



SENEGAL TRANSITIONAL INTERIM COUNTRY STRATEGIC PLAN (YEAR 2018)

Duration (starting date – end date ¹)	1 January 2018 - 31 December 2018
Total cost to WFP	15,235,603
Gender and Age Marker Code * ²	2A

¹ The end date cannot exceed 30 June 2019.

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

EXECUTIVE SUMMARY

Senegal is classified as a Least Developed Country (LDC) and Least Food Deficit Country (LFDC). Global Acute Malnutrition (GAM) rates are very critical and worrying in the north and eastern parts of the country where they are above and/or close to the emergency threshold of 15 percent. Stunting rates have decreased at the national level (19 percent), but remain high in the southern and eastern parts of the country. The primary completion rate stands at 66.7 percent, well below the target value of 90 percent.

Senegal is committed to the 2030 Agenda for Sustainable Development. WFP supports the Government's vision of a hunger-free Senegal and the commitment to women empowerment and Gender equality. However, the country still faces serious challenges to achieve SDG 2, particularly in the face of increased climate risks, limited access to arable land especially for women, unsustainable farming systems, and lack of access to market opportunities by smallholder farmers living in poverty and in marginal agricultural areas.

The Transitional Interim Country Strategic Plan (T-ICSP) is based on two WFP project documents: i) the Protracted Relief and Recovery Operation (PRRO) 200681; and ii) the Country Programme (CP) 200249. The T-ICSP will contribute to the achievement of the Government's National Socio-Economic Development Plan (Plan Sénégal Emergent 2014-2018); sectoral strategies plans, the United Nations Development Assistance Framework (2012-2018), and the Sustainable Development Goals 2 and 17.

Under the T-ICSP, WFP will align with sectorial strategies, build synergies and enhance convergence, as well as empower women and incorporate gender transformative approaches to achieve zero hunger. The T-ICSP will focus on four Strategic Outcomes:

- Strategic Outcome 1: Food-insecure households and vulnerable populations, (including school-aged children) are able to meet basic food and nutrition needs all year-round
- Strategic Outcome 2: Targeted populations, including children 6-59 months and pregnant and lactating women in targeted departments have improved nutritional status in line with national targets by 2023
- Strategic Outcome 3: Food-insecure smallholders and communities in targeted areas have enhanced livelihoods and resilience to better support food security and nutrition needs by 2023
- Strategic Outcome 4: National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2023

The T-CSP is aligned with WFP's strategic results 1, 2, 3 and 5.

1. COUNTRY ANALYSIS

1.1. COUNTRY CONTEXT

1. Senegal has an estimated population of about 15 million (World Bank, 2015) and one of the highest population growth rates in the world (3.1 percent, 17th in the world; UN-DESA, 2015). In contrast to its land-locked Sahelian neighbours, rapid population growth in Senegal is defined by urbanization. Population growth – driven primarily by migration from rural to urban areas – outpaces growth in agricultural production increasing poverty and food insecurity.
2. Senegal is a low income and food-deficit country. The country is ranked 170th out of 188 countries on the 2016 Human Development Index and 113th out of 188 in the gender inequality index.
3. The country's economy is heavily dependent on climate-sensitive sectors including agriculture, fishing and tourism which represent over 60 percent of employment³. Like most Sahelian countries, food and nutrition insecurity in Senegal is persistent and linked to poverty, environmental degradation and cyclical climatic shocks. This has significant negative impact on livelihoods. Household food security trends in rural areas has indicated a deterioration since 2010. As a result, rural exodus has led to rapid urbanisation in Senegal, but also to emigration out of the country.
4. Poverty remains high, affecting 46.7 percent of the population, and is mostly concentrated in the Casamance region. According to WFP and Government of Senegal data, 58 percent of rural households live below the poverty threshold.
5. According to the 2010 Comprehensive Food Security and Vulnerability Analysis (CFSVA), the 2013 National Food Security and Nutrition Survey (ENSAN), the 2015 Rural Food Security, Nutrition and Agricultural Survey (ERASAN) and the 2016 National Food Security Assessment, household food insecurity stood respectively at 15 percent, 25 percent, 28 percent, showing an improvement at 24 percent in 2016. Acute malnutrition remains a concern in the northern and eastern parts of the country, where global acute malnutrition (GAM) rates exceed 15 percent.
6. The 2016 SES-ANSD economic census report shows that 52 percent of the economically active population is female, of which 15.3 percent are engaged in agriculture and 75 percent are self-employed workers. Male headed households constitute 80 percent and 20 percent are female headed households. Women amount to 28.1 percent of the total unemployed population.
7. About 49.7 percent of adult men and women are literate. Male youth (14 to 24 years) literacy rate stands at 74.2 percent as against 56.2 percent for girls. Gross enrolment rate for primary education (Grade 6) stands at 98.8 percent, while completion for basic cycle education (Grade 9) is 58.4 percent in 2015. The government has recognized school meals as an indispensable tool to boost school attendance and retention, especially in highly vulnerable areas by supporting children's food security and nutrition needs. Such interventions seek also to ensure the transition to a sustainable nationally-owned school feeding in the long term.

1.2. PROGRESS TOWARDS SDG 2

➤ *Access to food:*

8. Senegal ranks as a Least Developed Country (LDC) and Least Income Food Deficit Country (LIFDC). Despite significant improvements in overall food availability from 2011 to 2015,

³ http://www.greenclimate.fund/documents/20182/93876/2112015_-_Senegal_Readiness_Proposal.pdf/9ba14a61-7d49-41ba-9347-a1b82c36b511.

access to food is unevenly distributed throughout the country. According to the February 2016 national food security assessment, 17 percent of households had poor and borderline food consumption and 69 percent were affected by a shock⁴. The March 2017 Cadre Harmonisé analysis indicates that three percent of the population (428,000 people, of which 218,280 women/girls) is currently in Phase 3 (crisis situation), and 18 percent (2.2 million people) in Phase 2 (stress situation). 800,000 people of which 408,000 are women and girls are expected in Phase 3 and 3.1 million in Phase 2 during the upcoming 2017 lean season. The most food insecure are mainly located in the Matam, Tambacounda, Djourbel and Kaffrine regions.

➤ **End malnutrition:**

8. Despite progress in reducing chronic malnutrition, the national level of Global Acute Malnutrition (GAM) is 9.0 percent. Rates are very critical and worrying in the north and eastern parts of the country where they are above and/or close to the emergency threshold of 15 percent.⁵ Stunting has decreased (17.1 percent), but remains high in the southern and eastern parts of the country.⁶ The completion rate of primary education stands at 66.7 percent, well below the target value of 90 percent.⁷
9. The maternal mortality rate of 370 deaths per 100,000 live births⁸ is mainly due to poor access to maternal health services. About 54 percent of women suffer from low or moderate anaemia, with higher levels among pregnant women.⁹ The mortality rate for children under five is 75 per 1000, with higher rates in the south. 76 percent of children under five suffer from anaemia, of which 48 percent have moderate anaemia and 5 percent severe anaemia.¹⁰ Malnutrition among children under five is associated with food insecurity, poor child feeding practices, limited access to safe water, diarrhoea and other childhood diseases.

➤ **Smallholder productivity and incomes:**

10. The agriculture sector only satisfies 52 percent of the population's food needs. As a result, Senegal relies on food imports to offset shortages. Food prices have remained volatile since the 2008/09 peaks making food unaffordable for many poor households. Most of the production comes from smallholder farmers in rural areas. Rural agricultural production remains subsistence-based and rural trade is informal and dominated by middle men, and informal cross border trade. About 70 percent of the agricultural labour force is represented by women and only one percent of them have access to land. Most farmers are not coordinated in organisations and access to finance and credit remains difficult making smallholder food systems fragile and vulnerable to shocks. Smallholder livelihoods are sensitive to changes in food prices and availability of land and highly vulnerable to climate shocks, such as recurrent seasonal dry spells and flooding.

➤ **Sustainable food systems:**

11. Despite progress in the commercial sector and food supply, the country has seen little modernization in the use of modern varieties, fertilisers or cultivation equipment. Limited agrometeorological forecasts and climatic services are unavailable to the majority of farmers and do not allow to plan and manage risk accordingly. The government has subscribed to

⁴ Poor and borderline food consumption rates are very high in the departments of Dagana (31.8 percent), Podor (34.6 percent), Matam (37.1 percent) and very critical in Kolda (41 percent), in Tambacounda (47.7 percent), and in Goudiry (58.3 percent).

⁵ Government of Senegal, UNICEF, WFP, et. al, Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey (November 2015) results - Louga (16.1 percent), Matam (16.5 percent), Saint Louis (14.7 percent) and Tambacounda (12.5 percent).

⁶ Idem- Regions of Kolda (23.7 percent), Kédougou (25.4 percent) and Sedhiou (29.6 percent). It should be noted that the 2014 CFSVA indicated that stunting rates were very high in the departments of Kolda (30.9 percent) and Medina Yoro Fola (30.4 percent) all in Kolda region and in Saraya (29.1 percent) in Kédougou region.

⁷ Revised United Nations Development Assistance Framework for Senegal (UNDAF 2012-2018).

⁸ HDR 2013.

⁹ Women's higher risk of anemia is also associated with menstruation, childbirth and uterine fibroids.

¹⁰ United Nations. 2014 Humanitarian Needs Overview: Senegal. November 2013.

the insurance policy to manage climatic risk under the ARC initiative. Post-harvest storage and losses as well as access to markets remain a problem for smallholders and food systems in Senegal.

12. Efforts have been made to strengthen the agricultural sector's capacity to adapt to the effects of climate change¹¹ and promote practices that improve land and soil quality. These efforts are supported by FAO, D, WFP, AfDB, USAID and the government line ministries with the aim of reducing food insecurity and malnutrition and increasing the sustainability of the food system.

➤ *Macro-economic environment*

13. In 2015, with a growth rate of 6.5 percent, Senegal was the second fastest growing economy in West Africa, behind Ivory Coast. However GDP growth is well below the rates necessary for significant poverty reduction, and a growing reliance on capital-intensive exports limits the creation of new jobs. Geographic disparities are very pronounced, with almost 2 out of 3 residents in rural areas being poor. In the short and mid-term, Senegal's economy will face a number of challenges, from climate change-related shocks, desertification, emigration, rapid urbanisation, to heavy reliance of imported food, poor education and health system and, security threats. These challenges in a way or the other aggravate food insecurity and malnutrition in rural areas and amongst the poor.

➤ *Key cross-sectorial linkages*

14. Sustainable Development Goal (SDG) 2 highlights the prominence of food security and nutrition in the 2030 Agenda for Sustainable Development. In Senegal, SDG 2 is an important catalyst for achieving other SDGs, including ending poverty (SDG 1), ensuring quality education (SDG 4), addressing gender equality (SDG 5), tackling climate change (SDG 13) and promoting the sustainable management of natural resources (SDG 15). Senegal is already working for a "deep transformation" of agriculture and food systems, including investments to achieve targets for rice self-sufficiency. However, the country still faces serious challenges to achieve SDG 2, particularly in the face of increased climate risks, unsustainable farming systems, lack of access to market opportunities, and poor terms of trade for smallholder farmers living in poverty in marginal agricultural areas.
15. Life expectancy is 63 years, maternal mortality is at 370 deaths /100,000 live births and under five mortality is 75/1,000 births. National HIV prevalence is 0.7 percent however women (0.8 percent) are more affected than men (0.5 percent). Though the prevalence rate remains stable, very poor households in food insecure areas – where the prevalence rates are higher than the national average¹² – are the most vulnerable. The literacy rate is at 57 percent of the population. Women and girls account for 51 percent of the population. The fertility rate is 4.9 children per woman, and average household size is 9.9.
16. Senegal has increasingly experienced climate related shocks and risks which impact households and communities' resilience. During the lean season, poor households typically reduce their food consumption and dietary diversity and engage in negative coping strategies, including sale of productive assets and livestock investments, indebtedness and migration.¹³

¹¹ Climate change will have negative impacts on biodiversity, agriculture, animal husbandry and fisheries, threatening food production and exerting an upward pressure on food prices.

¹² Prevalence rate is 2.4 percent in Kolda (DHS, 2010 results). About 47.8 percent of the HIV affected households are food insecure (WFP/MoH study, 2016).

¹³ Climate risk and food security in Senegal: Analysis of climatic impacts on food security and livelihoods. 2013. Collaborative study with ANACIM, WFP, Columbia University-IRI.

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17. Gender inequalities have decreased, but remain significant in terms of legal age for marriage, parental authority, inheritance, and rights to land and financial services. Women contribute significantly to agriculture, but are vulnerable due to insufficient access to and control over land, training, credit and inputs and allocation of resources.
 18. The gross enrolment rate in primary education is 84 percent for both girls and boys combined. The net enrolment rate in primary education is 73 percent and the primary completion rate is 66.7 percent, well below the target value of 90 percent.¹⁴ The enrolment rate decreases to 40 percent in lower secondary, with a student transition rate to secondary school of 88 percent. 37 percent of children of official primary school age are out of school. The dropout rate goes up to 49 percent in rural areas as opposed to 19 percent in urban areas. Nearly 56 percent of female youth of secondary school age are out of school compared to 48 percent of male youth of the same age, 64 percent of them are in rural areas and 70 percent come from poor households.
 19. Although, WFP's work in Senegal aims to contribute to the achievement of SDG2, it also indirectly supports SDG 1, SDG 4, SDG 5, SDG 13 and SDG 15.

1.3. HUNGER GAPS AND CHALLENGES

20. In Senegal, women significantly contribute to agriculture but have insufficient access to land, training, credit and inputs. Men control the allocation of resources while women are generally responsible for meeting the nutritional needs of their families. WFP Senegal will facilitate the organisation and elaboration of a National Zero Hunger Strategic Review, which will inform the 2019-2023 Country Strategy Plan (CSP). Senegal key hunger gaps and challenges are already illustrated in the following documents: i) United Nations Development Assistance Framework, ii) Plan Senegal Emergent, iii) Government Multisector food security, nutrition and social protection strategies ; iv) Food security and nutrition assessments; v) Cadre Harmonisé consultations; vi) CP and R4 Initiative impact evaluations, and vii) Government and stakeholder consultations on SDGs implementation. These strategies, plans, studies and consultations identified the need to : i) Reduce maternal and child undernutrition through nutrition specific and sensitive services for children under five years, pregnant and lactating women and girls (PLW/G) and HIV/AIDS affected households, ii) Create opportunities for economic development in rural areas to ensure access to basic social services; iii) Complement government social protection for vulnerable poor households by enhancing physical and economic access to safe and nutritious food especially during the lean season; iv) Improve smallholders' income by connecting small farmers and their organizations to market opportunities and through local purchase, food fortification, women-led income generating activities and investment in human capital; v) Improve social protection to children through school meals; vi) Reinforce the resilience of communities affected by recurrent shocks and climate change; and vii) Enhance the capacity of national institutions in Emergency preparedness and response.

1.4. KEY COUNTRY PRIORITIES

Government priorities

21. Since 2012 the Government has directed its attention to social protection. This shift is based on poverty studies and food security and nutrition assessments that highlighted the predominant influence of poverty on food insecurity, malnutrition, poor school performance, poor health and other socio-economic indicators. Senegal has well defined national strategies and plans guiding socio-economic programmes, all embedded in the Plan Sénégal

¹⁴ Revised United Nations Development Assistance Framework for Senegal (UNDAF 2012-2018).

Emergent (PSE)¹⁵. The following pillars of the PSE constitute entry points for SDG 2 and other SDGs:

- Pillar 1 “Economic structural transformation and growth”: the objective is the creation of wealth and the eradication of poverty in all its forms and addresses (SDGs 1,2,7,8 and 9);
- Pillar 2 “Human capital, social protection and sustainable development”: the objective is to provide and improve basic social services. It addresses 10 SDGs (SDG 2, 3, 4, 5, 6, 11, 12, 13, 14, 15);
- Pillar 3 “Governance, institutions, peace and security”: aims at improving good governance while promoting peace and security, and African integration. It addresses SDGs 10, 16 and 17.

22. Gender mainstreaming including the empowerment of women is a key priority to the PSE and therefore provides the basis for WFP to pursue a gender-transformative approach to food and nutrition security in Senegal.

United Nations and other partners

23. WFP activities are in line with government priorities and the United Nations Development Assistance Framework (UNDAF 2012-2018), in particular with the following objectives: i) create opportunities for economic development in rural areas; ii) ensure access to basic social services and; iii) strengthen governance at central and local levels.

2. STRATEGIC IMPLICATIONS FOR WFP

24. To help the government of Senegal achieve Zero Hunger by 2030, WFP will focus on a number of community and household-level interventions targeted to benefit shock-affected, food insecure populations and communities. These include: i) Food assistance to enable access to food in critical periods and to contribute to build resilience to climate shocks and foster integrated sustainable food systems; ii) integrated approaches for the prevention and treatment of both acute and chronic malnutrition, respectively for children 6-23 and 6-59 months of age and for PLW/G as well as support to HIV/AIDS affected households; iii) a school meal programme facilitating school retention and better learning.

25. Nutrition-sensitive activities, local purchasing, food fortification, nutrition education, women’s empowerment and investment in human capital through home grown school meals will be an integral part of WFP efforts to reduce hunger.

26. Building on the success of pilot innovations, such as the R4 Rural Resilience Initiative and the Purchase from Africans for Africa (PAA) initiative, the T-ICSP will roll out integrated approaches to address food insecurity and malnutrition, build resilience to shocks and ensure social protection of the very poor and vulnerable food insecure populations. WFP will also support vulnerable smallholder farmers and their organisations through training and equipment and access to the R4 risk reduction, microcredit, savings and insurance schemes. The existing national procurement platform will centralize food requests from different actors, including WFP, to link smallholder farmers to markets. WFP will support the Government in establishing procurement strategies and procedures, specifically linking smallholder farmers to school canteens and other potential buyers and consumers.

27. Cash Based Transfer modalities will complement the *Programme National de Bourses de Sécurité Familiale*. WFP will continue to provide technical support for the strengthening and use of a unified household registry to enable an efficient national social safety net

¹⁵ The national food security and resilience strategy, the national social protection strategy, the strategy for quality education and the national strategy for the acceleration of agricultural production as well as the multisector strategy on nutrition.

system. The new focus requires a coalition of partners operating under a national framework to help the Government put in place sustainable national social safety net programmes and mobilize resources toward the delivery of SDG 2.

28. Given the existence of persistent gender inequalities in Senegal which prevent the realization of food and nutrition security, WFP will continue to ensure the integration of gender into its programmes, and the promotion of gender equality through policy dialogue, as well as the involvement of women in decision-making activities in order to exercise their role as development actors in the implementation of activities at the community level.
29. All outcomes of the T-ICSP are linked, with the intent to foster synergies and partnerships. WFP will partner with the United Nations agencies, especially Rome-based agencies (FAO, D), UNICEF, WHO, UNDP, UNFPA, UN Women and international development institutions (the World Bank, the African Development Bank, United States Agency for International Development, the European Union) as well as regional organizations (ECOWAS, CILSS, AU) to provide assistance and capacity building in line with government's priorities.

2.1. WFP'S EXPERIENCE AND LESSONS LEARNED

30. WFP has provided both humanitarian and development assistance to the hungry and very poor households in Senegal. The cumulative experience of several decades of working together with communities, government institutions and partners constitutes a solid foundation upon which the CSP will be developed.
31. Lessons from the CP external evaluation and the R4 Rural Resilience Initiative impact evaluations emphasize: i) a need for increased collaboration and coordination with national and local authorities; ii) the importance of integrating nutrition in social protection schemes; iii) the effectiveness of engaging in adaptive social protection by supporting households affected by seasonal shocks; and iv) the need to increase community participation in programme planning and implementation. WFP will therefore foster its collaboration with national and decentralized structures, to ensure greater synergies with government safety nets and effectively direct available resources towards the most vulnerable populations.
32. During the CP implementation period, the country office faced considerable challenges in securing sufficient resources to achieve the desired outcomes and the gradual transfer of needed capacity to the Government. However, successful outcomes from programmes such as the R4 Initiative and PAA Africa¹⁶, as well as renewed support towards the use of enhanced resilience programming tools like the 3-Pronged Approach (3PA), have created an environment conducive towards resource mobilization, with the prospect of possible government support for safety nets.
33. Lessons learned from the implementation of the WFP/IDS initiative "innovations from the field, gender mainstreaming from the ground up" saw the use participatory methods to enable women and men to discuss positive social and economic changes at household and community level and focus group discussions to understand men's current roles in children's nutrition, and mitigating the socio-cultural barriers and bottlenecks. These innovations will be scaled up and used in programming for gender equality outcomes in food and nutrition security.

¹⁶ During its first phase the PAA helped to increase rice production for 1,000 smallholder farmers and to supply with rice 181 schools (23,000 pupils), supported by the School Meals programme in the Kédougou region.

2.2. OPPORTUNITIES FOR WFP

34. WFP will form a coalition of complementary partners to help government shape national social protection platforms, monitoring systems and resource mobilization efforts to achieve SDG 2. Synergies and partnerships will be fostered, with social protection and resilience as key outcomes that ‘federate’ WFP’s set of tools and programmes in line with the government priorities. WFP will strengthen its partnership to address inequalities by empowering women and incorporating gender transformative approaches to address food and nutrition security. The integration and convergence of WFP and partners’ efforts, will lead to better results and sustainable models for replication and scaling up.
35. WFP will work with other partners to mainstream nutrition, HIV/AIDS education and deworming activities. WFP will also focus on strengthening further Government’s technical capacity to transition towards sustainable national home grown school feeding that prioritizes local purchases from smallholder farmers. The scaling up of integrated innovative approaches for the prevention and treatment of both acute and chronic malnutrition, will be accompanied by nutrition-sensitive approaches for assets creation, local purchase of fortified food, nutrition education and behavioural change communication, women’s empowerment and investing in human capital for inclusive economic growth.

2.3 STRATEGIC CHANGES

36. The T-ICSP will build on the four-year implementation of the R4 Initiative, which is an innovative integrated risk management approach to build the resilience of food insecure communities vulnerable to climate change. WFP’s activities will continue to build smallholder farmers’ capacity to adapt to climate change and put emphasis on improving productivity and incomes through increased access to markets and synergies among the R4 Initiative’s components. The shift will mean that WFP will strengthen vulnerable communities and households’ capacities through technical support in risk reduction and adaptation to climate change, and in local governance and resilience programming, using the WFP’s 3-Pronged Approach (Integrated Context Analysis, Seasonal Livelihood Programming and Community-Based Participatory Planning). WFP, with complementary partners, will support smallholder agricultural market activities, for example by connecting smallholder farmers and organizations to market opportunities – through skills training on crops processing, quality and hygiene, marketing and procurement standards, and facilities such as storage and related management aspects – to decrease post-harvest losses and give impulse to income and livelihoods diversification.

WFP STRATEGIC ORIENTATION

3.1 DIRECTION, FOCUS AND INTENDED IMPACTS

37. The T-ICSP provides the framework for WFP’s actions, contributing to the achievement of the national targets on food security and nutrition and the context for the organisation of the Zero Hunger Strategic Review (ZHSR). Once completed, the ZHSR will inform WFP’s strategy and interventions for achieving SDG 2 in Senegal. WFP’s vision is to gradually shift from food assistance to policy engagement and capacity development, leading in the medium term to community-run and government funded programmes, and in the long term for the Government and communities to independently design, implement and manage food and nutrition security programmes by 2030.
38. To help the Government of Senegal achieve Zero Hunger by 2030, WFP will draw on the objectives of the PSE and UNDAF, and align with sectorial strategies to strengthen

convergence around the three outcomes of the PSE/UNDAF. WFP will ensure that key actors will: i) intervene much earlier with a community-led approach to help food insecure households and vulnerable populations, (including school-aged children), meet basic food and nutrition needs all year round and help crisis-affected households and communities transition to early recovery; ii) support integrated approaches for the prevention of acute and chronic malnutrition; iii) link activities to improve community assets and productivity to support natural ecosystem regeneration and access to markets including through the home grown school feeding; iv) ensure that food insecure smallholders and communities in targeted areas improve livelihoods and resilience to better meet food security and nutrition needs through the creation of community and household productive assets, the provision of access to insurances and climate services to enhance resilience to shocks and adaptation to climate change; v) ensure that national and subnational institutions have strengthened capacity to prepare and respond to emergencies through the effective management of food security and nutrition policies and programmes; and vi) transfer expertise and build the capacity of the government for the transition to sustainable home grown food, nutrition and social protection programmes.

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

3.21. STRATEGIC OUTCOME 1: FOOD-INSECURE HOUSEHOLDS AND VULNERABLE POPULATIONS, (INCLUDING SCHOOL-AGED CHILDREN) ARE ABLE TO MEET BASIC FOOD AND NUTRITION NEEDS ALL YEAR-ROUND

39. *Outcome description:* In line with WFP's aim to support SDG 2 (achieving zero hunger), Strategic Outcome 1 aims to enable targeted beneficiaries, including school-aged children, to meet their basic food and nutrition needs throughout the year. Interventions will provide food, nutritional products, non-food items, cash-based transfers and commodity vouchers to targeted populations, in a timely manner and in sufficient quantity and quality. Interventions also aim to strengthen national capacities to increase access to education. This includes the distribution of school meals during the school year (November 2017-December 2018), support to HIV/AIDS affected households, government capacity strengthening, and targeted food assistance to the most vulnerable households affected by seasonal and recurrent shocks. This strategic outcome directly supports WFP Strategic Result 1 - Everyone has access to food (SDG Target 2.1).
40. *Focus Areas:* Strategic Outcome 1 will build resilience among targeted populations on account of its focus on the provision of food and non-food and capacity strengthening at the national level to increase access to education.
41. *Expected outputs:* The following outputs of Strategic Outcome 1 also directly support the achievement of SDG 2.2 (end malnutrition), SDG 4.1 (free, equitable and quality access to education). The outputs are:
- Output 1.1: Targeted beneficiaries (vulnerable households affected by recurrent shocks) receive food, nutritional products, non-food items, cash based transfers and commodity vouchers in sufficient quantity and quality and in a timely manner to meet their basic food and nutrition needs
 - Output 2.1: Targeted beneficiaries (school children, HIV/AIDS affected households) receive food, nutritional products, non-food items, cash based transfers and commodity vouchers in sufficient quantity and quality and in a timely manner to meet their basic food and nutrition needs
 - Output 2.2: Food insecure people benefit from strengthened national capacity to increase access to education

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42. *Key activities:* Under this strategic outcome WFP's interventions will target beneficiaries from the most vulnerable households affected by shocks (63,000 beneficiaries of which 34,650 are women/girls) through targeted food assistance, school children in food insecure regions with very poor educational performance (115,000 of which 57,500 are girls) and vulnerable people affected by HIV/AIDS (4,000 of which 2,000 are women).
43. The magnitude of 2018 targeted recipients broadly reflects the estimated basic needs for the year. However, if funds were available, more could be achieved to increase resilience and have greater impact on the development side, in particular in the field of school meals, and WFP is working with the Government of Senegal and other related stakeholders to hopefully expand the program to other regions starting from 2019, with the forecast of giving particular weight to government capacity strengthening in this area.

Activity 1: Provide targeted food assistance and/or complement Government's transfers to the most vulnerable households affected by seasonal and recurrent shocks.

44. Targeted food assistance will be provided to very poor food-insecure and vulnerable households adversely affected by production deficits, livelihood deterioration, and malnutrition (Saint Louis, Matam, Louga and Tambacounda regions). WFP will integrate gender best practices and recommendations from the WFP-IDS partnership "Mainstreaming Gender from Ground-Up". WFP will carry out sensitization and issue ration cards/vouchers in the name of women heads of household, where possible, to promote women's role in the allocation of resources and household food security. Partnerships with community leaders and local authorities will optimize targeting ensuring that women play a greater role in decision making. Project tools, including PDM questionnaires, ration cards and monitoring forms, will provide gender-specific information and data that will feed into WFP's annual activity planning. This activity will take place in the lean season when the deterioration of food security and nutrition in these regions is very likely due to the depletion of existing food stocks at household level, high food prices, and deteriorating terms of trade for livestock and grain.

Implementation arrangements: WFP will build on the ongoing partnerships with the Government (SECNSA, DGPSN/CSA, CLM,) and NGOs to carry out this activity.

Activity 2: School meals distribution, support to HIV affected households and government capacity strengthening.

45. School meals will be provided in regions where food and nutrition insecurity is coupled with poor educational outcomes, such as low primary school attendance, and poor completion rates (Matam, Tambacounda, Kédougou, Kaffrine regions and the Casamance). Mainstreaming gender best practices and sensitization activities will help to raise awareness of the importance of school attendance for boys and girls. The use of vouchers in school feeding will increase. Vouchers will reduce the burden on women and will give them autonomy in buying food in shops. Food will be procured from farmers' associations where possible to stimulate local economies and agriculture. WFP will also continue to provide technical assistance to government and partners in those regions where it will no longer support school meals activities. A full transition plan will be developed based on the results of an ongoing school feeding national cost/benefit assessment and investment case study. WFP has also been requested by the Ministry of Health to join the fight against HIV/AIDS and provide food assistance to very poor households affected by HIV/AIDS. WFP will work with the Delegation of Social Protection (DGPSN) to ensure that these very poor households have access to food.

Implementation arrangements: WFP will build on partnerships with the Ministry of Education, Ministry of Health, DGPSN, DLSI, CNLS, MEN, WHO, UNICEF and UNFPA to carry out this activity and ensure better coordination and complementarity among WFP activities and government efforts for better results. This will enable also models for replication and scale up. WFP will work with partners to mainstream nutrition, HIV/AIDS education and deworming activities. WFP will further enhance the Government's technical capacity to enable it to transition towards a sustainable national home grown school feeding.

3.2.2 STRATEGIC OUTCOME 2: TARGETED POPULATIONS, INCLUDING CHILDREN 6-59 MONTHS AND PREGNANT AND LACTATING WOMEN IN TARGETED DEPARTMENTS HAVE IMPROVED NUTRITIONAL STATUS IN LINE WITH NATIONAL TARGETS BY 2023

46. *Outcome description:* In line with WFP's aim to support SDG 2 to achieve zero hunger through improving and ending nutrition, this strategic outcome aims to improve the nutritional status of targeted beneficiaries (including children 6-59 months and pregnant and lactating women/girls) in targeted districts through targeted supplementary feeding programmes (TSFP), for the treatment of malnutrition in children 6-59 months and PLW/G, and through blanket supplementary feeding programmes (BSFP), for the prevention of malnutrition in children 6-23 months and PLW/G and through salt iodization activities. The outcome will be achieved through scaling up integrated approaches for the prevention and treatment of both acute and chronic malnutrition. This strategic outcome directly supports WFP Strategic Result 2 – End malnutrition (SDG Target 2.2).
47. *Focus Areas:* This strategic outcome will build resilience among targeted populations on account of its focus on the provision of food and non-food assistance to vulnerable households and capacity strengthening for nutrition education and for food fortification at the national level to fight against micronutrients deficiencies.
48. *Expected outputs:* The outputs are:
- Output 3.1: Targeted beneficiaries receive food, nutritional products and non-food items, distributed in sufficient quantity and quality and in a timely manner to improve their nutrition status
 - Output 3.2: Beneficiaries receive information and are sensitized about nutrition messages to improve their nutritious status
 - Output 4.1: Targeted populations benefit from enhanced national capacities to increase local fortified food production
49. *Key activities:* Under this strategic outcome WFP's interventions will target beneficiaries in districts with high prevalence of malnutrition. This will include 9,500 beneficiaries (MAM children 6-59 months and malnourished PLW/G) in treatment programme; 27,000 beneficiaries (children 6-23 months and PLW/G) in seasonal prevention programme, and 22,000 beneficiaries (children 6-23 months and PLW/G) for stunting prevention. WFP will also mainstream nutrition education and behavioural change communication and support the government's fight against iodine and other micronutrient deficiencies through salt iodization and local food fortification.

Activity 3: Support the Government with the prevention and treatment of acute and chronic malnutrition of PLW/G and children 6-59 months through the provision of specialized nutritious food, behavioural change communication and capacity strengthening.

50. Targeted supplementary feeding programmes (TSFP) will prioritize children with MAM aged 6–59 months and malnourished PLW/G in areas where GAM surpasses the 10 percent serious threshold.¹⁷ TSFP will focus on Louga, Matam and Tambacounda and Saint-Louis regions. Blanket supplementary feeding programmes (BSFP) will be provided to children aged 6–23 months and PLW/G in Matam, Saint Louis (Podor department), and Louga (Linguere department), where GAM surpasses the 15 percent critical threshold. Complementary feeding will be implemented in Kolda where stunting rates are at 29 percent well above the national average of 19 percent.

Implementation arrangements: WFP will build on the already existing partnerships with Government (CLM, MSAS, DGPSN/CSA) and NGOs (AFRICARE, Catholic Relief Services, CARITAS, Senegalese Red Cross, ACF, ACTED), as well as MSAS, MEN, WHO, UNICEF and UNFPA to carry out this activity through the scaling up of integrated approaches for the prevention and treatment of both acute and chronic malnutrition.

Activity 4: Complement the Government's fight against iodine and other micronutrient deficiencies through salt and local food fortification, including capacity strengthening.

51. WFP will continue to support CLM and the Ministry of Health in salt iodization and local food fortification, enhanced national ownership of nutrition programmes, and facilitation and implementation of the SUN (Scaling Up Nutrition) and REACH initiatives. This will include nutrition-sensitive approaches for assets creation, local purchase of fortified food, nutrition education and behavioural change communication, women's empowerment and investing in human capital for inclusive economic growth. Communities supported by WFP will also benefit from CP activities such as behaviour change communication, community awareness-raising and family planning, which will also include men and community leaders to promote understanding of infant feeding practices and the nutrition needs of mothers and children. This will also include technical and strategic support to Government administrators, and refresher trainings for decentralized workers of the Ministry of Health.

Implementation arrangements: WFP will build on the ongoing partnerships with Government (CLM, MSAS, MEN, DGPSN), WHO, UNICEF and UNFPA to carry out these activities and the multisector systems approach will favour synergies.

3.2.3 STRATEGIC OUTCOME 3: FOOD-INSECURE SMALLHOLDERS AND COMMUNITIES IN TARGETED AREAS HAVE ENHANCED LIVELIHOODS AND RESILIENCE TO BETTER SUPPORT FOOD SECURITY AND NUTRITION NEEDS BY 2023

52. *Outcome description:* In line with WFP's objective to support the SDG 2 to achieve zero hunger, this strategic outcome aims to improve smallholders' productivity and sales. Based on the success of the R4 Initiative, WFP will respond to the needs of food-insecure smallholder farmers and communities with a focus on women in targeted areas by creating community and households' productive assets, providing livelihood diversification support, access to insurances and climate services to enhance their resilience to shocks and adaptation to climate change. Smallholders' farmers and organisations will also be connected to market opportunities offered by WFP and partners to enable them to protect their production, store and market it. Preference will be given to farmers' organisations of which over 50 percent of the members are women. This strategic outcome directly supports WFP Strategic Result 3 – Smallholders have improved food security and nutrition (SDG Target 2.3).

¹⁷ Severely acute malnutrition is addressed by UNICEF.

53. **Focus Areas:** This strategic outcome will reinforce the resilience among targeted populations and communities to manage and adapt to climate change shocks. Resilience building will come through a set of risk management strategies focused on risk reduction, food and non-food assistance, risk transfer and access to insurances and provision of climate services, accompanied by capacity strengthening.

54. **Expected outputs:** The outputs are:

- Output 5.1 Food-insecure smallholder farmers receive food /cash assistance to create assets in order to improve their livelihoods and resilience.
- Output 5.2: Food insecure smallholders benefit from improved livelihood assets in order to enhance the productivity and climate resilience of smallholders living in communities at risk
- Output 6.1: Smallholders are provided with opportunities to benefit from climate adaptation measures, including agricultural insurance, climate services and village cereal banks (VCB)
- Output 7.1: Smallholders benefit from value chain opportunities to improve food security

55. **Key activities:** Under this strategic outcome, WFP will implement the R4 Initiative's integrated risk management approach to build the resilience of food insecure communities vulnerable to climate change. WFP's interventions will target smallholder farmers in communities affected by recurrent climatic shocks and structural food insecurity (137,700 beneficiaries), provide access to insurances and climate services to 15,000 smallholder farmers, and also connect over 5985 farmers and farmers' organisations to local market opportunities.

Activity 5: *Create community and household productive assets and provide livelihood support (FFA) through integrated and participatory approaches.*

56. Community and household productive assets as well as livelihood support will be provided through food assistance for assets (FFA) activities, under the R4 Initiative in Tambacounda, Kolda and Kaffrine, with possible extension to other regions. WFP will also strengthen vulnerable smallholder farmers' capacity through technical support in risk reduction management and resilience programming based on the 3-Pronged Approach (Integrated Context Analysis, Seasonal Livelihood Programming and Community-Based Participatory Planning).

Implementation arrangements: WFP will build on the already existing partnerships with the Ministry of Agriculture, Ministry of Environment, FAO, D, P2RS, BAMTAARE, PASA, La Lumière-Oxfam and local communities to carry out this activity.

Activity 6: *Provide access to insurances, and climate services to enhance resilience to shocks and adaptation to climate change.*

57. The R4 Initiative's access to insurances scheme coupled with the provision of climate services, and village cereal banks will assist food-insecure communities in Tambacounda, Kolda and Kaffrine, with possible extension to other regions in the central groundnut basin highly sensitive to climate variability. This will help build resilience by transferring covariate risks to the national insurance company by enabling communities and households with a focus on women to adapt to climatic shocks and risks through climate information and advisory services.

Implementation arrangements: WFP will build on the already existing partnerships with the Ministry of Agriculture, CNAAS, IRI, ANACIM, ISRA, PlaNet Guarantee, P2RS,

BAMTAARE, PASA, La Lumière-Oxfam and local communities and implementing partners to carry out this activity.

Activity 7: Connect smallholder farmers and organizations to market opportunities offered by WFP and partners' activities.

58. WFP, FAO and the WFP's Centre of Excellence against Hunger in Brazil will help the Government to establish a platform for local food procurement from smallholder farmers based on the PAA pilot initiative. Building on the success of the PAA, the scaling up phase will expand to the Senegal River Valley (Saint-Louis and Matam), Casamance, and other production areas. The national procurement platform will centralize food requests from different actors – including WFP, the *Commissariat à la Sécurité Alimentaire* (CSA) and MoE (school canteens) – to link smallholder farmers to markets. WFP will support the Government in establishing procurement strategies and procedures, specifically linking smallholder farmers to school meals, CBT retailers and other potential buyers and consumers. WFP will also provide training and equipment to smallholder farmer organizations, and encourage smallholders' access to microcredit, savings and insurance schemes under the R4 Initiative.

Implementation arrangements: WFP will build on the already existing partnerships with La Lumière-Oxfam, DGPSN/CSA, the Ministry of Agriculture, FAO, and D to carry out this activity.

3.2.4 STRATEGIC OUTCOME 4: NATIONAL AND SUBNATIONAL INSTITUTIONS HAVE STRENGTHENED CAPACITY TO MANAGE FOOD SECURITY AND NUTRITION POLICIES AND PROGRAMMES BY 2023

59. *Outcome description:* In line with WFP's aim to support SDG 17 to strengthen capacity to implement SDGs, this strategic outcome aims to enhance the capacity of government and partners, at both national and sub-national level, to manage food security and nutrition policies and programmes. This objective will be realised through capacity strengthening activities in food security and nutrition analysis, early warning, insurance index design, supply chain management and emergency preparedness and response. Gender analysis and programming will also be mainstreamed into the country capacity strengthening. Expertise will be transferred to government as a phasing over strategy for national sustainable home grown food, nutrition and social protection programmes. This strategic outcome directly supports WFP Strategic Result 5 – Countries have strengthened capacity to implement SDGs (SDG Target 17.9).

60. *Focus Areas:* This strategic outcome will build resilience among targeted populations on account of its focus on capacity building of government and partners and transfer of expertise to be able to analyse, plan and manage food security/nutrition and social protection programmes.

61. *Expected outputs:* The outputs are:

- Output 8.1: Food insecure populations benefit from strengthened capacity of national institutions, NGOs and civil society to monitor and manage all aspects of food and nutrition security, including early warning, preparedness and response efforts
- Output 9.1: Food insecure populations benefit from new and improved policy engagement strategies for food security and nutrition

62. **Key activities:** Under this strategic outcome WFP will build and enhance capacity of government and partners in food security and nutrition analysis, insurance index design, early warning and supply chain management for emergency preparedness, planning and response. Furthermore, WFP will transfer expertise and build the capacity of the government for the transition to sustainable home grown food, nutrition and social protection programmes. Government and partner institutions and staff at national and sub-national level will be targeted. Food insecure populations are envisaged to indirectly benefit from the strengthened capacity of national institutions.

Activity 8: Build and enhance the capacity of government and partners in food security and nutrition analysis, early warning and supply chain management for emergency preparedness, planning and response.

63. WFP will strengthen Government's capacity in early warning in food and nutrition assessments and support risk management tools, including transferring skills for the design of index insurance for smallholder farmers, supply chain management, establishment of regional food reserves, and a unified registry for vulnerable households to inform beneficiary targeting, planning and the implementation of assistance in emergency context. Women/girls and women groups will participate in the trainings and the content of the training will include gender policies, women empowerment, food and nutrition security. WFP will aim to form a coalition of complementary partners to help government shape national social safety net platforms, monitoring systems and resource mobilisation efforts towards the effective delivery of SDG 2.

Implementation arrangements: WFP will build on the already existing partnerships with the key line ministries and will also work with RBA (FAO, D), UNICEF, WHO, OCHA, WHO, UNFPA, NGOs, civil society to carry out this activity.

Activity 9: Transfer expertise and build the capacity of the government for the transition to sustainable home grown food, nutrition and social protection programmes.

64. WFP has concluded a partnership agreement with the *Délégation Générale à la Protection Sociale et à la Solidarité Nationale* (DGPSN), to implement the social protection strategy and set-up a unified household registry for the beneficiary targeting system. Cash transfer modalities will be consolidated under the *Programme National de Bourses de Sécurité Familiale*. WFP will continue to provide technical support to strengthen and promote the utilisation of a unified household registry that creates the foundation for a national social safety net system; ensuring the transfer of programming tools and systems and the implementation of a robust monitoring and evaluation system.

Implementation arrangements: WFP will build on the already existing partnerships with the key line ministries and work with RBA (FAO, D), UNICEF, WHO, OCHA, WHO, UNFPA, NGOs, civil society as well as with regional and international development institutions to carry out this activity.

3.3 TRANSITION AND EXIT STRATEGIES

65. The T-ICSP will end in December 2018. Within the framework of the Integrated Road Map for achieving Zero Hunger by 2030, WFP Senegal is facilitating the organization of a National Zero Hunger Strategic Review which will inform the design and implementation of the CSP. The CSP will define WFP's role and assistance portfolio for supporting the country in achieving SDG 2. The CSP will also establish the basis for effective partnerships

in support of the national economic growth programme (Plan Sénégal Emergent or Emerging Senegal Plan), in line with SDG 17.

66. Based on its experience in safety net programming, resilience enhancement, disaster risk management, capacity building and development, WFP can support the Government towards increased ownership to achieve the SDGs, particularly SDGs 2 and 17. In view of the above, and more recent national interest towards social protection, WFP is increasingly contributing to the reinforcement of government-led social safety net systems, in particular the national school meals programme and its linkage to smallholder farmer production. WFP will develop and strengthen the capacity of government structures (MEN, SECNSA, CSA, DGPSN, CLM, and MSAS) involved in planning, implementing and managing government social safety net programmes. Advancing and institutionalising gender equality and empowering women will therefore be a requirement for sustained food and nutrition security, and progress towards achieving zero hunger.
67. WFP also expects to further improve resilience to climatic shocks in targeted communities, by complementing social protection programmes and enhancing government-led emergency preparedness and response capacity. To ensure sustainability and ownership of programmes, communities will be considered as active partners.

4 IMPLEMENTATION ARRANGEMENTS

4.1 BENEFICIARY ANALYSIS

68. Outcome one, which ensures access to food for households affected by seasonal shocks and to primary school children, will identify vulnerable communities on the basis of food security and nutrition assessments and consultations.
69. The School Meals programme will target regions with high food insecurity and poor education outcomes. HIV/AIDS beneficiaries will be targeted in regions with high food insecurity and HIV/AIDS prevalence.
70. The targeting of outcome two will be based on the 2015 SMART nutrition survey, which shows very high wasting and stunting rates respectively in the north and eastern parts of the country, where TSFP and BSFP will be implemented, and in the southern part of the country where complementary feeding will be implemented.
71. The Food security assessments, conducted jointly by WFP and Government in 2010-16, together with the 3-PA approach to resilience programming will be used to identify livelihood activities aimed at increasing climate change resilience of vulnerable communities, especially small-scale farmers, under outcome three. SCOPE will be used for registration beneficiaries under all strategic outcomes.

TABLE 1: FOOD & CASH TRANSFER BENEFICIARIES				
BY STRATEGIC OUTCOME & ACTIVITY				
Strategic Outcome	Activities	Female	Male	Total
Strategic Outcome 1	1. Targeted food assistance	34,650	28,350	63,000
	2. School meals and HIV/AIDS support	59,500	59,500	119,000
Strategic Outcome 2	3. Prevention and treatment of acute and chronic malnutrition	30,420	28,080	58 500

	4. Complement the Government's fight against iodine and other micronutrient deficiencies	-	-	-
Strategic Outcome 3	5. Create community and household productive assets	79 027	64 658	143,685
	6. Access to insurances () and Smart Climate services	7,650	7,350	15, 000
	7. Connect smallholder farmers/ organizations to markets	-	-	-
Strategic Outcome 4	8. Build and enhance capacity of government and partners for emergency preparedness and response	-	-	-
	9. Transfer expertise for sustainable home grown food, nutrition and social protection programmes	-	-	-
	Total	211,247	187938	399,185

a. TRANSFERS

4.2.1 FOOD AND CASH-BASED TRANSFERS

Strategic Outcome	Strategic Outcome 1						Strategic Outcome 2		
Activity	Activity 1			Activity 2			Activity 3		
Beneficiary type	TFA/IDPs				Canteens	HIV	6-59 and PLW/G	6-23 and PLW/G	
modality	CBT			FOOD	CBT	CBT	FOOD	FOOD	
Cereals				150					
Pulses				40					
Oil				15			25	25	
Salt				4					
Canned fish				65					
Supercereal				80			250	200	
Supercereal Plus								100	
Plumpy Sup							92		
Micronutrient powder									
total kcal/day									
Percent kcal from protein									
Cash (US\$/person/day)	0.35				0.14	0.35			

¹⁸ Verify that the ration is in line with WFP guidelines in terms of energy, protein, fat, and micronutrient content (use the NUTVAL food basket calculator on the PGM, along with specific WFP programmatic guidance). For commodity vouchers and cash-based transfer values see relevant manual.

Number of feeding days	180				95	180	60	180	
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TABLE 2: FOOD RATION (g/person/day)¹⁹ or CASH-BASED TRANSFER VALUE (US\$/person/day) BY STRATEGIC OUTCOME AND ACTIVITY

Strategic Outcome	Strategic Outcome 3								
Activity	Activity 5			Activity 6					
Beneficiary type	FFA	FFA	BCV						
modality	CBT	FOOD	FOOD						
Cereals		417	0.133						
Pulses		42							
Oil		25							
Salt		5							
canned fish									
Supercereal									
Supercereal Plus									
Plumpy Sup									
Micronutrient powder									
Total kcal/day									
Percent kcal from protein									
Cash (US\$/person/day)	0.27			1.20					
Number of feeding days	50 / 20	30	60	10					

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

Food type / cash-based transfer	Total (mt)	Total (US\$)
Cereals	1,946.99	745,695
Pulses	233.96	207,055
Oil and Fats	213.98	225,530
Mixed and Blended Foods	1,785.34	1,057,920
Other	330.74	1,225,547
TOTAL (food)	4,511	3,461,747
Cash-Based Transfers (US\$)	-	5,481,480
TOTAL (food and CBT value – US\$)	4,511	8,943,227

¹⁹ Verify that the ration is in line with WFP guidelines in terms of energy, protein, fat, and micronutrient content (use the NUTVAL food basket calculator on the PGM, along with specific WFP programmatic guidance). For commodity vouchers and cash-based transfer values see relevant manual.

4.2.2 CAPACITY STRENGTHENING INCLUDING SOUTH-SOUTH COOPERATION

72. Capacity development and technical assistance will be implemented across all strategic outcomes to ensure that WFP gradually shift from direct implementation to working upstream. Strong partnerships with various ministries will lead to the development of skills and capabilities which support national ownership and sustainability.
73. WFP will facilitate exchange of knowledge, skills and expertise through South-South cooperation with the WFP Centre of Excellence against Hunger in Brazil to strengthen Government and communities' capacity in implementing and managing the school meals programme. Partnership opportunities will be explored with the China Office Centre of Excellence for the asset creation programmes, and the WFP Centre of Excellence for Food and Nutrition Security in India for better nutrition outcomes. WFP will work with CILSS and ECOWAS for emergency preparedness and response to ensure that systems in place follow regional standards.

4.3 SUPPLY CHAIN

74. Supply chain networks are well-established in Senegal. WFP will use a combination of food and CBT for its activities. Food will be procured locally in the country. To implement the voucher components, WFP will work with micro-finance institutions for the reimbursement of paper vouchers. Retailer's assessment have been completed across the country and beneficiaries will be required to exchange vouchers at selected retailers' shops for a predetermined range of food stuff (cereals, pulses, vegetable oil, salt, and sugar).
75. In order to increase the productivity and incomes of smallholders farmers, WFP will link smallholder's organisations to markets offered by retailers involved in CBT activities. This connection will continue with other private or state-owned entities that will allow small holders to be able to sell a large proportion of their surplus production. WFP will work closely with governmental entities involved in the management of national and regional grain reserves (Commissariat à la Sécurité Alimentaire) and will provide capacity building in procurement procedures, transport and warehouse and stock management as part of emergency preparedness and response.
76. For rapid delivery to beneficiaries, nutrition products will be procured internationally through GCMF and shipped to Dakar port and transported to warehouses extended delivery points (EDPs) across Senegal. Commercial companies contracted through competitive tender handle landside transport from EDPs to final delivery points (FDPs). The Food will be then delivered from the FDPs to cooperating partners that will manage transportation and distribution to beneficiaries.
77. Commodities are tracked by WFP's Commodity Movement and Analysis Systems (LESS and COMET).

4.4 COUNTRY OFFICE CAPACITY AND PROFILE

78. WFP will maintain a field presence in Kolda region to cover activities in the south and eastern part of the country. The country office will then cover activities implemented in the central and northern part of the country.
79. A staffing structure review is currently being finalised to provide the optimal structure and the staff needed to deliver and handle WFP operations and provide the much needed capacity building to government at national and sub-national level.
80. While WFP's staff expertise in School meals, supply chain, CBT, VAM, climate change and resilience and M&E is already in place, there is need to reinforce the capacity of staff on

government partnership and resources mobilization, nutrition, social protection and reinforcing gender competencies, given WFP's commitment to gender-transformative programming.

4.5 PARTNERSHIPS

81. WFP will leverage its long-term relationship as a trusted partner of the Government to achieve maximum impact towards a shared vision for 2030, together with the Ministry of Agriculture, Health, National Education, Social Affairs, Environment and Sustainable Development, women's Family Affairs, Women's Entrepreneurship & Microfinance, and gender committed and competent civil society organizations.
82. WFP will strengthen its partnerships with complementary actors to help government shape national social safety net platforms, monitoring systems and resource mobilization efforts towards the effective delivery of SDG 2.
83. WFP will work closely with the United Nations agencies, especially the RBA (FAO, D), UNICEF, WHO, UNDP and UNFPA, as well as regional and international development institutions to provide assistance and capacity building in line with the government priorities embedded in the ‘Plan Sénégal Emergent’ (PSE).

5. PERFORMANCE MANAGEMENT AND EVALUATION

5.1 MONITORING AND EVALUATION ARRANGEMENTS

84. WFP will develop a Monitoring, Review and Evaluation plan that measures progress towards the four strategic outcomes, ensuring accountability, providing evidence of results achieved, and making necessary adjustments.
85. Outcome, output, process, and cross cutting indicators will be disaggregated by sex and age, where applicable. A gender-responsive monitoring system will be implemented during monitoring processes. Output indicators will be collected through cooperating partner's distribution reports and processed through COMET each month. Baseline data and target set will be in place within 3 months of the activity start date and outcome post distribution monitoring will be conducted in a timely manner according to the Monitoring, Review and Evaluation Plan to measure progress.
86. Performance will be regularly monitored, analysed, and published in annual outcome and semi-annual monitoring reports. This will be complemented by food security and nutrition assessments and monitoring of market prices. A decentralized evaluation of specific activities will be conducted during this year. This evaluation will put the focus on priority activities, innovations, piloting or scale-up, and areas with a weak evidence base and meeting specific donor expectations.
87. The country office has a solid M&E and VAM unit and a strong field presence responsible for monitoring. Existing government reporting structures will be strengthened to ensure sustainability. Data and reports will be made accessible to partners to facilitate information sharing and learning. Through quarterly meetings, WFP and the Government, will measure progress and results against established action plans.
88. Based on WFP's Humanitarian Protection Policy (2012), a protection and Accountability to Affected Populations (AAP) action plan is in place and addresses differential awareness about WFP programmes among gender groups, as well as an inclusive beneficiary feedback mechanism.

89. COMET and Smart technology online monitoring ODK/ONA will be used to collect and analyse data in real time and report.

a. RISK MANAGEMENT

90. The main contextual risks are: i) Natural disasters (drought and localised floods) and WFP is already assisting the government in establishing an early warning system, and building its capacity in emergency preparedness and response; and ii) lack of capacity of communities at decentralised government services, which will be mitigated by the formulation and implementation of capacity development plans.
91. To mitigate the risk of inadequate funding, WFP will continue to work with current donors, seeking to broaden the funding base with non-traditional donors, and strengthening joint fundraising with other United Nations agencies. A prioritisation action plan has been prepared for all outcomes.
92. Although WFP Senegal has progressively implemented protection aspects into its programme activities accountability to affected populations needs to be strengthened and rolled out extensively by 2018. Moreover, inadequate integration and/or opposition to advancing, gender equality may constitute a big risk for implementation and successful achievement of the SOs. Environmental screening, and gender analysis and sensitisation, social risk management will be developed through community mobilization at village level.
93. Risks of food deviations, misuse of cash vouchers and inaccurate beneficiary targeting will be mitigated through vulnerability-based targeting, community sensitization and systematic monitoring.
94. The situation in Casamance classified at the United Nations security level three will be closely monitored by the United Nations Department of Safety and Security (UNDSS) to determine access for staff movements.

6. RESOURCES FOR RESULTS

6.1 COUNTRY PORTFOLIO BUDGET

95. The 2018 T-ICSP budget amounts to USD 15.2 million, which will include the cost of 4,511 mt of food planned for the supply chain, in order to assist 399,185 people. The T-ICSP budget will therefore cover direct service delivery as well as increased policy and capacity development support. The funding forecast for the same year currently stands at \$9.9 million,
96. During 2018, the T-ICSP will be dedicated to the consolidation of 2017 achievements, and a gradual expansion of programmatic activities will be foreseen from 2019 onwards, with the implementation of the Country Strategic Plan (CSP).

1) Strategic Outcome Costs by Year, Overall and with Resourcing outlook information

Strategic Outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total		Res.Outlook	
	2018	2019	2020	2021	2022	2023	USD	% Req.	USD	% Req.
SO 1	\$ 7 851 648	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7 851 648	100%	\$ 4 427 006	56%
SO 2	\$ 2 193 480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2 193 480	100%	\$ 1 561 389	71%
SO 3	\$ 4 468 586	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4 468 586	100%	\$ 3 351 439	75%
SO 4	\$ 721 890	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 721 890	100%	\$ 658 893	91%
SO 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	100%		0%
SO 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	100%		0%
SO 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	100%		0%
SO 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	100%		0%
SO 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	100%		0%
SO 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	100%		0%
TOTAL	\$ 15 235 603	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15 235 603	100%	\$ 9 998 727	66%

97. Since the strategic outcomes are interlinked and with complementary activities, there will be a clear division of responsibilities to avoid duplication so that WFP's assistance is provided more efficiently within existing resources. Funds accountability is ensured linking disbursements to the achievement of outputs and outcomes while meeting the corporate commitment of 13% of funds being allocated to gender equality activities.

6.2 RESOURCING OUTLOOK

98. The T-ICSP is expected to be mainly funded by traditional donors and by the private sector. WFP received around USD 100 million between 2012 and 2016. Funding trends have been declining and became unpredictable in recent years.

99. However, successful outcomes from the R4 Initiative and the PAA Africa as well as renewed support towards the use of enhanced resilience programming tools such as the 3PA, have created an environment conducive towards renewed resource mobilization, with the expectation of possible government support for safety nets, among others.

100. The Ministries of Agriculture, Education and Health have agreed to join in resource mobilization for WFP-supported activities. WFP is repositioning itself to complement government social protection programmes and has also submitted a grant proposal to support resilience and climate change adaptation activities through the Green Climate Fund.

101. Discussions are ongoing with the Green Climate Fund (GCF), DEVCO, France, Japan, Germany, Luxembourg, USAID, DFID and the Government of Senegal. Partnerships for rural development activities are being explored with the AfDB. Discussions are underway to position school meals within the Global Partnership for Education Fund. The Qatar Foundation has also expressed interest in supporting school feeding.

102. The T-ICSP and subsequent CSP will provide a multi-year framework, enabling WFP to forge robust, long-term partnerships with government, United Nations and other stakeholders, to effectively contribute to achieving zero hunger by 2030.

6.3 RESOURCE MOBILIZATION STRATEGY

103. WFP's resource mobilization and communication strategies in Senegal are currently being developed, and highlight WFP's new strategic direction and the support it can provide to accompany the government in its efforts to become an emerging country by 2035 and achieve national targets under SDGs 2 and 17, while contributing to SDGs 1, 4, 5 and 13.

104. The new resource mobilization strategy is expected to reverse the significant decline of its funding in recent years. With a new management since mid-2016, the Country Office

has diversified its donor portfolio by adding to its core funders (USA, Canada, France) new resourcing prospects (South-South cooperation, private sector, embassies).

105. Furthermore, WFP has enhanced its engagement with the Government of Senegal through innovative initiatives such as , capacity building and increased lobbying. Key contacts have been established and strong advocacy efforts are being conducted to transform the State's perception about WFP as an increasingly influential and effective partner. Negotiations are underway with the Government to entrust WFP with the implementation of a National School Feeding Program funded by the Government.
106. Under the new strategic direction, a dual approach will be adopted. WFP will further engage in policy support, community empowerment, capacity development, and knowledge-generation to ensure sustainability of interventions and handover.
107. WFP will continue its active engagement with traditional and emerging donors through the private sector and south-south cooperation to mobilize resources. Quarterly briefing meetings with donors will take place increasing also accountability and transparency. These relationships are trusted to provide funding opportunities.

ANNEX I: INDICATIVE COST BREAKDOWN

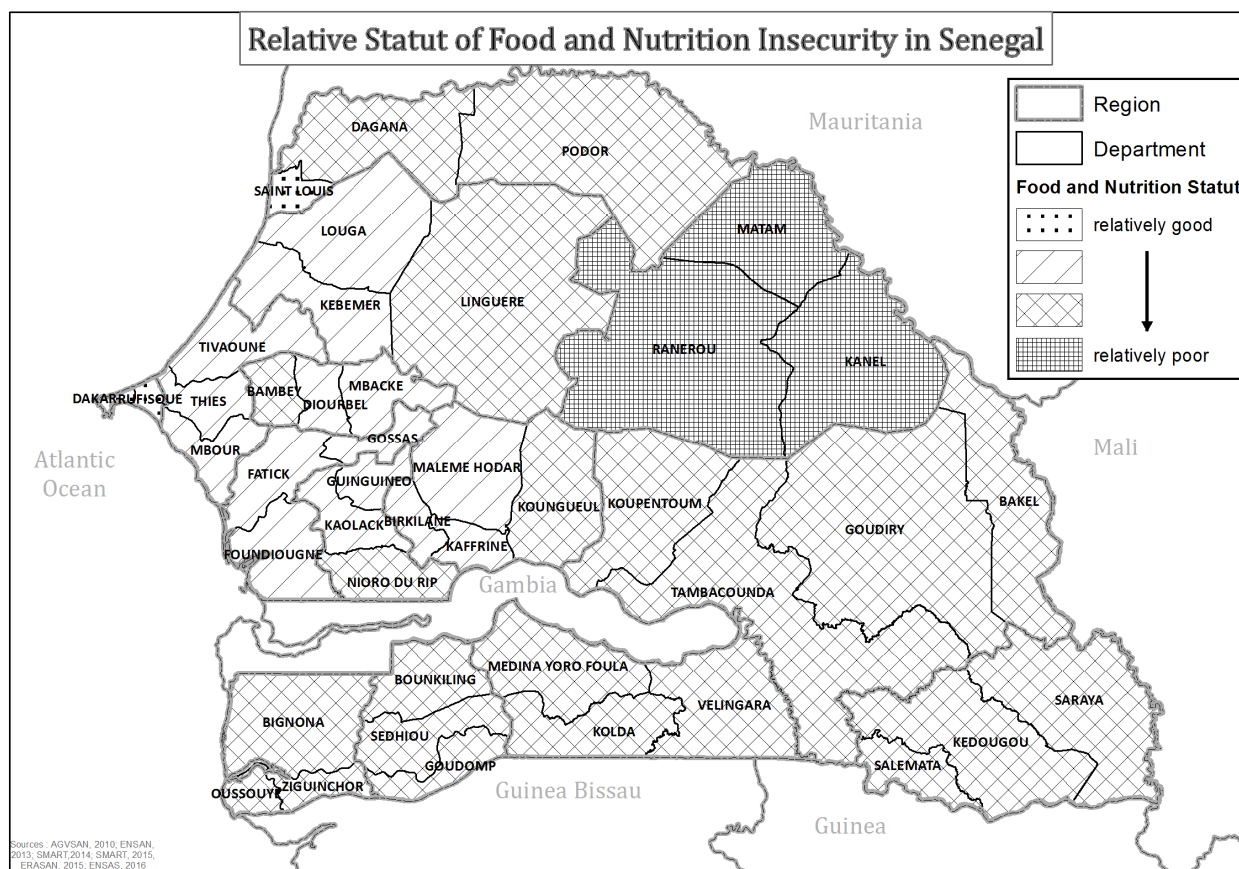
INDICATIVE COST BREAKDOWN ALONG STRATEGIC OUTCOMES (US\$)

3) High Level Cost Breakdown by SO

Activity #	SO 1	SO 2	SO 3	SO 4	USD
* Transfer Value	\$ 5 656 102	\$ 1 281 366	\$ 2 704 539	\$ 470 024	\$ 10 112 031
** Transfer Costs	\$ 784 217	\$ 340 990	\$ 524 480	\$ -	\$ 1 649 687
Implementation Costs	\$ 414 617	\$ 292 677	\$ 672 311	\$ 160 227	\$ 1 539 831
Adjusted DSC	\$ 483 053	\$ 134 948	\$ 274 919	\$ 44 412	\$ 937 332
WFP Direct Costs	\$ 7 337 988	\$ 2 049 981	\$ 4 176 248	\$ 674 663	\$ 14 238 881
ISC	\$ 513 659	\$ 143 499	\$ 292 337	\$ 47 226	\$ 996 722
TOTAL	\$ 7 851 648	\$ 2 193 480	\$ 4 468 586	\$ 721 890	\$ 15 235 603

ANNEX II: MAP(S)

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



ANNEX III: ACRONYMS

ANSD	Agence Nationale de Statistique et de la Démographie
ADB	African Development Bank
ARC	African Risk Capacity
AU	African Union
BSF	Blanket Supplementary Feeding
CBPP	Community-Based Participatory Planning
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CILSS	Comité permanent Inter-État de Lutte contre la Sécheresse au Sahel
CLM	Cellule de Lutte contre la Malnutrition
CNLS	Comité National de Lutte contre le SIDA
CNSA	Conseil National pour la Sécurité Alimentaire
COMET	Country Office Tool for Managing (programme operations) Effectively
CP	Country Programme
CSA	Commissariat à la Sécurité Alimentaire
CSP	Country Strategic Plan
DFID	Department for International Development
DGPSN	Délégation Générale de la Protection Social et de la Solidarité Nationale
DLSI	Division de Lutte contre le SIDA
ECOWAS	Economic Community of West African States
EDP	extended distribution point
ENSAN	Enquête nationale sur la sécurité alimentaire et la nutrition
FAO	Food and Agriculture Organization of the United Nations
FDP	final distribution point
FFA	Food Assistance for Assets
GAM	Global Acute Malnutrition
GDP	Gross Domestic Product
GFD	general food distribution
HEA	Household Economy Approach
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IDP	internally displaced person
D	International Fund for Agricultural Development
JICA	Japan International Cooperation Agency
LDC	Least Developed Country
LIFDC	Least Income Food Deficit Country
MAM	Moderate Acute Malnutrition
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
PAA	Purchase from Africans for Africa
PDM	Post-Distribution Monitoring
PLW/G	Pregnant and Lactating Women and Girls
PRRO	Protracted Relief and Recovery Operation
PSE	Plan Sénégal Emergent
REACH	Renewed Efforts Against Child Hunger and under-nutrition
R4	Rural Resilience Initiative
SDG	Sustainable Development Goal

SECNSA	Secrétariat Exécutif du Conseil National de Sécurité Alimentaire
SES	Situation Economique et Sociale du Sénégal
SF	School Feeding
SLP	Seasonal livelihoods planning
SMART	Standardised Monitoring and Assessment of Relief and Transitions
TFA	Targeted Food Assistance
T-ICSP	Transitional Interim Country Strategic Plan
TSF	Targeted Supplementary Feeding
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VAM	Vulnerability Analysis and Mapping
VCB	Village Cereal Bank
WFP	World Food Programme
WHO	World Health Organisation