partners.

The overall objective of RBRF-Mali is to support resilience in the fragile areas of Northern and Central Mali. The project will be from January 2020 to June 2022 to be in phase with the overall country programme for Denmark in Mali.

An early mid-term review (October 2019) of the country programme, confirmed the current negative development of the country context and the relevance of increasing the focus on resilience-building to improve livelihoods and counter root causes of internal displacement and migration. WFP was equally confirmed as an ideal partner for such an engagement.

RBFR-Mali will support the nexus approach, simultaneously addressing the humanitarian and development needs and the promotion of resilience. Support from Denmark will be used to implement all four abovementioned resilience-building oriented strategic outcomes (SO2, SO3, SO4, and SO5) in WFP Mali's CSP. Through this project, WFP will thus apply an integrated package of

resilience-building activities over a multi-year period, targeting the same communities over a sustained period of time. These complementary activities promote resilience from different angles. The package includes school feeding (SO2), the prevention of malnutrition (SO3), Food assistance for Assets (FFA) and Smallholder Agriculture Market Support (SAMS) (SO4), and capacity strengthening to national entities (SO5). The following specific outputs supported:

- 2.1 Targeted schoolchildren, every day they attend school, receive school meals that meet their basic food and nutrition needs (WFP Strategic Result 1) and support school enrolment (SDG 4).
- 3.1 Targeted children aged 6–23 months and pregnant and lactating women and girls receive cash transfers and food (including specialized nutritious foods where appropriate) that prevent malnutrition.
- 3.2 Vulnerable populations, including children and pregnant and lactating women and girls, benefit from increased access to diversified and nutritious foods.
- 3.3 Children age 6–59 months, pregnant and lactating women and girls and caregivers benefit from strengthened national capacities to design, implement and monitor sustainable approaches to the treatment of malnutrition. Targeted beneficiaries benefit from malnutrition prevention
- 4.1 Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women, receive timely and adequate food assistance for assets transfers that meet their short-term food needs while improving their resilience.
- 4.2 Targeted smallholders, especially women smallholders, and other actors along the value chain benefit from strengthened technical and operational capacities to improve food quality, strengthen market access and increase their incomes.
- 4.3 Vulnerable populations including smallholders and other actors along the value chain in targeted areas subject to recurrent shocks, especially women, benefit from other support and investments that diversify and intensify their livelihoods.
- 5.1 Vulnerable populations benefit from strengthened and sustainable national capacities and systems for designing, implementing, monitoring and evaluating nationally-led food security, nutrition and social protection policies and programmes.

The combination of these interventions will promote resilience at the community, household and individual levels. Communities will benefit from the creation of productive assets to strengthen their resource base. Households will have the opportunity to intensify and diversify their economic activities, reducing risks and enhancing potential income. This will be reinforced by promoting access to markets, including community schools and health centres. Individuals will benefit from improved access to education and nutrition services, which will develop and preserve their future potential. The interventions at individual level, through the school feeding, nutrition interventions or direct capacity strengthening activities contribute to the sustainability of this integrated approach. Healthy and well-educated individuals will be better equipped to deal with – and take advantage of – future changes and uncertainty.

Regarding strategic outcome 2, school feeding will help to ensure that children, especially those from the most vulnerable households, have access to education, increasing their future opportunities and enabling them to adapt to changing circumstances as working adults. WFP Mali will support the Government's efforts in the implementation of National School Meals Programme by i) providing nutritious school meals and ii) reinforcing the capacities of national counterparts from the central to community levels. The provision of school meals is a well-documented means of improving access to education, enhancing learning and avoiding marginalization, especially for young girls.

With regards to strategic outcome 3, repeated episodes of undernutrition or micronutrient deficiencies can lead to chronic malnutrition and irreversible impairment of psychomotor development. The consequences of chronic malnutrition are largely irreversible and include lower educational attainment, chronic illness at adulthood and lower productivity and income. Addressing chronic malnutrition contributes to the preservation of human capital within targeted communities, thus contributing to their long-term resilience. For the prevention of malnutrition, WFP will focus on providing support for vulnerable groups affected by chronic malnutrition through integrated nutrition-specific and nutrition-sensitive interventions, in collaboration with the Ministry of Health, other sectoral ministries and NGO partners. Interventions will be implemented in areas targeted for multisectoral resilience packages with persistently high rates of chronic malnutrition. Targeted populations and communities will also benefit from SBCC that increases their knowledge of healthy eating habits and adequate infant and young child feeding practices. This will be implemented through community workers or through support groups in the community.

Under strategic outcome 4, through FFA activities, WFP will enable and empower communities to rehabilitate degraded lands, protect natural resources, and rebuild and restore their critical agricultural and livelihoods assets, salvaging the productive assets of the most vulnerable to contribute to longer term investments in food security and rural development. Promotion of resilience through the creation of community-level assets involves a labour-intensive approach where community members themselves are empowered to create or rehabilitate productive assets, for example roads, dams, water ponds, and irrigation systems. Access to these assets will in many cases support intensification or diversification of productive activities (e.g. restored lands may increase the possibility of small-scale irrigation and introduction of vegetable gardens), contributing to increased revenues and reducing variability/risk. Short-term employment creation and related transfers to FFA participants also serve as a conditional form of support to vulnerable households in these areas. Planning for the rehabilitation of degraded land, and the implementation of mitigation measures are expected to promote the more sustainable use of limited resources.

Still under strategic outcome 4, WFP smallholder agricultural market support (SAMS) activities provide farmers with skills and tools. By doing so, WFP will begin to remedy the capacity and competency gaps that create bottlenecks along agricultural value chains and prevent smallholder farmers from maximizing profits and providing consistent quality and nutritious commodities to the market. Key WFP support areas to smallholder farmers in the targeted resilience sites will include post-harvest loss reduction through the Zero Food Loss training and equipment package, group management (commercial and financial training), appropriate agricultural techniques, food safety/quality control in favour of food processing, conservation and transformation and a push to diversification to meet the growing need to locally produce specialized nutritious foods. These activities will particularly favour the integration of traditionally marginalized youth and women farmers into agricultural value chains. The approach will be context specific and promote participatory solutions, through the practical three-pronged approach (3PA) based on the ICA; Seasonal Livelihood Programming (SLP), a participatory process of coordination and partnership under local government leadership, and community-based participatory planning (CBPP), a community level exercise that identifies needs, adapts responses to contexts, and promotes local ownership.

In relation to strategic outcome 5, WFP works with several Malian Government entities and decentralized services to implement resilience-building activities. This collaboration extends to both policy-level and operational partnerships and serves to achieve sustainable resilience outcomes. WFP works closely with the Government of Mali through the Ministry of Agriculture for the implementation of FFA and SAMS activities. A unit directly attached to the ministerial cabinet is dedicated to overseeing these activities. The Ministry of Agriculture coordinates between other departments in charge of rural development and facilitates WFP's relationship with these departments. Monitoring of field activities is carried out jointly by WFP and the local technical

services through agreements with the regional directorates. WFP's resilience activities are aligned to national policies and frameworks such as the Global Alliance for Resilience Initiative (AGIR) and the National Food & Nutrition Security Policy. Strategic Outcome 5 addresses the pursuit of the 2030 Agenda for Sustainable Development and SDG 2. WFP will leverage its experience and support the gradual handover of zero hunger solutions. The emphasis is on developing the capacity to design, plan, coordinate, implement and monitor policies, strategies and programmes that reduce poverty and vulnerability. Social protection programmes are an important element of this.

WFP will base the approach based on lessons learned and evaluations carried out on resilience activities carried out in the past, so as to strengthen the effectiveness of the approach. This includes an evaluation of a joint Food and Agriculture Organization of the United Nations (FAO) and WFP resilience programme in Northern Mali, which recommended improving gender analysis to better inform design and implementation, increasing the use of shared management and monitoring approaches, strengthening coordination between FAO and WFP and with decentralized authorities and maintaining sustained investment in targeted locations. These recommendations were reinforced by the results of a cost-benefit analysis of WFP's FFA activities, which also highlighted the positive impact of combined assets on production, revenue (particularly for women), diversification, seasonal migration and intercommunal disputes over the use of land.

4. Theory of change and key assumptions

The overall theory of change is that if the resilience of communities, families and individuals in fragile areas of northern and central Mali is strengthened, root causes of conflict and migration will be eased which will then support a stabilisation of the fragile areas and improved livelihoods.

If more children attend school and if, every day they attend school, receive school meals that meet their basic food and nutrition needs, pressure will be eased on local households to provide meals and malnutrition rates will lower and child development and learning will be improved. If vulnerable households affected by chronic malnutrition are targeted through integrated nutrition-specific and nutrition-sensitive interventions, the risks of undernutrition or micronutrient deficiencies leading to chronic malnutrition and irreversible impairment of psychomotor development will be lowered. This will have both short term and long term positive effects on communities.

If opportunities for economic activities are supported in the communities, there will be an increased tendency to stay and to conduct these economic activities. If local communities are assisted in rehabilitating degraded lands, protecting natural resources, and rebuilding and restoring their critical agricultural and livelihoods assets – and - if farmers are assisted with appropriate agricultural techniques, food safety/quality control in favour of food processing, conservation and transformation and a push to diversification to meet the growing need to locally produce specialized nutritious foods – communities can become self-sufficient and more resilient to climate shocks.

If Government and local authorities are engaged, this will help improve the social contract between the state and its citizens and improve sustainability of support measures.

Key assumptions include: Risk of at least one major climate related crisis within project duration; Political, security and social situation is constant; Markets are functional and market prices are stable; Humanitarian access is ensured; Sufficient and flexible resources (human, financial, technology) are secured; Government and partners have capacity to provide complementary assistance.

5. Project Objective and summary of results frame

Please note that objectives will be adjusted and confirmed during inception phase (1st half of 2020). Indicators are estimations and refer to WFP Mali's indicators for each supported outcome area as a whole, i.e. not specifically related to the contribution from Denmark. The Danish part of the contribution will be equal to the part of the financial contribution.

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|------------------------------|------|---|--|
| Thematic Programme | | Peaceful co-existence | |
| Thematic Programme Objective | | Promote a more peaceful and resilient society with respect for human rights | |
| Impact Indicator | | <ul style="list-style-type: none"> - % of population in the North who fear being affected by armed conflict - % of population in the South who fear being affected by armed conflict - % of population in the North (excluding Kidal) who experiences tensions between different groups in their locality. (Enquête Modulaire et Permanente auprès des Ménages - EMOP) | |
| Baseline | Year | 2016 | <ul style="list-style-type: none"> - 76% of the population in the North (excluding Kidal) report fear of being affected by armed conflict (p. 12) - 39% of the population in the South report fear of being affected by armed conflict (p. 12) - 33.6% of survey participants in the North indicate that they experience tensions or violence between different communities in their locality (p. 18) (2015 EMOP) |
| Target | Year | 2022 | <ul style="list-style-type: none"> - XX% of the population in the North (excluding Kidal) report fear of being affected by armed conflict (p. 12) - YY% of the population in the South report fear of being affected by armed conflict (p. 12) - ZZ% of survey participants in the North indicate that they experience tensions or violence between different communities in their locality (p. 18) |
| Engagement Title | | Support to resilience-building in fragile regions of Northern and Central Mali | |
| Outcome 2 | | School-age girls and boys in targeted areas have increased current and future resilience and access to education while meeting their basic food and nutrition requirements during the school year; | |
| Outcome indicator | | Enrolment rate in project area | |
| Baseline | Year | 2019 | 10% |
| Target | Year | 2022 | 20% |
| Outcome indicator | | Attendance Rate | |
| Baseline | Year | 2019 | 75% |
| Target | Year | 2022 | 85% |
| Outcome indicator | | Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening | |
| Baseline | Year | 2019 | TBD |
| Target | Year | 2022 | TBD |
| Outcome indicator | | Retention rate (opposite of Drop-out rate) | |
| Baseline | Year | 2019 | 80% |
| Target | Year | 2022 | 90% |

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|-------------------|------|--|----------|
| Outcome 3 | | Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year | |
| Outcome indicator | | Proportion of eligible population that participates in programme (coverage) | |
| Baseline | Year | 2019 | 60% |
| Target | Year | 2022 | 80% |
| Outcome indicator | | Proportion of target population that participates in an adequate number of distributions | |
| Baseline | Year | 2019 | 70% |
| Target | Year | 2022 | 80% |
| Outcome indicator | | Proportion of children 6–23 months of age who receive a minimum acceptable diet | |
| Baseline | Year | 2019 | 30% |
| Target | Year | 2022 | 50% |
| Outcome indicator | | Minimum Dietary Diversity – Women | |
| Baseline | Year | 2019 | 41% |
| Target | Year | 2022 | 60% |
| Outcome 4 | | Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year | |
| Outcome indicator | | Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems | |
| Baseline | Year | 2019 | 40% |
| Target | Year | 2022 | 50% |
| Outcome indicator | | Food Consumption Score – Nutrition | |
| Baseline | Year | 2019 | 13% |
| Target | Year | 2022 | 20% |
| Outcome indicator | | Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts | |
| Baseline | Year | 2019 | TBD |
| Target | Year | 2022 | TBD |
| Outcome indicator | | Proportion of the population in targeted communities reporting environmental benefits | |
| Baseline | Year | 2019 | 98% |
| Target | Year | 2022 | 100% |
| Outcome indicator | | Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks | |
| Baseline | Year | 2019 | 10% |
| Target | Year | 2022 | 30% |
| Outcome indicator | | Rate of smallholder post-harvest losses | |
| Baseline | Year | 2019 | 30% |
| Target | Year | 2022 | 10% |
| Outcome indicator | | Value and volume of pro-smallholder sales through WFP-supported aggregation systems | |
| Baseline | Year | 2019 | 2,000 MT |
| Target | Year | 2022 | 3,000 MT |

| | | | |
|-------------------|------|---|---------|
| Outcome indicator | | Food Consumption Score ¹ . | |
| Baseline | Year | 2019 | 63% |
| Target | Year | 2022 | 80% |
| Outcome indicator | | Consumption-based Coping Strategy Index (Average) ² . | |
| Baseline | Year | 2019 | 2.8 |
| Target | Year | 2022 | < 5 |
| Outcome indicator | | Livelihood-based Coping Strategy Index (Average) ³ . | |
| Baseline | Year | 2019 | 37% |
| Target | Year | 2022 | 25% |
| Outcome indicator | | Food expenditure share of household income | |
| Baseline | Year | 2019 | 68% |
| Target | Year | 2022 | 48% |
| Outcome indicator | | Proportion of the population in targeted communities reporting benefits from an enhanced asset base | |
| Baseline | Year | 2019 | 80% |
| Target | Year | 2022 | 100% |
| Outcome 5 | | By 2030 national institutions and entities have strengthened capacities to manage equitable food security, nutrition and social protection policies, programmes and interventions in support of zero hunger | |
| Outcome indicator | | Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening | |
| Baseline | Year | 2019 | 6 |
| Target | Year | 2022 | 8 |
| Outcome indicator | | Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening | |
| Baseline | Year | 2019 | 0 |
| Target | Year | 2022 | 140,000 |
| Outcome indicator | | Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support | |
| Baseline | Year | 2019 | 0 |
| Target | Year | 2022 | 70% |
| Outcome indicator | | Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening | |
| Baseline | Year | 2019 | TBD |
| Target | Year | 2022 | TBD |

6. Inputs/budget

Danish Contribution

| Budget in DKK / Year | 2020 | 2021 | 2022 | Total |
|----------------------|------|------|------|-------|
|----------------------|------|------|------|-------|

¹ This indicator refers to the percentage of households with an acceptable Food Consumption Score (FCS). FCS is associated with household food access and is therefore used as a proxy for household food security. Food consumption indicators are designed to reflect the quantity and quality of people's diet.

² This indicator assesses the level of stress faced by a household due to food shortages. It is measured by combining the frequency and severity of the food consumption-based strategies households are engaging in. It is calculated using the five standard strategies using a 7-day recall period.

³ This indicator refers to the percentage of households using crisis and emergency coping strategies associated with a direct reduction of future productivity.

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|--|-------------------|-------------------|-------------------|-----------------------|
| SO2: School feeding | 948 451 | 5 690 711 | 3 245 764 | 9 884 926 (19.8%) |
| SO3: Prevention of malnutrition | 5 690 712 | 2 971 815 | 1 354 883 | 10 017 410 (20.0%) |
| SO4: Food assistance for assets and smallholder agriculture market support | 10 243 277 | 8 219 914 | 3 843 756 | 22 306 947 (44.6%) |
| SO5: Capacity Strengthening of national entities | 1 896 903 | 1 896 903 | 945 268 | 4 739 074 (9.5%) |
| Management fee | 1 220 657 | 1 220 657 | 610 329 | 3 051 643 (6.1%) |
| Total | 20 000 000 | 20 000 000 | 10 000 000 | 50 000 000 |

Overall WFP expected programme costs (2020-2022).

| Budget in DKK / Year | 2020 | 2021 | 2022 | Total |
|--|--------------------|--------------------|--------------------|----------------------|
| SO2: School feeding | 95 153 450 | 110 385 476 | 127 464 197 | 333 003 123 |
| SO3: Prevention of malnutrition | 47 620 720 | 47 386 608 | 48 113 938 | 143 121 266 |
| SO4: Food assistance for assets and smallholder agriculture market support | 150 508 252 | 150 223 630 | 148 391 770 | 449 123 652 |
| SO5: Capacity Strengthening of national entities | 11 401 155 | 10 708 112 | 9 032 851 | 31 142 118 |
| Management fee | 19 804 433 | 20 715 749 | 21 645 179 | 62 165 361 |
| Total | 324 488 010 | 339 419 574 | 354 647 936 | 1 018 555 520 |

Support from the Kingdom of Denmark falls under WFP's integrated approach to strengthening resilience, which is also currently receiving support from other partners. Based on the needs identified across the four SOs in Mali's CSP, Denmark's support will contribute to covering 5% of the total budget over the three-year period. WFP is continuing advocacy efforts to mobilise additional funds from other partners with a view to covering the identified budget.

The disbursements to WFP is planned in three instalments:

January 2020: DKK 20 million

January 2021: DKK 20 million

January 2022: DKK 10 million

The Danish Embassy will disburse on the receipt of a formal disbursement request, specifying bank details and amount. WFP is requested to send a written confirmation upon receipt of funds.

Any loss due to variation of exchange rates between the grant in DKK and USD must be covered within the grant.

7. Institutional and Management arrangement

The project is a delegated cooperation to World Food Programme and is managed and implemented by the WFP Mali Country Office located in Bamako, with the support of WFP Headquarters in Rome and the West Africa Regional Bureau in Dakar. The Country Office is headed by the Country Director who is ultimately responsible for this project. The Head of Programme, reporting to the Deputy Country Director, is in charge of coordination of all programmes as well as the monitoring and evaluation of activities. A new area office in Mopti, to be headed by an experienced international professional, will be functional from the beginning of 2020. This will allow for operational responsibilities and decision making to be further decentralized to the field, and closer to

beneficiaries on the ground. The area office will be responsible for managing operations in the Centre and North of the country. WFP also has sub-offices Mopti, Gao, and Timbuktu, headed by experienced professional staff.

Under the supervision of the Deputy Country Director, WFP staff in area/sub-offices will implement interventions in partnership with local and international NGOs with knowledge of the local context. All finance, personnel, procurement, and other functions required to implement the project will be managed from the Country Office in Bamako and conducted in line with established WFP rules and policies. The organization has implemented a well-established and clearly defined system of effective financial and budgetary controls, with responsibility allocated to managers at different levels within the sub/area-offices, Country Office, Regional Bureau and Headquarters.

Reporting and monitoring will be based on WFP's existing systems. WFP will invite the Danish Embassy to biannual progress meetings (if relevant together with other donors). Official progress reports will be submitted annually to the Embassy. As other implementing partners of the Danish Country Programme in Mali, WFP will have access to the M&E Technical Assistance team working on the Danish Country Programme in Mali with a view to strengthening planning, monitoring and reporting capabilities.

WFP's Anti-Fraud and Anti-Corruption Policy applies to all WFP personnel; all activities and operations of WFP, including any project funded by WFP and implemented by WFP and any government agency and/or cooperating partner; and all suppliers or other parties with whom WFP has a contractual arrangement. Regarding the communication of WFP's fraud, bribery and corruption policy to suppliers, Field Level Agreements (FLA) include a set of provisions on anti-fraud and anti-corruption, in addition to WFP's own anti-fraud and anti-corruption Policy. WFP's policy is shared with all partners who have the obligation to disseminate it to their officers, employees, contractors, subcontractors and agents and take all reasonable measures to ensure that these persons do not engage in prohibited practices.

WFP applies a system of internal controls across the organization based on a framework designed to identify potential events that may affect the entity, manage risks to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives, and to apply internal controls to prevent and detect fraud and corruption. Internal controls are designed throughout the organization, including in all Regional Bureaux and Country Offices. The Office of Inspector General, Office of Evaluations, and External Auditor provide independent assurance to determine whether internal controls, including those controls designed to prevent or detect fraud, are in place and operating effectively. Recently, Enterprise Risk Management, Internal Controls & Management Oversight, and a field-focused Risk & Compliance Network were restructured under a new Chief Risk Officer function to identify risks and address these risks through internal controls.

Denmark has a zero-tolerance policy towards corruption and all suspected cases of corruption or misappropriation of funds related to the programme must immediately be reported to the Danish Embassy.

WFP has a zero-tolerance policy for Sexual Exploitation, Abuse, and Harassment (SEAH). WFP ensures that an environment is created that prevents SEAH; undertakes awareness raising of its employees and partners and receives complaints of SEAH and submits reports to the Office of Inspections and Investigations. In Mali, WFP has designated a protection against SEAH Focal Point to train WFP staff and managers to prevent SEAH and take appropriate action should any incident occur (including with partners). The affected communities must be aware of their rights and the reporting of SEAH encouraged, including through the existing Complaints and Feedback Mechanism.

The communications plan consists of a variety of external communications and visibility tools to inform the Malian public, the international community, the Danish public, and media of Denmark's support to WFP Mali. This includes through a thank you ceremony, success stories and social media posts published on WFP's online platforms, and a field visit with the Danish Embassy in Bamako.

8. Financial Management, planning and reporting

Both parties will strive for alignment of the Danish support to WFP's rules and procedures, while adhering to the minimum standards as set forth in the '[General Guidelines for Accounting and Auditing of Grants channelled through Multilateral Organisations](#)'.

WFP shall be responsible for managing the contribution in accordance with WFP Regulations and Rules, meaning WFP Regulations and General Rules, WFP Financial Regulations and Financial Rules, WFP's internal policies, circulars, directives and procedures, as applicable.

WFP will be fully responsible for the implementation of the Danish funds, including the use of funds transferred to implementing partners. All such transfers and payments will be managed on the basis of agreements with partners based upon WFP rules and guidelines.

WFP shall maintain appropriate accounting and financial records in accordance with WFP Regulations and Rules in respect of the receipt, use and management of the contribution from Denmark. WFP Mali will provide the Danish Government with a WFP standardized yearly report on the activities implemented by WFP in Mali and achievement of objectives. Submission of final report and financial report will be done in the form of Annual Country Report (ACR), in March, each year.

Any audit will take place in accordance with WFP procedures and will be presented to the Danish Embassy. At the end of the supported period, WFP will prepare a final financial report, and final certified financial statement showing both Danish funds received under the agreement and other income, and the actual expenditures incurred using such funds.

Upon Denmark's request, WFP shall in accordance with WFP's legal framework, and to the extent allowed for by operational and safety considerations and within WFP's power, enable representatives of Denmark to visit and study the various activities of relevance for Denmark's follow up on its Contribution and the Operation's impact. Such participations and reviews shall have the aim of measuring the performance and implementation of the Operation(s). The responsibility and costs for such reviews shall be borne by Denmark. No such visits or reviews should conflict with the single audit principle.

Accounts shall be kept in accordance with internationally accepted accounting principles and the General Guidelines for Accounting and Auditing of Grants channelled through Multilateral Organizations.

- The accounts shall at all-time be kept updated according to international standards.
- The accounts shall be drawn up at the same level of detail as is done in the budget
- The total budget cannot be exceeded and shall be used for the agreed purposes only.

Following its Corporate Results Framework, WFP uses a Results Based Management approach to monitor activities and their efficiency and effectiveness in achieving results (outputs, outcomes). Monitoring activities include quantitative data on food consumption at the household level. Results monitoring is also achieved through monthly reports from cooperating partners. Moreover,

monitoring data is triangulated by beneficiary interviews, community discussions and stakeholder consultations.

In parts of the north and centre of the country, in areas inaccessible to WFP staff due to insecurity, WFP uses Third Party Monitoring (TPM) to conduct monitoring of its activities. TPM, which has been in place for several years, involves the implementation of WFP monitoring tools and approaches by trained partners who have the required skills and capacities. TPM is used for process monitoring and post-distribution monitoring and to improve reporting on the implementation of WFP activities in inaccessible areas. The information provided by the third-party monitors is triangulated with implementing partner reports. Finally, WFP is currently strengthening its monitoring systems and staff capacity in qualitative data collection and analysis. This will provide evidence on beneficiaries' perspectives and allow WFP to better measure and analyze the impact of its programme on the context in which it operates, including outcomes related to peace and conflict.

To build national capacities and ensure that activities are evidence-driven with well-documented best practices and lessons learnt, WFP will also establish partnerships with universities and research/training institutions to carry out research on its resilience activities.

Risk Management

| Risk factor | Risk Response |
|--|---|
| Continuation or expansion of conflict-related insecurity leading to access challenges | WFP is working to expand access in difficult to reach areas, using an approach based on community acceptance and nuanced context-specific approach. WFP is working to ensure that implementation arrangements with NGOs are accepted by the community, enabling safe and reliable access, whilst at the same time considering capacity constraints and accountability concerns. |
| Delays in project implementation | The use of CBTs provides a degree of flexibility and shortens the time between receipt of resources and delivery to beneficiaries. The use of advance funding can also reduce the time required. For in-kind transfers, forward purchasing will help to mitigate pipeline breaks and maximize on-time deliveries. Regular monitoring by WFP staff and TPM will also ensure that this risk is mitigated. |
| Supply chain disruptions caused by access constraints and the lack of government presence in many areas, the limited pool of potential partners, the complexity of the operational environment and disruptions in the availability of resources. | WFP is seeking a logistics capacity assessment and cost efficiency analysis of a number of different transport corridors. WFP is also reviewing the structure of the supply chain unit following the creation of a new Area Office in the central Mopti region, to incorporate the management of transshipments to the northern regions of Timbuktu and Gao and planning and handling of operations in the hub. The decentralization of operational responsibility and decision making will improve the capacity to promptly respond to emergencies and ensure flexible management of operations daily. |
| Protection risks, especially with respect to gender-based violence, are high given the widespread instability and increasing intercommunal conflicts. | WFP will work to ensure that its programming does not exacerbate existing tensions, patterns of exclusion or the diversion of resources. WFP will undertake regular analyses of the context in which it is operating, including local conflict dynamics, identifying protection and conflict sensitivity concerns, and will develop mitigation measures in close consultation with affected communities and key stakeholders. |
| Safety and security of staff, beneficiaries and partners is compromised | WFP will ensure measures to manage or mitigate the risks associated with assessments, distributions and monitoring are in place. Both staff and partners receive training related to the prevention of abuse, and the complaint and feedback |

| Risk factor | Risk Response |
|-------------|--|
| | mechanism includes special procedures for dealing with sensitive complaints. |

9. Signatures

The development engagement will become effective on the date of signature with expected start of activities 1st January 2020.

Date

Signature

Name

Marianne Kress

Silvia Caruso

Title

Ambassador

Country

Representative

WFP

Annexes:

Annex 1: Context Analysis

1. Overall development challenges, opportunities and risks

Briefly summarise the key conclusions from the analyses consulted and their implications for the programme regarding each of the following points:

- Mali is a land-locked, low-income Sahelian country with a population of 19.1 million, of which half are under 15. It currently ranks 182nd of 189 countries on the Human Development Index of the United Nations Development Programme (UNDP). Demographic growth is projected at 3 percent until 2030.
 - Mali is currently the epicentre of instability in the Sahel. Marginalization and limited access to services and opportunities, combined with inter-communal conflict, have contributed to the expansion of non-state armed groups, illicit traffic and extremism. In recent years, insecurity has spread from the sparsely-populated north of the country into its more densely populated centre, which accounts for a significant portion of agricultural production. Conflict has also affected trade flows and market integration within the country and across borders. Competition over the control of trade routes has sparked additional conflict.
 - The combination of climate change, armed violence, widespread insecurity and weak state presence has contributed to a progressive deterioration of livelihoods and food security. Since the 2012 crisis, an average of 3.5 million people have required humanitarian assistance each year. While this primarily relates to food insecurity associated with production shocks, conflict and insecurity play an increasing role.
 - The continued deterioration of the security situation in the country, however, poses a challenge to the achievement of such national development strategies and goals. OCHA's 2019 Humanitarian Response Plan update in July revised the figures of people living in conflict affected regions to 8.7 million people of which 3.9 million are in need of humanitarian assistance – an increase of 0.7 million people since the first quarter of 2019 alone. Under the HRP, requirements for food security and nutrition interventions account for 57% of total needs indicating the impact that the instability is having on the population's access to food and nutrition.
 - To address inequality and work towards sustainable development, the Government of Mali has developed socio-economic policies, aligned to the SDGs, which promote structural transformation, namely the "Strategic Framework for Economic Recovery and Sustainable Development 2019-2023" (CREDD)". The CREDD, approved in 2019, is the main framework for development assistance and aims to promote inclusive and sustainable development for the alleviation of poverty and inequality in a united and peaceful Mali.
-
- The country's GDP amounts to USD 17.2 billion, which per capita amounts to USD 901. This makes Mali a low-income country as per World Bank classifications. It is estimated that half of the population lives for under USD 1.90 per day.
 - The economy is undiversified, with the primary sector accounting for 80 percent of employment and 38.5 percent of gross domestic product (GDP). Cotton accounts for 80 percent of export earnings, although gold is also an important source.
 - Following a sharp drop after the 2012 crisis, real GDP growth reached 6.5 percent between 2014 and 2015 before declining to 5.8 percent in 2016 and 5.5 percent in 2017. Medium term growth, projected at 5 percent, could be adversely affected by the volatile security situation or by shocks such as drought or unfavourable commodity prices, particularly fluctuations in the cotton and gold prices.
 - A challenge remains to ensure that economic growth translates into socioeconomic improvements for larger segments of the population. Indeed, a cost of hunger study carried out in 2018 estimated

the annual loss in economic productivity due to malnutrition at USD 445 million, equivalent to a reduction of 4.06 percent in gross domestic product (GDP). Ensuring reductions in poverty, food insecurity and malnutrition rates will therefore be necessary for sustainable and equitable economic growth.

- With a population growth of 3 percent per year the population will double in 24 years, leaving current growth rates insufficient to effectively combat poverty with an estimated 300,000 new young people enter a labour market with few job opportunities annually. The young population presents Mali with numerous challenges in terms of combatting poverty and creating conditions conducive to the growth and employment in order to avoid social unrest, crime, radicalisation and irregular migration.
-
- With a rapidly growing population, Mali is likely to face significant challenges in reaching the SDG targets by 2030. The current structures in place do not facilitate socio-economic growth, with pervasive poverty a persistent challenge. Rising insecurity and the impacts of climate change and climatic shocks are factors in Mali's development, particularly concerning the impacts these complex challenges pose to food security and malnutrition.
 - Poverty (SDG 1): The poverty rate rose from 43.7 percent in 2010 to 44.9 percent in 2017. Poverty rates in rural areas exceed those in urban centres (53.6 percent against 32.9 percent) and are highest among farmers (57 percent). Public expenditures on social protection account for 5.1 percent of GDP and are primarily oriented towards social security/assurance, which primarily covers formal sector workers. Only about 22 percent of Malians are covered by social protection programmes. Social safety nets account for just 0.6 percent of GDP and are generally concentrated in the more stable areas.
 - Gender (SDG 5): Mali ranks 157th of 159 countries on the UNDP Gender Inequality Index. Despite legal measures to assert gender equality and prohibit discrimination and violence, gender inequalities remain high and have a significant impact on the well-being of women. An estimated 60.8 percent of women participate in the labour force, compared with 82.5 percent of men. This has a direct impact on economic growth, as women who are not participating in the economy cannot contribute to production and growth.
 - Education (SDG 4): Mali ranks 154th of 157 countries on the World Bank's Human Capital Index. While 78.2 percent of school-age boys and 66.1 percent of girls are enrolled in primary schools, only 48.3 percent complete the primary school cycle. In some areas of the country less than 36 percent of enrolled children are girls, one of the widest gender gaps in the world.³¹ The adult literacy rate for women is only 57 percent of that for men.³² This is unlikely to improve in the short term – insecurity has resulted in the closure of a large number of schools,³³ particularly in Central Mali.
 - Climate action (SDG 13): Climate change is expected to increase local temperatures, the variability of rainfall and the frequency of extreme weather events, with direct impact on livelihoods and food security. Mali ranks 166th of 181 countries on the ND-GAIN index: it is extremely vulnerable to climate change (173rd rank), but unready (153rd rank) to address its impacts.
-
- Mali remains heavily dependent on foreign assistance. In 2016 this totaled USD 1,209 million equivalent to 7.4 percent of GDP and 38 percent of the national budget. With the increased insecurity and the partnership between the G5 Sahel and the Sahel Alliance, Mali has experienced increased investment particularly in the form of military interventions.
 - With 80 percent of Malians dependent on agriculture or livestock for their livelihoods, the potential impacts of climatic changes – particularly droughts – leaves this sector vulnerable. In addition, Mali's largest export (cotton) is vulnerable to fluctuating markets internationally.
 - Corruption is evident in Mali and remains closely associated on-going political and security problems, in particular, the operations of organised crime and terrorist groups on its territory. Mali's ranking on corruption indices based on both expert and citizen surveys suggest pervasive corruption issues.

According to Transparency International, there is limited evidence of progress on anticorruption at the Governmental level. While an improved legal framework was put into place, Mali has been slow to establish and operationalise formal anticorruption institutions.

List the key documentation and sources used for the analysis:

Danida Country Policy <https://um.dk/en/danida-en/Strategies%20and%20priorities/country-policies/mali/national-context/>

WFP Mali Country Strategic Plan (2020-2024)

Transparency International, Corruption and Anti-corruption Overview

OCHA Mali Humanitarian Response Plan, July 2019

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

World Bank. 2018. Social Protection Financing Diagnostics for Mali.

<http://documents.worldbank.org/curated/en/985841538026714629/Social-Protection-Financing-Diagnostics-for-Mali>.

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

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

2. Fragility, conflict, migration and resilience

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

- In 2019, escalating violence and insecurity has seen Mali ranked the 21st most fragile country according to the Fragile States Index. Despite the peace accord between the Government and northern separatist rebels being signed in 2015, key provisions remain unimplemented. Insurgent groups have expanded from the northern regions of the country into previously stable and densely populated regions in central Mali, leveraging interethnic violence and local resentment toward state actors to recruit supporters. In the center and northeast regions, civilian massacres by ethnic militias have contributed to worsening insecurity. Rebel, terrorist, communal, and criminal armed networks are fluid and shifting, complicating conflict resolution. These challenges and deterioration of the security situation severely undermine efforts towards socio-economic development in Mali and facilitate the illegal trafficking of goods and people.
- Peace and stabilization are interconnected to food security as recognized in the UN Security Council Resolution 2417 (2018). Similarly, food insecurity can be an underlying factor of conflict, particularly in the Sahel. A single factor such as food insecurity cannot account for insurgency and increasing intercommunal violence, but hunger, and the inability to access food to feed oneself and one's family, accompanied by a lack of livelihood opportunities and conflict over access to natural resources, such as land and water, are among the underlying causes that coupled with longstanding tensions and grievances create a context where intercommunal conflict, extremism and armed violence can flourish.
- Addressing food insecurity is therefore paramount, and indeed a necessity, in the pursuit of stabilization and sustained peace in Mali. This is especially true in zones like central and northern Mali where climate changes have eroded traditional livelihoods and rendered a large proportion of

the population food insecure, without credible prospects for betterment. The limited access to land, water and pastures have increased competition and tensions between communities. At the same time a weak presence, or complete absence, of the Malian State and basic social services feeds feelings of neglect and marginalization. Extremist groups have not hesitated to exploit these grievances.

- WFP Mali has forged a pioneering knowledge partnership with the Stockholm International Peace Research Institute (SIPRI) to explore WFP's contribution to improving prospects for peace and how this contribution can be strengthened. Mali is one among four countries where SIPRI has carried out preliminary research to uncover the pathways through which food security programming may support peace and stability and strengthen cohesion in conflict-affected communities. Conclusions indicate that WFP can positively contribute to the strengthening of trust and collaboration within and between communities by bringing these together in participatory and inclusive planning processes. These processes can also serve to strengthen the citizen-state link through the close implication of local authorities at all stages of the project cycle.

- In a region where humanitarian, development and peace agendas increasingly intersect, transformational long-term programmes are crucial to complement, and, over time, reduce the need for humanitarian response. Transformative change requires government-led, community-owned, integrated multi-year response packages targeted to vulnerable areas hit year after year, decade after decade, by climate shocks.
- Mali's stability as well as its populations' resilience is vital and a first condition for efforts to reduce poverty, strengthen democratic transition, and pave the way for an inclusive and sustainable economic growth.
- Building resilience requires solid partnerships (in addition to civil society, community and governments), working in the same community, for the same households, over multiple years, and at the scale required for impact. These operational partnerships provide additional opportunities for value chain development, jobs, and complementary education and nutrition.
- To address drivers of vulnerability and build resilience of vulnerable communities with a long-term perspective, this project will implement an integrated package of resilience building in the northern and central regions of Mali to strengthen local food security and livelihoods. In partnership with the Government of Denmark, WFP will ensure a package of complementary activities to maximize the long-term impact of the intervention, with an emphasis on community-level ownership.
- As WFP sees resilience building as an essential instrument to address the humanitarian-development-peace nexus, this project includes a robust capacity strengthening component focusing on governments institutions at all levels and of local communities, and a much stronger role in technical assistance.

- Since 2012, an average of 3.5 million people have required humanitarian assistance each year in Mali. While this primarily relates to food insecurity associated with production shocks, since 2018 and into 2019 conflict and instability have increasingly become the main drivers of food insecurity, particularly in central Mali where an estimated 30 percent of the country's 20 million population lives.
- The humanitarian situation in Mali continues to deteriorate largely due to the presence of armed groups combined with inter-communal conflict. The recent spread of the conflict into central regions of Mali now means 8.7 million people (47% of the population) are now living in conflict affected regions. The increasing insecurity has caused a surge in displacement throughout 2019 both internally and cross-border with over 23,000 Malian refugees located in Burkina Faso and a further 53,000 in Niger.
- The number of internally displaced persons (IDPs) more than tripled in the space of a year, reaching 187,000 in September 2019. The rising numbers of displaced populations are almost entirely dependent on humanitarian assistance, including food assistance, to meet their most basic needs.

- The recent displacement trends indicate to the majority of the populations being displaced for longer periods of time. As a result, immediate humanitarian assistance, particularly food and nutrition assistance, remains crucial, however there is an increasing need to simultaneously enhance the livelihoods of these populations including through sustained agricultural support.
- Interlocketary interventions combining immediate response with resilience building activities will ensure stronger integration between humanitarian and development programmes, thereby enhancing the nexus implementation. In addition, they will build the capacity of these vulnerable communities to respond to potential climatic shocks.

Relevant issues and considerations related to radicalisation and violent extremism and the potential for Danish engagement to prevent and counter violent extremism (P/CVE)

- WFP Mali's activities span across the humanitarian-development-peace nexus and link the emergency response to immediate needs of populations in distress with joint stabilization and peacebuilding efforts in Mali, rendering vulnerable populations more resilient in the face of instability and adverse climatic and socio-economic conditions and directly addressing some of the root causes of conflict and violent extremism.

List the key documentation and sources used for the analysis:

World Bank - Fragility, Conflict and Violence:

<http://www.worldbank.org/en/topic/fragilityconflictviolence>

UNOCHA Humanitarian Response Plan July 2019

Global Peace Index (www.economicsandpeace.org)

Failed State Index (www.fundforpeace.org)

Congressional Research Service, Government of USA (<https://fas.org/sgp/crs/row/IF10116.pdf>)

WFP Country Strategic Plan (2020-2024)

MINUSMA Mandate/ Strategy

3. Assessment of human rights situation (HRBA) and gender⁴

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

Human Right Standards (international, regional and national legislation)

- While Mali has ratified the majority of international treaties on the protection of human rights, the status of national legislation remains weak particularly in terms of implementation. MINUSMA has its own Human Rights Division, which also represents the Office of the United Nations High Commissioner for Human Rights (OHCHR) in Mali. MINUSMA's Human Rights Division is mandated to contribute to the protection and promotion of human rights and international humanitarian law in Mali.
- More than three years after the signing of the Agreement on Peace and Reconciliation in Mali, little substantive progress has been made in implementing it. Mali's human rights situation continues to deteriorate considering attacks by armed groups against civilians, army-committed atrocities during counterterrorism operations, and intercommunal violence which has killed hundreds and

⁴ The purpose of the analysis is to facilitate and strengthen the application of the Human Rights Based Approach, and integrate gender in Danish development cooperation. The analysis should identify the main human rights issues in respect of social and economic rights, cultural rights, and civil and political rights. Gender is an integral part of all three categories.

precipitated a humanitarian crisis. The people living in northern and central areas are highly vulnerable and the issues around the protection for civilian populations remains a concern.

- The escalation of insecurity has seen high numbers of schools close particularly in central and northern parts of the country, depriving hundreds of thousands of children of their right to education. Despite Article 39 of the peace agreement committing all signatories to pay particular attention to education for all, armed groups continued to occupy some schools.
- In November 2018, a report by the UN's Independent Expert on Human Rights in Mali repeatedly noted that the situation of women and girls in Mali remains a cause of concern. There has been no notable increase in the participation of women in the implementation of the Agreement on Peace and Reconciliation in Mali. The Agreement Monitoring Committee does not include a single woman. This situation must change if women's concerns and needs are to be taken into account.
- In addition, the Independent Expert noted that in Mali there is no law prohibiting gender-based violence and that practices that are harmful to women and girls, such as polygamy, early and forced marriage and female genital mutilation, are still widespread. While efforts made by the Government and the United Nations system to combat these harmful practices are present, there is a need to establish a protective legal framework.
- Within his observations, the Independent Expert stressed that 'preventing increased violence and instability will require addressing the root causes of the crisis, including poverty, underdevelopment, a lack of opportunities for young people and climate change, through a more integrated approach. In this regard, the report clearly called upon national, regional and international actors to step up efforts to address the multiple threats facing Mali through humanitarian assistance and sustainable development.

Universal Periodic Review

- In January 2018, Mali underwent its third review under the UN's Universal Periodic Review mechanism. A set of recommendations were put forward.

Identify key **rights holders** in the programme, as per WFP's integrated resilience building approach:

- Individuals and Households
- Community-based organisations
- Smallholder farmer groups
- Women's groups
- Parent-teacher associations and school management committees
- Environmental resource management committees

Identify key **duty bearers** in the programme

- WFP and implementing partner organisations
- Local and national governments

Human Rights Principles (PANT)

Participation

- To ensure inclusive participation in this resilience building programme, WFP works through a Community-based Participatory Planning approach. Participatory planning is a critical contribution WFP provides with partners and governments to communities, creating a platform for inclusive community engagement, where the most vulnerable, marginalized, and disempowered have a voice in community discussions on needs and solutions. Participatory planning facilitates agreements for access to land and water resources for women's groups, youth, refugees/IDPs/returnees, and the very poor – a critical contribution to durable resilience in the Sahel

- The focus on Smallholder Agricultural Market Support (SAMS) provides particular entry points to engage women in income generation around processing and transformation, and to engage youth at different points along the value chain including transport.

Accountability

- WFP Mali Country Offices seeks to involve affected populations in all steps of the programme design, implementation and evaluation. To do so, WFP focuses on three key areas: first, information provision to affected population, in a timely and accessible manner. This includes information provision about their rights to provide feedback and be consulted. Second, consultations to seek and include the views of all segments of the affected populations, including through focus group discussions. Third, through complaint and feedback mechanisms (CFM), that includes, but is not limited to a toll-free number and complaint committees.
- These tools are regularly reassessed in consultations with the affected populations, to ensure they are inclusive and relevant. Valid complaints and useful feedback are taken into account to ensure improved programming. They also inform protection activities and strategy to ensure food assistance activities do not increase the protection risks faced by the crisis-affected populations but rather contribute to the safety dignity and integrity of vulnerable people

Non-discrimination

- Rights holders in targeted communities are identified through the participatory planning approach. This facilitates agreements for access to land and water resources for women's groups, youth, refugees/IDPs/returnees, and the very poor.

Transparency

- Both staff and partners receive training on fraud and corruption, and relevant clauses are included in partnership agreements. Information on entitlements is shared with beneficiaries and partners are required to put in place mechanisms for receiving and addressing complaints. In addition, the complaint and feedback mechanism is an additional tool for receiving complaints.

Gender

- As per UN Women assessments and the International Expert on Human Right's report, the status of women in Mali is still at a low level. According to the Gender Inequality Index, Mali is ranked as 157th in the world. The maternal mortality rate is close to 10 percent and food insecurity particularly affects women and children. In some areas of the country, less than 36 percent of enrolled children are girls, one of the widest gender gaps globally, and the adult literacy rate for women is only 57 percent of that for men.
- The 2012 crisis and the current rising insecurity has greater impacts on women than men. They have been largely displaced and remain in precarious living conditions. Although the Peace Agreement represents a huge hope for a return to normalcy, women are virtually uninvolved in implementation as well as in national and local governance. This contributes to a slow integration of women's concerns into political priorities.
- Gender-based violence is widespread across the country and women often do not have access to justice because of social pressures and ignorance of their rights.
- Gender inequalities also cause a significant loss of economic potential: an estimated 60.8 percent of women participate in the labour force compared with 82.5 percent of men.

Youth

- In Mali, it's estimated that each year around 300,000 young people are entering the labour market. However, the formal sector employs only 5% of the labour force. The informal sector offers the greatest number of jobs, however, they are often precarious and low paid. With a rapidly growing population and rising insecurity, the situation is projected to remain uncertain. Although the increased human capital can have economic advantages particularly the opportunity for growth, the

right conditions for exploiting this potential are not yet developed in Mali. Indeed in 2016, unemployment for those aged 15-24 stood at 30 percent. High unemployment rates in themselves may contribute to youth participation in conflict and unrest or illegal migration.

- Beyond unemployment, underemployment poses a significant challenge due to the significant presence of the informal sector.

List the key documentation and sources used for the analysis:

- **Universal Period Review (UPR) processes and analysis**
- **OHCHR country reports (www.ohchr.org)**
- **Human Rights periodic reporting and Treaty Bodies monitoring of human rights in member states**
- **UN Women Country programme and policy documents**
- **ILO Country programme and policy documents**
- **WFP Mali Country Strategic Plan (2020-2024)**
- **UN International Expert on Human Rights report, Mali, November 2018**

4. Inclusive sustainable growth, climate change and environment

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

- Mali is susceptible to climate variability and is suffers from the impacts of global climate change. According to forecasts, rainfall will fluctuate even more in the future and the frequency of extreme events such as drought or heavy rain will increase. The poorest groups are harder hit by the impacts of climate change because they depend directly on natural resources for their livelihoods. Climate related changes are already being felt and have led to a steady southwards relocation of fishing, agricultural, and livestock keeping activities where the population density is much higher, increasing the conflicts between pastoralists, fishermen, and farmers.
- Mali ranks 166 out of 181 countries in the ND-GAIN index: it is extremely vulnerable to (173rd rank), but unready (153rd rank) either through political will or human capacity, to combat climate change effects.
- While policies may not be in place, there is already significant investment in Mali into climate change adaptation measures, including enhancing resilience programming. Through UNDP, the Government is currently working to strengthen the National Adaptation Plan to ensure ecosystems, social systems and production chains in vulnerable regions of Mali are more resilient to the impacts of climate change.

Identify opportunities for mainstreaming support to inclusive green growth and transformation to a low-carbon and climate resilient economies in the programme thematic areas and DEDs.

- The project's design is intended to support community adaptation and resilience to climatic changes and shocks. Interventions will be environmentally sensitive and sustainable, complemented by capacity strengthening at the local government and community levels to promote knowledge of mitigation measures to take should severe climate events be foreseen or experienced.
- Environmental impact assessment will not be a component of the programme.
- The programme will facilitate agreements for access to land and water resources for women's groups, youth, refugees/IDPs/returnees, and the very poor

List the key documentation and sources used for the analysis:

WFP Mali Country Strategic Plan (2020-2024)

UNDP Programme for the Developemnt of the National Adaptation Strategy, Mali

If this initial assessment shows that further work will be needed during the formulation phase, please list how and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

List required EIAs or similar studies to be carried during the formulation or implementation face.

5. Capacity of public sector, public financial management and corruption

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

- Implementation of policies, both internationally ratified and national laws including the main Peace Accord, remains a persistent challenge for the Government of Mali. Indeed, the World Bank's Governance Indicators indicate that Mali has experienced a significant deterioration in the quality of governance in the past decade.
 - The Mo Ibrahim Index of African Governance highlights Mali's worrying trends regarding governance between 2008 and 2017, with an overall regression of 4 points, the most notable in the Rule of Law and National Security sectors.
 - Beyond the Government, MINUSMA continues to play a key role in supporting efforts towards good governance in the country including taking a role in ensuring the enforcement of national policies such as the Peace Accord.
-
- In the World Bank's Country Policy and Institutional Assessment (CPIA) which ranks budgetary and financial management, Mali ranked 3.5 out of 6.0. Notably, despite an overall regression within the Mo Ibrahim Index of African Governance, the country experienced a positive trend in the Sustainable Economic Opportunities component of the index. The sub-categories of Public Management and Business Environment both saw slight positive increases within their respective indicators.
 - There are large active networks of civil society organisations in Mali working on corruption issues. One notable area in which Mali is compliant is as a member of the Extractive Industries Transparency Initiative (EITI), which brings civil society together with companies and government to monitor transparency around revenues generated in its mining sector. A network of civil society organisations has also previously collaborated with the national assembly on budgetary issues (MaliActu 2016). There is nevertheless no formal freedom of information law in Mali (Global Integrity 2017) to facilitate openness of information. Levels of genuine government engagement with civil society can consequently be variable. (Transparency International).
-
- Mali ratified the United Nations Convention against Corruption (UNCAC) in April 2008, the African Union Convention on Preventing and Combating Corruption in 2012 and the Economic Community of West African States Protocol on the Fight against Corruption. It also ratified the United Nations Convention against Transnational Organised Crime in 2002.
 - The Malian government's overall record to date in combatting corruption has been poor (Global Integrity 2017). Mali ranks 120/180 on Transparency International's Corruption Perception Index with a score of 32/100. Although the legal framework is in place, there has been a critical lack of implementation. This can be attributed in part to the limited operationalisation of anti-corruption institutions, according to Transparency International.
 - Some recent steps forward on anti-corruption have been noted, including amendments to the penal code to strengthen the anti-money laundering framework; the requirement for government officials to declare their assets by August 2017; and in June 2017 the appointment of senior staff to l'Office central de lutte contre l'enrichissement illicite (OCLEI – the Central Office in the Fight against Illicit

Enrichment). However, the overall progress in tackling corruption remains slow with a lack of capacity to monitor and enforce measures and a lack of consequences for abuses.

List the key documentation and sources used for the analysis:

Transparency International, Overview of Corruption and Anti-corruption in Mali
 Mo Ibrahim Index of African Governance, 2018
 World Bank, Systematic Country Diagnostic
 World Bank, Country Policy and Institutional Assessment (CPIA)
 Global Integrity 2017

Are additional studies / analytic work needed? How and when will it be done?

List additional studies that will be carried out as part of the preparation phase, including studies that will be carried out jointly with others or by partners / other donors.

6. Matching with Danish strengths and interests, engaging Danish actors, seeking synergy

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

| | |
|---|---|
| Identify: | Co-financing concrete activities to support resilience-building in fragile communities will add to the Peace and Coexistence objective of Country Programme. It equally places Denmark as an important donor in the resilience agenda for the central and north of Mali. Based on this position, DK can play a role in the EU HoC group and well as in the overall Executive Donor Coordination group (GEC) on this important agenda. |
| - where we have the most at stake – interests and values, | |
| - where we can (have) influence through strategic use of positions of strength, expertise and experience, and | |
| - where we see that Denmark can play a role through active partnerships for a common aim/agenda or see the need for Denmark to take lead in pushing an agenda forward. | |
| - Brief mapping of areas where there is potential for increased commercial engagement, trade relations and investment as well as involvement of Danish local and central authorities, civil society organisations and academia. | - Results and lessons learned can be shared with Danish NGOs having a strategic partnership programme covering fragile areas of Mali. |
| - Assessment of the donor landscape and coordination, and opportunities for Denmark to deliver results through partners including through multilaterals and EU; | - Currently more focus is being placed on supporting stability, resilience and economic activities for the populations in central Mali. By supporting a major multilateral player DK is showing agility to react on the agenda and the real needs of the population in fragile areas |

7. Stakeholder analysis

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

| |
|--|
| <ul style="list-style-type: none"> - Stakeholders in the programme at the local level include Community-based organisations; Smallholder farmer groups; Women’s groups (including savings groups); Parent-teacher associations and school management committees; Environmental resource management committees. - Stakeholders at the national and international level include the UN (WFP, UNICEF, FAO) and the national Government (Ministry of Agriculture, Ministry of Youth and Employment, Ministry of Education, ...). |
| <ul style="list-style-type: none"> - WFP will maintain regular communication channels with Stakeholders and ensure programmatic coordination with stakeholders at the technical level supported by WFP’s Sub-Offices. |
| <ul style="list-style-type: none"> - WFP, supported by its Regional Bureau and Headquarters expertise, is the lead stakeholder in this project. WFP having strengthened the integrated resilience building package since 2018, will ensure strong coordination and communication with all stakeholders (local and national levels) and will take responsibility for implementation as well as all monitoring and evaluation aspects of the programme. |
| <ul style="list-style-type: none"> - The development of WFP’s integrated resilience approach in 2018 was a participatory and inclusive process both at the regional and national levels. Stakeholders have been continually informed and consulted within the development of the regional strategy which has been implemented in Mali since 2018. The integrated resilience approach forms a key component within WFP’s upcoming Country Strategic Plan (CSP) to be implemented from January 2020 which was developed in close collaboration with WFP’s stakeholders nationally. |
| <ul style="list-style-type: none"> - As the design process has been participative, we can foresee positive support from all stakeholders. |
| <ul style="list-style-type: none"> - The main strategy for engaging stakeholders has been to ensure continuous engagement and participatory planning with all stakeholders. - To engage Community level stakeholders, Community-based participatory planning will be used. This approach creates a platform for inclusive community engagement, where the most vulnerable, marginalized, and disempowered have a voice in community discussions on needs and solutions. Participatory planning facilitates agreements for access to land and water resources for women’s groups, youth, refugees/IDPs/returnees, and the very poor – a critical contribution to durable resilience in the Sahel. |
| <ul style="list-style-type: none"> - Partnerships at the community level are imperative to the sustainability and continuity of this integrated resilience approach, results of which will be critical through sustained and reliable multi-year investment thereby highlighting the criticality of donor contributions to this programme. |
| <p><i>List the key documentation and sources used for the analysis:</i></p> <p>WFP Mali Country Strategic Plan (2020-2024)</p> |

Annex 2: Partner analysis

1. Summary of stakeholder analysis

WFP is a leading organisation within resilience building with a long history of intervention in Mali with a range of national stakeholders. The organisation is well established in Mali with a regional office and antennas in the central and north. WFP is deemed very well placed for this specific Danish support to resilience building in fragile regions of Mali. Denmark will support the first phase of WFPs new country strategic plan for 2020-2024 for the period until June 2022.

2. Criteria for selecting programme partners

Organizational experience and capacities, overlapping objectives and approaches, timing.

3. Brief presentation of partners

Present in Mali since 1964, WFP has developed extensive experience, local capacity and strong relationships with both the national government and partners on the ground. WFP's operation in Mali support the Government of Mali towards the achievement of Zero Hunger by 2030. Currently, WFP's operations in Mali in support of the Malian Government are defined in its Transitional Interim Country Strategic Plan (t-ICSP) covering 2018-19. The T-ICSP will be followed by a five-year Country Strategic Plan (CSP), covering the period 2020-2024. The CSP will extend the activities under the T-ICSP and represents a unique opportunity for WFP to strengthen its role as an enabler of nationally-driven and long-term solutions.

4. Summary of key partner features

| Partner name <i>What is the name of the partner?</i> | Core business <i>What is the main business, interest and goal of the partner?</i> | Importance <i>How important is the programme for the partner's activity-level (Low, medium high)?</i> | Influence <i>How much influence does the partner have over the programme (low, medium, high)?</i> | Contribution <i>What will be the partner's main contribution?</i> | Capacity <i>What are the main issues emerging from the assessment of the partner's capacity?</i> | Exit strategy <i>What is the strategy for exiting the partnership?</i> |
|---|--|---|---|--|--|--|
| <i>World Food Programme</i> | <i>A United Nations Agency, the World Food Programme (WFP) is the leading humanitarian organization saving lives and changing lives, delivering food assistance in emergencies and working with communities to improve nutrition and build resilience.</i> | Medium to high , the support from Denmark will be crucial in allowing WFP Mali to consolidate the existing integrated resilience building package, and represents a diversification of the partners currently support the same activities. | High. WFP will oversee the implementation of the project, and will be responsible for contracting cooperating partners as and when needed. | <i>Implementation and management of the project.</i> | <i>WFP has been present in Mali since 1964 and has developed extensive experience, local capacity and strong relationships with both the national government and partners on the ground.</i> <i>Currently, WFP Mali comprises of 184 staff members, based in the capital Bamako but also in sub-offices in the regions of Mopti, Timbuktu, and Gao.</i> | <i>Investment in evidence building and quality control will be an important dimension as relates to an eventual handover to Government, as well as identifying best practices that can be scaled up.</i> |

Annex 3: Result Framework

| | | | |
|------------------------------|------|---|--|
| Thematic Programme | | Peaceful co-existence | |
| Thematic Programme Objective | | Promote a more peaceful and resilient society with respect for human rights | |
| Impact Indicator | | <ul style="list-style-type: none"> - % of population in the North who fear being affected by armed conflict - % of population in the South who fear being affected by armed conflict - % of population in the North (excluding Kidal) who experiences tensions between different groups in their locality. (Enquête Modulaire et Permanente auprès des Ménages - EMOP) | |
| Baseline | Year | 2016 | <ul style="list-style-type: none"> - 76% of the population in the North (excluding Kidal) report fear of being affected by armed conflict (p. 12) - 39% of the population in the South report fear of being affected by armed conflict (p. 12) - 33.6% of survey participants in the North indicate that they experience tensions or violence between different communities in their locality (p. 18) (2015 EMOP) |
| Target | Year | 2022 | <ul style="list-style-type: none"> - XX% of the population in the North (excluding Kidal) report fear of being affected by armed conflict (p. 12) - YY% of the population in the South report fear of being affected by armed conflict (p. 12) - ZZ% of survey participants in the North indicate that they experience tensions or violence between different communities in their locality (p. 18) |

| | | | |
|-------------------|--------|--|---------|
| Engagement Title | | Support to resilience-building in fragile regions of Northern and Central Mali | |
| Outcome 2 | | School-age girls and boys in targeted areas have increased current and future resilience and access to education while meeting their basic food and nutrition requirements during the school year; | |
| Outcome indicator | | Enrolment rate | |
| Baseline | Year | 2019 | 10% |
| Target | Year | 2022 | 20% |
| Outcome indicator | | Attendance Rate | |
| Baseline | Year | 2019 | 75% |
| Target | Year | 2022 | 85% |
| Outcome indicator | | Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening | |
| Baseline | Year | 2019 | TBD |
| Target | Year | 2022 | TBD |
| Outcome indicator | | Retention rate / Drop-out rate | |
| Baseline | Year | 2019 | 80% |
| Target | Year | 2022 | 90% |
| Output | | Targeted schoolchildren (tier 1), every day they attend school (output category A &N), receive school meals that meet their basic food and nutrition needs (WFP Strategic Result 1) and support school enrolment (SDG 4) | |
| Output indicator | | Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers | |
| Baseline | Year | 2019 | 143,000 |
| Target | Year 1 | 2020 | 200,000 |

| | | | |
|-------------------|--------|--|-----------|
| Target | Year 2 | 2021 | 250,000 |
| Target | Year 3 | 2021 | 300,000 |
| Output indicator | | Total value (USD) of capacity strengthening transfers | |
| Baseline | Year | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2021 | TBD |
| Output indicator | | Total amount of cash transferred to targeted beneficiaries | |
| Baseline | Year | 2019 | 3,500,000 |
| Target | Year 1 | 2020 | 5,832,000 |
| Target | Year 2 | 2021 | 7,452,000 |
| Target | Year 3 | 2021 | 9,072,000 |
| Output Indicator | | Number of rations provided | |
| Baseline | Year | 2019 | 1,185,00 |
| Target | Year 1 | 2020 | 1,800,000 |
| Target | Year 2 | 2021 | 2,250,000 |
| Target | Year 3 | 2021 | 2,700,000 |
| Outcome 3 | | Nutritionally vulnerable populations in targeted areas, including children and pregnant and lactating women and girls, have improved nutritional status throughout the year | |
| Outcome indicator | | Proportion of eligible population that participates in programme (coverage) | |
| Baseline | Year | 2019 | 60% |
| Target | Year | 2022 | 80% |
| Outcome indicator | | Proportion of target population that participates in an adequate number of distributions | |
| Baseline | Year | 2019 | 70% |
| Target | Year | 2022 | 80% |
| Outcome indicator | | Proportion of children 6–23 months of age who receive a minimum acceptable diet | |
| Baseline | Year | 2019 | 30% |
| Target | Year | 2022 | 50% |
| Outcome indicator | | Minimum Dietary Diversity – Women | |
| Baseline | Year | 2019 | 41% |
| Target | Year | 2022 | 60% |
| Output | | Targeted children aged 6–23 months and pregnant and lactating women and girls (tier 1) receive food and cash transfers (output category A) (including specialized nutritious commodities where appropriate) that prevent malnutrition (WFP Strategic Result 2) | |
| Output Indicator | | Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers | |
| Baseline | Year 0 | 2019 | 22,000 |
| Target | Year 1 | 2020 | 48,000 |
| Target | Year 2 | 2021 | 48,000 |
| Target | Year 3 | 2022 | 48,000 |
| Output Indicator | | Total amount of cash transferred to targeted beneficiaries | |
| Baseline | Year 0 | 2019 | 533,000 |
| Target | Year 1 | 2020 | 2,138,400 |
| Target | Year 2 | 2021 | 2,138,400 |
| Target | Year 3 | 2022 | 2,138,400 |
| Output Indicator | | Number of rations provided | |

| | | | |
|------------------|---|------|---------|
| Baseline | Year 0 | 2019 | 246,000 |
| Target | Year 1 | 2020 | 576,000 |
| Target | Year 2 | 2021 | 576,000 |
| Target | Year 3 | 2022 | 576,000 |
| Output | Vulnerable populations, including children and pregnant and lactating women and girls, benefit from increased access to diversified and nutritious foods (Output Category B) | | |
| Output Indicator | Quantity of specialized nutritious foods provided | | |
| Baseline | Year 0 | 2019 | 500 |
| Target | Year 1 | 2020 | 1,620 |
| Target | Year 2 | 2021 | 1,620 |
| Target | Year 3 | 2022 | 1,620 |
| Output | Children 6–59 months, pregnant and lactating women and girls and caregivers (tier 3) benefit from strengthened national capacities to design, implement and monitor sustainable approaches to the treatment of malnutrition (Output Category C) | | |
| Output Indicator | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities | | |
| Baseline | Year 0 | 2019 | 1,384 |
| Target | Year 1 | 2020 | 1,522 |
| Target | Year 2 | 2021 | 1,674 |
| Target | Year 3 | 2022 | 1,841 |
| Output Indicator | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities | | |
| Baseline | Year 0 | 2019 | 15 |
| Target | Year 1 | 2020 | 20 |
| Target | Year 2 | 2021 | 25 |
| Target | Year 3 | 2022 | 25 |
| Output Indicator | Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support | | |
| Baseline | Year 0 | 2019 | 6 |
| Target | Year 1 | 2020 | 7 |
| Target | Year 2 | 2021 | 8 |
| Target | Year 3 | 2022 | 8 |
| Output | Targeted beneficiaries (tier 1) benefit from malnutrition prevention interventions (output category E), including social and behaviour change communication | | |
| Output Indicator | Number of people reached through interpersonal SBCC approaches | | |
| Baseline | Year 0 | 2019 | 9,000 |
| Target | Year 1 | 2020 | 18,000 |
| Target | Year 2 | 2021 | 18,000 |
| Target | Year 3 | 2022 | 18,000 |
| Output Indicator | Number of people reached through SBCC approaches using media | | |
| Baseline | Year 0 | 2019 | 90,000 |
| Target | Year 1 | 2020 | 180,000 |
| Target | Year 2 | 2021 | 180,000 |
| Target | Year 3 | 2022 | 180,000 |
| Engagement Title | Support to resilience-building in fragile regions of Northern and Central Mali | | |

| | | | |
|-------------------|------|--|----------|
| Outcome 4 | | Communities in targeted areas, including smallholder farmers (particularly women-led groups), have more resilient livelihoods for improved food security and nutrition throughout the year | |
| Outcome indicator | | Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems | |
| Baseline | Year | 2019 | 40% |
| Target | Year | 2022 | 50% |
| Outcome indicator | | Food Consumption Score – Nutrition ⁵ . | |
| Baseline | Year | 2019 | 13% |
| Target | Year | 2022 | 20% |
| Outcome indicator | | Default rate (as a percentage) of WFP pro-smallholder farmer procurement contracts | |
| Baseline | Year | 2019 | TBD |
| Target | Year | 2022 | TBD |
| Outcome indicator | | Proportion of the population in targeted communities reporting environmental benefits | |
| Baseline | Year | 2019 | 98% |
| Target | Year | 2022 | 100% |
| Outcome indicator | | Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks | |
| Baseline | Year | 2019 | 10% |
| Target | Year | 2022 | 30% |
| Outcome indicator | | Rate of smallholder post-harvest losses | |
| Baseline | Year | 2019 | 30% |
| Target | Year | 2022 | 10% |
| Outcome indicator | | Value and volume of pro-smallholder sales through WFP-supported aggregation systems | |
| Baseline | Year | 2019 | 2,000 MT |
| Target | Year | 2022 | 3,000 MT |
| Outcome indicator | | Food Consumption Score ⁶ . | |
| Baseline | Year | 2019 | 63% |
| Target | Year | 2022 | 80% |
| Outcome indicator | | Consumption-based Coping Strategy Index (Average) ⁷ . | |
| Baseline | Year | 2019 | 2.8 |
| Target | Year | 2022 | < 5 |
| Outcome indicator | | Livelihood-based Coping Strategy Index (Average) ⁸ . | |
| Baseline | Year | 2019 | 37% |
| Target | Year | 2022 | 25% |

⁵ This indicator measures a household's adequacy of key macro and micronutrient-rich food groups. In order to assess nutrient inadequacy, FCS-N looks at the frequencies of consumption of protein-rich, Hem Iron and Vitamin A-rich foods over the 7 days prior to the interview. The 13% baseline figure refers to the percentage of households consuming protein-rich, Hem Iron AND Vitamin A-rich foods over the 7 days prior to the interview.

⁶ This indicator refers to the percentage of households with an acceptable Food Consumption Score (FCS). FCS is associated with household food access and is therefore used as a proxy for household food security. Food consumption indicators are designed to reflect the quantity and quality of people's diet

⁷ This indicator assesses the level of stress faced by a household due to food shortages. It is measured by combining the frequency and severity of the food consumption-based strategies households are engaging in. It is calculated using the five standard strategies using a 7-day recall period.

⁸ This indicator refers to the percentage of households using crisis and emergency coping strategies associated with a direct reduction of future productivity.



| | | | |
|-------------------|--------|--|---------------|
| Outcome indicator | | Food expenditure share of household income | |
| Baseline | Year | 2019 | 68% |
| Target | Year | 2022 | 48% |
| Outcome indicator | | Proportion of the population in targeted communities reporting benefits from an enhanced asset base | |
| Baseline | Year | 2019 | 80% |
| Target | Year | 2022 | 100% |
| Output | | Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women (tier 1), receive timely and adequate food assistance for assets transfers (output category A) that meet their short-term food needs while improving their resilience | |
| Output indicator | | Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers | |
| Baseline | Year 0 | 2019 | 150,000 |
| Target | Year 1 | 2020 | 374,000 |
| Target | Year 2 | 2021 | 374,000 |
| Target | Year 3 | 2022 | 374,000 |
| Output indicator | | Quantity of food provided | |
| Baseline | Year 0 | 2019 | 500 MT |
| Target | Year 1 | 2020 | 4,524 MT |
| Target | Year 2 | 2021 | 4,524 MT |
| Target | Year 3 | 2022 | 4,524 MT |
| Output indicator | | Total amount of cash transferred to targeted beneficiaries | |
| Baseline | Year 0 | 2019 | 4,200,000 USD |
| Target | Year 1 | 2020 | 9,600,000 USD |
| Target | Year 2 | 2021 | 9,600,000 USD |
| Target | Year 3 | 2022 | 9,600,000 USD |
| Output indicator | | Number of institutional sites assisted | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |
| Output indicator | | Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |
| Output | | Vulnerable populations including smallholders and other actors along the value chain (Tier 1) in targeted areas subject to recurrent shocks, especially women, benefit from other support /investments (output category C) in order to diversify and intensify their livelihoods | |
| Output Indicator | | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |
| Output Indicator | | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities | |

| | | | |
|-------------------|--------|---|-------|
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |
| Output Indicator | | Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |
| Output Indicator | | Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |
| Output Indicator | | USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |
| Output | | Vulnerable populations in targeted areas subject to recurrent shocks and the impacts of climate change, particularly women (tier 2), benefit from rehabilitated assets (output category D), other livelihood (output category D) and disaster risk management (output category G) interventions that improve their resilience to natural shocks, their adaptation to climate change and the sustainability of their livelihoods | |
| Output Indicator | | Number of people provided with energy assets, services and technologies | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |
| Output | | Targeted smallholders, especially women smallholders, and other actors along the value chain (Tier 1) benefit from strengthened technical and operational capacities to improve food quality, strengthen market access and increase their incomes (Output category F) | |
| Output Indicator | | Number of smallholder farmers supported/trained | |
| Baseline | Year 0 | 2019 | 3,700 |
| Target | Year 1 | 2020 | 6,000 |
| Target | Year 2 | 2021 | 7,000 |
| Target | Year 3 | 2022 | 8,000 |
| Outcome 5 | | By 2030 national institutions and entities have strengthened capacities to manage equitable food security, nutrition and social protection policies, programmes and interventions in support of zero hunger | |
| Outcome indicator | | Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening | |
| Baseline | Year | 2019 | 6 |
| Target | Year | 2022 | 8 |

| | | | |
|-------------------|--------|--|---------|
| Outcome indicator | | Number of people assisted by WFP, integrated into national social protection systems as a result of WFP capacity strengthening | |
| Baseline | Year | 2019 | 0 |
| Target | Year | 2022 | 140,000 |
| Outcome indicator | | Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity strengthening support | |
| Baseline | Year | 2019 | 0 |
| Target | Year | 2022 | 70% |
| Outcome indicator | | Resources mobilized (USD value) for national food security and nutrition systems as a result of WFP capacity strengthening | |
| Baseline | Year | 2019 | TBD |
| Target | Year | 2022 | TBD |
| Output | | Vulnerable populations (tier 3) benefit from strengthened and sustainable national capacities and systems for designing, implementing, monitoring and evaluating nationally led food security, nutrition and social protection policies and programmes (output category C) and delivering hunger solutions | |
| Output Indicator | | Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | 120 |
| Target | Year 2 | 2021 | 140 |
| Target | Year 3 | 2022 | 160 |
| Output Indicator | | Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities | |
| Baseline | Year 0 | 2019 | 12 |
| Target | Year 1 | 2020 | 12 |
| Target | Year 2 | 2021 | 14 |
| Target | Year 3 | 2022 | 16 |
| Output Indicator | | Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support | |
| Baseline | Year 0 | 2019 | 12 |
| Target | Year 1 | 2020 | 12 |
| Target | Year 2 | 2021 | 14 |
| Target | Year 3 | 2022 | 16 |
| Output Indicator | | Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support | |
| Baseline | Year 0 | 2019 | 5 |
| Target | Year 1 | 2020 | 6 |
| Target | Year 2 | 2021 | 7 |
| Target | Year 3 | 2022 | 8 |
| Output Indicator | | USD value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support | |
| Baseline | Year 0 | 2019 | TBD |
| Target | Year 1 | 2020 | TBD |
| Target | Year 2 | 2021 | TBD |
| Target | Year 3 | 2022 | TBD |

The inclusion of the current output indicators are estimations and refer to WFP Mali's indicators for each activity as a whole, i.e. not specifically related to the contribution from Denmark.

Annex 4: Budget details

|  | | Denmark Funding Proposal 2020 | | | | | Date Prepared | 10-Nov-19 |
|--|---------------------|-------------------------------|--|-----------|-----------|-------------------------|---------------|-----------|
| Country | MALI | | | | | | | |
| Grant Number | NA | | | | | | | |
| Grant Currency | DKK | | | | | | | |
| Exchange Rate | 6.73 | | | | | | | |
| SUMMARY BY TOOL IN GRANT CURRENCY | | | | | | | | |
| Strategic Outcome | Focus Area | Transfer Costs (DKK) | Implementation (DKK) | DOC (DKK) | DSC (DKK) | Total Direct Cost (DKK) | | |
| 2 | Resilience Building | 834,277 | 71,994 | 906,221 | 42,230 | 948,451 | | |
| 3 | Resilience Building | 5,232,229 | 205,103 | 5,437,332 | 253,380 | 5,690,712 | | |
| 4 | Resilience Building | 9,178,649 | 608,544 | 9,787,194 | 456,083 | 10,243,277 | | |
| 5 | Resilience Building | 1,655,956 | 156,488 | 1,812,443 | 84,460 | 1,896,903 | | |
| COST SUMMARY | | | | | | | | |
| Cost Category | Amount DKK | | Remarks | | | | | |
| Transfer Costs | 16,901,111 | | <i>* For programming above FCF rates, explanation to be provided in the Remarks field</i> <i>Note: The value per cost category may vary at the time of procurement due to changes in pipeline requirements, operational challenges, prices and budget revisions. The type of transfer modality and the allocation between tools might change in line with the intended purpose.</i> | | | | | |
| Implementation Costs | 837,026 | | | | | | | |
| Direct Operating Costs (DOC) | 17,943,190 | | | | | | | |
| Direct Support Costs (DSC) | 836,153 | | | | | | | |
| Total Direct Costs | 18,779,343 | | | | | | | |
| Indirect Support Cost (ISC) | 1,220,657 | | | | | | | |
| Grant Total Costs | 20,000,000 | | | | | | | |
|  | | Denmark Funding Proposal 2021 | | | | | Date Prepared | 10-Nov-19 |
| Country | MALI | | | | | | | |
| Grant Number | NA | | | | | | | |
| Grant Currency | DKK | | | | | | | |
| Exchange Rate | 6.73 | | | | | | | |
| SUMMARY BY TOOL IN GRANT CURRENCY | | | | | | | | |
| Strategic Outcome | Focus Area | Transfer Costs (DKK) | Implementation (DKK) | DOC (DKK) | DSC (DKK) | Total Direct Cost (DKK) | | |
| 2 | Resilience Building | 5,016,584 | 391,294 | 5,407,878 | 282,833 | 5,690,711 | | |
| 3 | Resilience Building | 2,716,278 | 107,836 | 2,824,114 | 147,701 | 2,971,815 | | |
| 4 | Resilience Building | 7,314,026 | 497,354 | 7,811,379 | 408,535 | 8,219,914 | | |
| 5 | Resilience Building | 1,681,554 | 121,072 | 1,802,626 | 94,277 | 1,896,903 | | |
| COST SUMMARY | | | | | | | | |
| Cost Category | Amount DKK | | Remarks | | | | | |
| Transfer Costs | 16,728,442 | | <i>* For programming above FCF rates, explanation to be provided in the Remarks field</i> <i>Note: The value per cost category may vary at the time of procurement due to changes in pipeline requirements, operational challenges, prices and budget revisions. The type of transfer modality and the allocation between tools might change in line with the intended purpose.</i> | | | | | |
| Implementation Costs | 1,009,720 | | | | | | | |
| Direct Operating Costs (DOC) | 17,845,997 | | | | | | | |
| Direct Support Costs (DSC) | 933,346 | | | | | | | |
| Total Direct Costs | 18,779,343 | | | | | | | |
| Indirect Support Cost (ISC) | 1,220,657 | | | | | | | |
| Grant Total Costs | 20,000,000 | | | | | | | |



Denmark Funding Proposal 2022

Date Prepared

10-Nov-19

| | |
|----------------|------|
| Country | MALI |
| Grant Number | NA |
| Grant Currency | DKK |
| Exchange Rate | 6.73 |

SUMMARY BY TOOL IN GRANT CURRENCY

| Strategic Outcome | Focus Area | Transfer Costs (DKK) | Implementation (DKK) | DOC (DKK) | DSC (DKK) | Total Direct Cost (DKK) |
|-------------------|---------------------|----------------------|----------------------|-----------|-----------|-------------------------|
| 2 | Resilience Building | 2,815,830 | 241,598 | 3,057,428 | 188,336 | 3,245,764 |
| 3 | Resilience Building | 1,215,953 | 60,311 | 1,276,265 | 78,618 | 1,354,883 |
| 4 | Resilience Building | 3,347,559 | 273,161 | 3,620,720 | 223,036 | 3,843,756 |
| 5 | Resilience Building | 813,910 | 76,508 | 890,418 | 54,850 | 945,268 |

COST SUMMARY

| Cost Category | Amount DKK | Remarks |
|------------------------------|-------------------|---|
| Transfer Costs | 8,193,252 | # |
| Implementation Costs | 591,267 | * For programming above FCR rates, explanation to be provided in the Remarks field. |
| Direct Operating Costs (DOC) | 8,844,831 | |
| Direct Support Costs (DSC) | 544,840 | |
| Total Direct Costs | 9,389,671 | <i>Note: The value per cost category may vary at the time of procurement due to changes in pipeline requirements, operational challenges, prices and budget revisions. The type of transfer modality and the allocation between tools might change in line with the intended purpose.</i> |
| Indirect Support Cost (ISC) | 610,329 | |
| Grant Total Costs | 10,000,000 | |

Annex 5: Risk Management Matrix

Contextual risks

| Risk Factor | Likelihood | Impact | Risk response | Residual risk | Background to assessment |
|---|------------|--------|---|---------------|--|
| Expansion of conflict imperils access | Medium | Medium | WFP is working to expand access in difficult to reach areas, using an approach based on community acceptance and nuanced context-specific approach. WFP is working to ensure that implementation arrangements with NGOs are accepted by the community, enabling safe and reliable access, whilst at the same time considering capacity constraints and accountability concerns. | Minor | The prevailing security situation in Mali remains fragile. |
| Safety and security of staff, beneficiaries and partners is compromised | Medium | High | WFP will ensure measures to manage or mitigate the risks associated with assessments, distributions and monitoring, are in place. Both staff and partners receive training related to the prevention of abuse, and the complaint and feedback mechanism includes special procedures for dealing with sensitive complaints. | Medium | Attacks against civilians and humanitarian workers have increased in recent years. |

Programmatic risks

| Risk Factor | Likelihood | Impact | Risk response | Residual risk | Background to assessment |
|----------------------------------|------------|--------|---|---------------|---|
| Delays in project implementation | Unlikely | High | The use of CBTs provides a degree of flexibility and shortens the time between receipt of resources and | Minor | WFP has in the past, on rare occasions, experienced delays in the |

| | | | | | |
|--------------------------|--------|--------|--|--------|---|
| | | | delivery to beneficiaries. The use of advance funding can also reduce the time required. For in-kind transfers, forward purchasing will help to mitigate pipeline breaks and maximize on-time deliveries. Regular monitoring by WFP staff and TPM will also ensure that this risk is mitigated. | | implementation of planned activities. |
| Supply chain disruptions | Medium | Medium | WFP is seeking a logistics capacity assessment and cost efficiency analysis of a number of different transport corridors. WFP is also reviewing the structure of the supply chain unit following the creation of a new Area Office in the central Mopti region, to incorporate the management of transshipments to the northern regions of Timbuktu and Gao and planning and handling of operations in the hub. The decentralization of operational responsibility and decision making will improve the capacity to promptly respond and ensure flexible management of operations daily. | Minor | Supply chain disruptions may be caused by access constraints and the lack of government presence in many areas, the limited pool of potential partners, the complexity of the operational environment and disruptions in the availability of resources. |
| Protection risks | High | Medium | WFP will work to ensure that its programming does not exacerbate existing tensions, patterns of exclusion or the diversion of resources. WFP will undertake regular | Medium | Protection risks, especially with respect to gender-based violence, are high given the widespread instability and increasing |

| | | | | | |
|--|-----|--------|---|--|---|
| | | | analyses of the context in which it is operating, including local conflict dynamics, identifying protection and conflict sensitivity concerns, and will develop mitigation measures in close consultation with affected communities and key stakeholders. | | intercommunal conflicts. |
| Inflation caused by cash-based transfers | Low | Medium | Markets are generally able to meet the demand created by cash transfers. However, if this situation changes food transfers will be used. | | Prices in Mali are relatively stable, although food prices vary seasonally and in response to the quality of the agricultural season. |

Institutional risks

| Risk Factor | Likelihood | Impact | Risk response | Residual risk | Background to assessment |
|------------------------------|-------------------|---------------|---|----------------------|---|
| Potential abuse of resources | Low | High | Related to partnerships with government, NGOs and financial service providers, especially in unsafe areas, and potential resource abuse. Mitigation will involve strict oversight and capacity development for financial management, monitoring and reporting, and warehouse management, and will be supported by annual evaluations. The risk of food losses or diversion of cash transfers will be mitigated through accountable delivery mechanisms, training, TPM and information about entitlements. | Low | In a complex operating environment, WFP has to be aware that there is a potential abuse of resources and put in place appropriate measures to mitigate this risk. |
| Funding shortfalls and | Medium | High | WFP's resourcing strategy includes working with the humanitarian country | Low | WFP, as a voluntarily funded organisation, relies 100% on |

| | | | | | |
|-----------------|--|--|---|--|---|
| pipeline breaks | | | team, the United Nations country team and the Government to raise funds. WFP will also seek to broaden its funding and invest more on long-term partnerships. | | contributions from donor Government to implement activities. Overall, funding to WFP Mali has remained relatively stable over recent years, however fluctuations between donors has been a challenge. |
|-----------------|--|--|---|--|---|

Annex 6: List of supplementary materials

| # | Document / Material | Source |
|---|--|---|
| 1 | WFP Mali Country Strategic Plan 2020 - 2024 | WFP |
| 2 | Cadre Stratégique pour la Relance Economique et le Développement Durable (CREDD) | Ministère de l'Economie et des Finances |
| 3 | Cost/Benefit impact analysis : Community productive asset creation | WFP |
| 4 | Summary report on the evaluation of the Mali country portfolio (2013–2017) | WFP |
| 5 | The World Food Programme's contribution to improving the prospects for peace in Mali | SIPRI/WFP |
| 6 | Rapport e valuation FAO-PAM Resilience Mali | FAO/WFP |
| 7 | Denmark SPA 2016-2019 | The Kingdom of Denmark/WFP |

Annex 7: Plan for communication of results

| What? (the message) | When? (the timing) | How? (the mechanism) | Audience(s) | Responsible |
|--|----------------------------------|--|---|--|
| Denmark and WFP support food security and resilience building in Mali | After receiving the contribution | Organize one (1) Thank you ceremony with national and international medias | Malian populations International community Danish people Malian Authority medias | WFP |
| Danish contribution helps WFP in saving and transforming lives of vulnerable families in Mali. | During project implementation | 2 success stories published on WFP websites; Photo gallery showcasing situation before and after project; Social media posts (facebook and twitter) tagging Danish Embassy | International community; Danish constituencies and population Malian government authorities; Medias | WFP to recruit a professional photographer |
| Denmark is a key partner in the fight against hunger and malnutrition | During project implementation | 1 Field visit with Danish Ambassador and local media | Malian populations International community Danish people Malian Authority medias | WFP |
| | | Denmark Logo/or mentioned on factsheets, signage on project sites | Other donors Malian populations International community Danish population Malian Authority medias | WFP |

Annex 8: Process Action Plan for implementation

| Action/product | Deadlines | Responsible/involved Person and unit | Comment/status |
|-----------------|--|--------------------------------------|----------------|
| 3 December 2019 | Presentation at UPR | Ambassador/HoC/DHoC | |
| December 2019 | Danish Minister for Development Cooperation signs programme (if necessary) | MFA/Embassy | |
| December 2019 | Signing of agreement (DED) with WFP | Embassy | |
| January 2020 | First disbursement and kick off of project activities | Embassy/WFP | |
| June 2020 | First progress meeting (and then every 6 months) | Embassy/WFP | |
| March 2021 | First official annual report (and then every year) | WFP | |
| 30 June 2022 | Completion followed by final evaluation | Embassy/WFP | |

Annex 10: Checklist

Checklist

Documentation required for approval of a project

| Document/annex: | Included: | Comments: |
|--|-----------|--|
| Cover page | X | |
| Programme document | X | |
| Annex 1 - Context Analysis | X | |
| Annex 2 – Partners | X | |
| Annex 3 – Results Framework at output level | X | Baseline and targets will be adjusted and finalised during inception phase |
| Annex 4 – Budget details | X | |
| Annex 5 – Risk Management Matrix | X | |
| Annex 6 – List of supplementary materials | X | |
| Annex 7 – Plan for communication of results | X | |
| Annex 8 – Process Action Plan | X | |
| Annex 9 – Signed Quality Assurance Checklist | X | |

Note: for single-partner projects some annexes, like annex 1 and 2, will be less expansive.



Anders Karlsen,

Deputy Head of Mission

Danish Embassy in Mali

Annex 9 - Quality Assurance checklist for appraisal of programmes and projects¹

File number/F2 reference: **2019-39582**

Programme/Project name: **Support to resilience-building in fragile regions of Northern and Central Mali**

Programme/Project period: **January 2020 – June 2022 (2,5 years)**

Budget: **DKK 50 millions**

Presentation of quality assurance process:

The quality assurance process has been carried out after the development of the DED by an independent member of the embassy staff not involved in the development of the project. A derogation from normal appraisal procedures for projects above 39 million DKK has been approved, see attached notice, and thus an internal appraisal is carried out.

The project will be reviewed by UPR (Udviklingspolitisk Råd/the Council for Development Policy) on December 3rd 2019.

- The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.
Comments: Yes, Julie Rosenkilde Hannibal. See above.
- The recommendations of the appraisal has been reflected upon in the final design of the programme/project.
Comments: The recommendations of the appraisal as well as possible comments from UPR will be reflected upon in the final design of the project.
- The programme/project complies with Danida policies and Aid Management Guidelines.
Comments: Yes
- The programme/project addresses relevant challenges and provides adequate responses.
Comments: Yes. The project addresses resilience-building and food security in central and northern Mali in a highly fragile and volatile context. Building resilience at community level will not only address urgent humanitarian needs but will also contribute to long-term stabilisation.
- Issues related to HRBA/Gender, Green Growth and Environment have been addressed sufficiently.

¹ This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations where TQS is not involved. The checklist does not replace an appraisal, but aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

Comments: HRBA/Gender is targeted directly through the nutritional focus on children, young girls and pregnant and lactating women/mothers. The project also addresses environmental issues e.g. with the focus on anti-erosion mechanisms.

Green Growth is not applicable for the project as it goes beyond its scope.

- Comments from the Danida Programme Committee have been addressed (if applicable).

Comments: The final design of the project will take into account possible comments from UPR who will be reviewing the project on December 3rd 2019.

- The programme/project outcome(s) are found to be sustainable and is in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

Comments: Yes. WFP is a leading partner within resilience-building.

- The results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

Comments: Yes

- The programme/project is found sound budget-wise.

Comments: Yes

- The programme/project is found realistic in its time-schedule.

Comments: WFP will launch its new country programme for Mali in January 2020, which this project will be supporting. The new country programme builds upon previous programmes and is a continuation of WFP's activities in Mali. WFP is already operational and well experienced in the field and should therefore be able to initiate and implement activities within the proposed time-schedule.

- Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.

Comments: The embassy has informed other donors of the planned support to WFP, e.g. the EU heads of cooperation. The programme is aligned to WFP plans and procedures. Funding via UN organisations especially in a fragile and conflict affected context allows donors to have a harmonized approach.

- Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.

Comments: WFP is a very experienced and strong partner in resilience-building and they have a strong presence in central and northern Mali. Support to WFP's new country programme in January 2020 is well timed with the Danish government's priorities on fragility, resilience and irregular migration.

- The executing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.


Comments: Yes. WFP is a strong and experienced partner within resilience-building.


Risks involved have been considered and risk management integrated in the programme/project document.

Comments: Yes. Both contextual, programmatic and institutional risk are identified and appropriate mitigation measures put in place. WFP works closely with local partners on the ground who are better equipped to work in the volatile security situation than internationals, and who are known and trusted by the communities. WFP applies a do-no-harm approach to its programming.

In conclusion, the programme/project can be recommended for approval: yes / no

Julie Rosenkilde Hannibal

Date and signature of desk officer: 26/11/19 

Date and signature of management: 26/11/19  **MARIANNE KRESS**