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**Country programmes and related matters**

**Country programme document for Mali (2015-2019)**

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## I. Programme rationale

1. Mali, long considered a stable country and a model of democracy, underwent a political, economic, social and security crisis in 2012 which highlighted certain structural weaknesses: governance; social cohesion; low citizen participation in decision-making; a poorly diversified economy; and non-inclusive growth, with high levels of inequality and regional disparities. State institutions and security have been undermined further by illegal trade, notably drug trafficking, which has had a particularly corrosive impact. This continuing period of instability has taken a heavy toll, both social (e.g., more than 266,000 refugees and internally displaced persons (IDPs), mainly women and children,<sup>1</sup> and 3,479 formal job losses recorded) and political, with weakened state institutions, a public administration whose capacity for intervention had been severely affected, and damaged social and economic infrastructure.

2. Economic and social indicators have deteriorated sharply since 2011: the growth rate, which dropped from 2.7 to 0 per cent in 2012, is estimated at 1.7 per cent in 2013;<sup>2</sup> the poverty rate remains high, with a national average of 43.6 per cent (57 per cent in rural areas and 31 per cent in urban areas); a Gini coefficient<sup>3</sup> of 0.36, and a gender inequality index of 0.673.<sup>4</sup> With a Human Development Index of 0.407, Mali still ranks among the least developed countries (LDCs), at 176 out of 187.<sup>5</sup> There are significant disparities in levels of poverty and access to basic social services between the north and south; with a national poverty incidence rate of 50.7 per cent, the equivalent in the north is 56.3 per cent.<sup>6</sup> This has contributed to a deep sense of marginalization among all ethnic groups in the north, an issue which needs to be addressed and potentially renegotiated as part of a new social contract.

3. With regard to the Millennium Development Goals, despite advances in access to drinking water (76.1 per cent) and the response to HIV (the prevalence rate fell from 1.3 per cent in 2006 to 1.1 per cent in 2013), the situation remains worrying,<sup>7</sup> especially in terms of maternal mortality (364 deaths per 100,000 live births).

4. Environmental issues of concern include desertification, at a rate of 15 kilometres per year,<sup>8</sup> and increasingly frequent natural disasters such as floods and droughts due to climate change, which has also resulted in a decrease of approximately 20 per cent in annual rainfall. This has a negative impact on natural resources on which at least 70 per cent of the most vulnerable depend for their livelihoods: 1.5 million people<sup>9</sup> are subject to severe food insecurity. With half of the country located in the Sahel strip, disaster risk reduction remains a major challenge. There is a need to ensure that risk reduction measures are integrated into national, local and sectorial development policies.

5. Furthermore, with a rate of population growth among the highest in Africa (3.6 per cent), Mali faces a combination of challenges, including increasing urbanization,<sup>10</sup> which poses serious sanitation problems, and low employment opportunities for young people, who represent 60 per cent of the population (13.8 per cent of whom are unemployed).<sup>11</sup> This contributes to a deterioration of the social climate.

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<sup>1</sup> United Nations Office for the Coordination of Humanitarian Affairs (OCHA), Humanitarian Bulletin: Mali, July-August 2014.

<sup>2</sup> International Monetary Fund (IMF) macroeconomic framework, March 2014.

<sup>3</sup> Light Integrated Household Survey, Institut national de la statistique (INSTAT), 2011.

<sup>4</sup> UNDP Human Development Report, 2014.

<sup>5</sup> Ibid.

<sup>6</sup> *Programme de développement accéléré des régions du Nord*, Government of Mali, 2014 (Enquête malienne d'évaluation de la pauvreté, 2006).

<sup>7</sup> Mali MDG report, 2011.

<sup>8</sup> National Report on the State of the Environment, 2009.

<sup>9</sup> OCHA Humanitarian Bulletin: Mali, March 2014.

<sup>10</sup> National Report on the State of the Environment, Mali, 2007.

<sup>11</sup> Modular Continuous Household Survey, 2013.

6. Despite a return to relative calm in the north, insecurity remains a concern in some areas, especially after the latest clashes in Kidal.<sup>12</sup> The restoration of state authority, the return of refugees and IDPs and access to intervention areas remain major challenges. The situation is characterized by significant dysfunctions in the justice sector and local administration, a deterioration in the security of people and property, a disintegrating relationship between citizens and state officials and worsening social tensions.

7. Two decades of successive decentralization reforms have not yielded the desired results, particularly in terms of the transfer of resources and expertise to local authorities. The Convention on Decentralization<sup>13</sup> held in October 2013 revealed the system's weak points: lack of accountability; insufficient management capacities and resources for the effective exercise of the powers transferred; and limited inclusion of civil society in the management of local affairs.

8. The armed conflict that erupted in northern Mali in 2012 represented yet another breaking point in a recurrent crisis which had already sparked a number of rebellions since independence in 1960. The unprecedented magnitude of the 2012 crisis, however, prompted the international community to establish the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA),<sup>14</sup> with the aim to provide integrated and coordinated support to peace, security, stabilization and recovery efforts in Mali.

9. With the joint support of UNDP and MINUSMA, transparent and credible presidential elections were held in August 2013 and parliamentary elections in December 2013, ending almost two years of political instability. This has resulted in the return to constitutional order and the resumption of international cooperation through the Brussels donor conference.

10. The resumption of talks in Algiers between the various actors in the crisis affords new prospects for concluding a final peace agreement. This will help achieve lasting results from the national reconciliation process already under way, through significant reform in the economic, social, public administration, security and justice sectors as well as by strengthening the rule of law and the role that Parliament should play in overseeing government action.

11. The UNDP 2008-2014 country programme achieved significant results: (a) electoral assistance with the establishment of a biometric electoral roll that enabled registration of 6,566,026 voters, the training of approximately 125,000 election officials, and the establishment and management of a basket fund (\$50 million); (b) the establishment of the Economic and Social Stabilization Fund to compensate for the suspension of budget support, mobilising \$44 million to finance priority sectors (education, health, agriculture and rehabilitation); (c) drafting of the Strategic Framework for Growth and Poverty Reduction (Cadre Stratégique pour la Croissance et la Réduction de la Pauvreté (CSCR)), which takes the environmental dimension into account; (d) the development of the Millennium Development Goal Acceleration Framework in the 166 most vulnerable municipalities, the Government's Accelerated Development Programme for the Northern Regions and LDC action plan;<sup>15</sup> and (e) support for the restoration of state authority through the redeployment of the judiciary and local administration in the northern regions, support for justice sector reform and support for the return of national cohesion, youth employment and restarting the national response to HIV.

12. Notwithstanding these results, the programme review in April 2013 identified some weaknesses. Based on these lessons, the new programme will emphasize: (a) an

<sup>12</sup> Since January 2013, 20 peacekeepers killed and 92 injured. Clashes in Kidal (May 2014) killed 48 soldiers and eight Malian officials.

<sup>13</sup> OCHA, December 2013.

<sup>14</sup> Security Council resolution 2100 (2013).

<sup>15</sup> Istanbul Programme of Action, 2010.

integrated approach to reduce transaction costs, the number of projects and inefficiencies; (b) consideration of gender issues, human rights, the strengthening of people's resilience and the inclusion of specific measures to strengthen national ownership, to make up for weak conflict analysis and the lack of anticipation of the fundamental causes of the crisis, including poor social cohesion, a breach of trust between citizens and the State and deficiencies in the rule of law; (c) strengthening people's resilience to risk and to security, environmental and social crises; and (d) the establishment of reliable socioeconomic statistics that fulfil the need for analysis<sup>16</sup> and for consolidation of national ownership in terms of strategic programme management.

13. In light of the Government Action Plan 2013-2018,<sup>17</sup> United Nations Development Assistance Framework 2015-2019 (UNDAF+) and the UNDP Strategic Plan, the new programme is expected to contribute to the following transformational changes: (a) **re-establish social cohesion, support the return of IDPs and refugees, and promote early recovery activities** through the strengthening of conflict prevention and management capacities and the promotion of community dialogue to achieve lasting peace in post-conflict areas; (b) **inclusive, diversified and sustainable growth** fostered by strengthening national capacities for development planning and management and support for the creation of economic opportunities for youth, women and other vulnerable groups, **as well as improving people's resilience to climate change and disaster risks**; (c) **capacity-building of institutions**, the State and local authorities, to improve citizen-State relations, participation in decision-making, accountability and people's access to public services including judicial services; and (d) **an improved national HIV response** through support for quality public service and building the capacity of civil society, with a view to further reducing the HIV prevalence rate.

## II. Programme priorities and partnerships

14. UNDP interventions will target the most disadvantaged populations, particularly young people, women, and displaced persons and refugees, with a geographic focus on the post-crisis areas in the north, in order to address disparities and reduce inequalities and facilitate the development of durable solutions.

15. The programme will be implemented through advisory support and capacity building, acting at both the policy and community levels, while ensuring the scaling up of successful experiences during the cycle. UNDP will capitalize on its comparative advantages, including its institutional knowledge as a global development hub, its long-standing partnership with the Government and its ability to deliver in a challenging and politically sensitive context.

16. Particular attention will be paid to joint programming and the development of partnerships with MINUSMA, other United Nations agencies, the Bretton Woods institutions, the African Development Bank (AfDB) and other development partners, including developing countries. Joint programming helps to maximize results in targeted areas and will facilitate complementary responses and better use of available resources. The Global Focal Point<sup>18</sup> (GFP) arrangement could be replicated in other parts of the programme, which would strengthen the integrated approach. In addition, partnership with civil society organizations (CSOs) will be enhanced, particularly with regards to sustainable development, climate resilience, social cohesion and the Millennium Development Goals. UNDP supports the national Secretariat for Aid Harmonization and is a member of several sector-level working groups to facilitate coordination of UNDP interventions with other development partners. Drawing from

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<sup>16</sup> For example [www.malikulnafoni.com](http://www.malikulnafoni.com), the Government's socioeconomic database.

<sup>17</sup> Government Action Plan, December 2013.

<sup>18</sup> The United Nations Department of Peacekeeping Operations and UNDP are the Global Focal Point for police, justice and corrections in the rule of law in post-conflict and other crisis situations.

regional experience and in the framework of the Sahel Strategy, South-South cooperation will also be leveraged.

***Outcome 1: Social cohesion is facilitated by transitional justice, community dialogue and culture and peace education.***

17. As the security crisis has caused serious communal tensions and damage to the social fabric, UNDP intends to address the need for cohesion and reconciliation with technical and financial support for the Ministry for National Reconciliation (MNR) and the Truth, Justice and Reconciliation Commission (TJRC).

18. To do this, UNDP will strengthen the capacity of MNR by providing expertise in sensitive areas such as local governance and social mediation. UNDP will also support the Ministry in developing and implementing a transparent and inclusive national reconciliation strategy, taking into account the political and sectarian tensions that preceded or emerged during the security crisis. With regard to the TJRC, with the support of other GFP partners, UNDP will contribute to the development of the workplan and ensure the inclusion of local authorities, community leaders and civil society in its implementation.

19. UNDP also intends to work towards conflict prevention and management at local level by training community mediators who can intervene in the event of rising tensions. These mediators will come from local government, defence and security forces, traditional leadership and CSOs (women and youth).

20. Refugees and displaced persons will benefit from specific activities to facilitate their social reintegration. In partnership with the Office of the United Nations High Commissioner for Refugees (UNHCR) and the International organization for Migration (IOM), UNDP will implement a sustainable solutions strategy for IDPs and returned and repatriated refugees. It aims to support sustainable reintegration – in places of origin – or integration in other parts of the country where people have decided to settle. The assistance will provide aims to facilitate the socioeconomic rehabilitation of these groups. In July 2014, the number of IDPs was estimated at 126,249 and the number of refugees in neighbouring countries (Algeria, Burkina Faso, Mauritania and Niger) at 140,033.

***Outcome 2: Disadvantaged groups, particularly women and young people, benefit from increased capacities and productive opportunities in a healthy and sustainable environment conducive to poverty reduction***

21. Drawing on lessons from the crisis, which revealed the fragility of the economy, UNDP will strive to strengthen national and local capacities for formulating, implementing and evaluating strategies, policies and programmes. This is essential in order to firmly entrench the foundations of better planning and management of sustainable poverty reduction. First, support will be given to the Ministry of Planning and Ministry of Economy and Finance in reformulating a forward-looking vision of development, to guide policy choices with a view to Mali's economic emergence (taking into account gender equality, human rights, employment, urbanization, social protection, the new Sustainable Development Goals, demographics and adaptation to climate change). National capacity for policy formulation will also be strengthened by the development of analytical capabilities within the Observatory for Sustainable Human Development. The programme will also include actions to strengthen public-private dialogue by revitalizing the Presidential Investment Council, with the aim of boosting the reforms necessary to improve the business climate and promote investment, especially in agriculture and mining, and thereby foster inclusive growth. UNDP will support the Government in improving the management of public finances through, on the one hand, effective implementation of the Collaboration Plan<sup>19</sup>

<sup>19</sup> Government/UNDP/Pole Collaboration Plan established in March 2014 to assist Mali's implementation of the new West African Economic and Monetary Union (WAEMU) guidelines for the management of public finances.

between the Government and UNDP/Pole<sup>20</sup> and, on the other, by strengthening the monitoring and aid coordination capacities of the Secretariat for Aid Harmonization.

22. To strengthen people's resilience to various economic shocks and reduce inequality, the programme will support revitalization of local economies through the implementation of the Sustainable Development Goals in the 166 most vulnerable municipalities. To this end, access to economic opportunities for small farmers, especially women and rural youth, will be facilitated, firstly through the diversification, processing and export of quality local produce, and secondly through improved access to innovative financial products, including by the promotion of the mango, shea butter, Arabic gum and sesame industries. This will be done in partnership with the Commission for Food Security, the Ministry of Commerce, professional organizations, the Food and Agricultural Organization of the United Nations (FAO), the International Fund for Agricultural Development and the United National Capital Development Fund (UNCDF). Finally, it will strive to revitalize the local economies most affected by the crisis and contribute to the socioeconomic reintegration of 265,740 refugees and displaced people<sup>21</sup> and of young people, women and girls at risk through support to livelihood, stabilization and creation of long-term employment and income-generation opportunities.

23. Concerning the environment, disaster risk reduction and climate change, UNDP will focus on improving local communities' use of natural resources and strengthening the disaster and climate resilience of the most vulnerable groups, especially women and young people. In this regard, it will work with Mali's Agency for the Environment and Sustainable Development to coordinate environmental policies and the response to climate change (sectoral and local development plans). Resources will be mobilized through the Mali Climate Fund (a multi-donor trust fund (MDTF) to finance and implement activities at community level to improve resilience to disaster and climate change. In addition, the Government's consideration of the poverty–environment nexus will be facilitated by an economic reassessment of the costs associated with environmental degradation and an increase in resources allocated to the various industries.

***Outcome 3: State, national and local institutions fulfil their public service mission more effectively, and non-State actors participate and provide citizen oversight in accordance with the principles of good governance and the rule of law***

24. The last parliamentary elections (November 2013) saw 80 per cent of Parliament renewed. Members of Parliament (MPs) are expected to play an important role in the implementation and monitoring of key reforms for crisis recovery and the application of peace agreements. To this end, UNDP will support Parliament in its role of overseeing government action by building its administrative and functional capacities so that committees work more effectively, as well as strengthening the technical capacities of MPs.

25. Similarly, UNDP is committed to an extensive programme to restore the authority of the State and strengthen the rule of law. This will be done by supporting the redeployment of judicial and local administration institutions, the staff of which left the regions of Gao, Kidal and Timbuktu at the beginning of the conflict in 2012 and where much of the infrastructure has been damaged. It will also, in collaboration with other GFP agencies, work to re-establish the services of the criminal justice system through the rehabilitation and equipping of buildings and additional training of public sector workers. UNDP is supporting the Government in drafting the reform of the justice sector to ensure that it meets the needs and challenges of an irreversible crisis recovery process. This includes addressing impunity, facilitating access to justice for

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<sup>20</sup> Partnership between France and UNDP as a multi-stakeholder technical assistance project for good fiscal management in West and Central Africa and the two regional economic communities.

<sup>21</sup> OCHA, Humanitarian Bulletin: Mali, September 2014.

victims of the conflict. A particular focus will be put on women and other vulnerable groups improving the transparency of judicial decisions in the fight against corruption, restoring the criminal justice system in areas affected by the conflict, improving the level and training of judges and other judicial staff and increasing the justice system's operating budget (currently, the budget allocation for the justice sector is 0.4 per cent of the total national budget).

26. Regarding the crucial issue of decentralization, UNDP will support the institutional reforms undertaken by the Government in terms of capacity-building to improve delivery of local services and citizen participation. The reform is expected to rectify past shortcomings by extending the competencies and responsibilities devolved to local authorities and the transfer of human and financial resources, and improving consideration of the social, cultural and economic specificities of the regions, with the ultimate goal of reducing regional disparities and consolidating the peace process. Decentralization will also be strengthened by local elections scheduled for 2015. UNDP assistance will contribute to building the capacities of the State, election management bodies and CSOs, to ensure that democratic, transparent elections may be held in accordance with international standards.

***Outcome 4: By 2019, communities, especially the most vulnerable groups and those affected by the crisis, will have increased and equitable access to and use of quality basic health care***

27. In the perspective of accelerating the reduction of maternal mortality and reaching zero HIV transmission to newborns, the United Nations Children's Fund and UNDP will continue to support the implementation of the reproductive health strategy and the national plan to eliminate mother-to-child<sup>22</sup> transmission of HIV. Through the programme funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria, UNDP provides support to the Ministry of Health and specialized organizations for the response to HIV, the supply of treatment to affected people and the reduction in prevalence. The programme targets those at risk: sex workers; frequent users of border corridors; men who have sex with men; women; and young people.

28. This support will be provided through capacity-building of subrecipients and health services in terms of financial management, inventory management and monitoring and evaluation, the provision of drugs for the treatment of infected persons and raising awareness among target populations throughout the country.

### **III. Programme and risk management**

29. The Delivering as One<sup>23</sup> process in Mali was put on hold in 2012 due to the crisis. The present country programme will be implemented in the framework of the UNDAF+, capitalizing on the comparative advantages of United Nations agencies and MINUSMA. The preferred mode of implementation of the country programme will be national execution, with the possibility of direct implementation if needed, in accordance with procedures. The harmonized approach to cash transfers will be applied to ensure the effectiveness and ownership of programme and project management by national partners. A tripartite steering committee (donors, Government and UNDP) will be created for the projects and programmes that are to be drafted, including with the aim to ensure proper oversight and risk management. Implementation of the new country programme will be accompanied by an optimal, dynamic and flexible reorganization of the country office to ensure that issue-based teams deliver results using relevant analyses and coherent strategies and approaches.

<sup>22</sup> PRODESS – Programme de Développement sanitaire et social

<sup>23</sup> Mali became a Delivering as One country in 2009.

30. The prospect of receiving and managing considerable resources from the Global Fund, the Global Environment Facility (GEF) and the Green Climate Fund should be considered during the 2015–2019 cycle. If this should be confirmed, UNDP would adjust and take appropriate action to match the requirements for an adequate and effective implementation of these programmes. A number of risks exist, including a possible shift in the priorities of Mali’s development partners or of the Government resulting in a drop of financial resources towards UNDP supported programmatic interventions. A Conflict-Related Development Analysis will be conducted as part of the formulation of new projects to better mitigate the risk of conflict. Another risk is the security situation in the country deteriorating, hence the need to establish a lasting peace. UNDP will adopt and share a strategy for mitigating these risks, based on the diversification of partners to ensure resource availability and enhanced programme management capacities.

31. Execution of the various programmes and projects will be supported by communication for development, in view of achieving the goals of transparency, active community participation, accountability and ownership. This will include support to the Government for the creation of a Government Information Service, executive training in communications and communication campaigns at community level.

32. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country office level is prescribed in the organization’s programme and operations policies and procedures and the internal controls.

#### **IV. Monitoring and evaluation**

33. To strengthen monitoring and evaluation, the country office has established a management and quality control support unit for the programme. The primary role of the unit is to strengthen quality control and monitoring and evaluation of results and, if appropriate, propose corrective measures. This unit will ensure the integration of baselines and indicators that include the dimensions of gender, human rights, youth, people with disabilities and the poorest groups. Monitoring and evaluation of the programme will be aligned with that of the UNDAF and the Government’s CSCRP. Monitoring and evaluation activities will aim to provide a better understanding of how UNDP contributions to development outcomes increase opportunities, particularly for the poor and vulnerable. Basic reference data will come from the National Institute of Statistics, including the Modular and Continuous Household Survey. Other data will come from the independent, in-depth and subject-specific analyses of the Observatory for Sustainable Human Development, an organization supported by UNDP. Furthermore, UNDP will explore options for collaborating with MINUSMA to ensure adequate oversight in areas with limited access, including using new technologies such as drones.

34. The quality of statistics will be improved with the support of UNDP and in collaboration with other institutions, research centres and universities as part of implementation of the Statistics Master Plan, including results-based management. The mechanism will include: (a) annual reviews; (b) quarterly monitoring meetings with the Government and partners; (c) meetings of UNDAF thematic groups, technical committees and steering committees; and (d) field visits. Evaluations will be conducted in accordance with the approved evaluation plan, and lessons learned capitalized upon. To remedy any identified shortcomings, a share of the budgets of all projects will be allocated to monitoring and evaluation to cover the associated costs.



35. Finally, the sharing of lessons learned with other partners will be encouraged, as will South-South cooperation (with regional institutions and other countries).

## Annex. Results and resources framework for Mali (2015-2019)

NATIONAL PRIORITY OR GOAL: Implementing an active policy of national reconciliation				
UNDAF/CPD OUTCOME: By 2019, social cohesion is facilitated by transitional justice, community dialogue, culture and peace education				
RELATED 2014-2017 STRATEGIC PLAN OUTCOME: (2) Citizens' expectations are met, especially in terms of freedom of expression, development, the rule of law and accountability, thanks to stronger systems of democratic governance.				
UNDAF OUTCOME INDICATORS, BASELINES AND TARGETS	DATA SOURCE, FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines and targets)	MAJOR PARTNERS/PARTNERSHIP FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (\$)
<p>Number of instances of insecurity in the north (related to armed conflict, terrorism, crime, war by region) Baseline 2013: active conflict and terrorist acts; 2019 target: stabilization and reconciliation</p> <p>Degree of implementation of the Comprehensive Peace Agreement Baseline: N/A; Target: tbd</p> <p>Number of conflict-related human rights violations and international humanitarian law violations Baseline: 2012-2014: 112; Target 2019: 0</p> <p>Number of incidents involving serious violations against children affected by armed conflict Baseline: 32, Target: 0</p> <p># of refugees/IDPs (disaggregated by refugee/IDP and region) Baseline: 140,033 refugees, 126,249 IDPs (31 July 2014); Target: 0</p>	<p>Source: Ministry of National Reconciliation (MNR); Truth, Justice and Reconciliation Commission (TJRC); Forum of Civil Society Organizations; National Council of Civil Society Organizations; Official Gazette of Mali;</p> <p>Frequency: annual</p> <p>Responsibilities: MNR; TJRC; UNDP</p>	<p><b>Output 1: The institutions responsible for the national reconciliation process have the technical and operational skills needed to drive social cohesion-building for sustainable peace</b></p> <p><b>Indicator:</b> Execution and target achievement rate of the national reconciliation strategy Baseline: 0%; Target: 75%</p>	<p>MNR Peace Building Fund(PBF) Japan Sweden Denmark European Union USAID</p>	<p><b>Regular resources:</b> 2,500,000</p> <p><b>Other resources:</b> 4,000,000</p>
	<p>Same as Output 1</p>	<p><b>Output 2: Decentralized and local authorities and civil society (community leaders, religious leaders, women's and youth organizations) in the north have the necessary capabilities for local conflict prevention and resolution:</b></p> <p><b>Indicator 1:</b> Number of UNDP-trained community actors, leaders and civil society organizations in conflict prevention management, mediation, dialogue and in early warning Baseline: 0; Target: 200 out of which 50 % are women.</p> <p><b>Indicator 2:</b> Number of local bodies that have established mechanisms for intra- and inter-community dialogue and are using them for community debates Baseline: 0; Target: 17</p>	<p>Same as Output 1</p>	<p>Same as Output 1</p>
	<p>Sources: Ministry of Humanitarian Affairs (MHA) ; IOM; UNHCR; UNDP</p> <p>Frequency: annual</p>	<p><b>Output 3: IDP reintegration and rehabilitation is ensured through the effective implementation of a sustainable solutions strategy.</b></p>	<p>MHA UNHCR IOM MINUSMA Trust Fund</p>	<p><b>Regular resources:</b> 1,943,000</p> <p><b>Other resources:</b></p>

	Responsibilities: MHA; UNHCR; TJRC; UNDP	<b>Indicator:</b> Number of IDPs and refugees receiving support for socioeconomic reintegration Baseline: 40,000; Target: 265,740 of which 60 % are women	OCHA	10,000,000
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**NATIONAL PRIORITY OR OBJECTIVE: Building an emerging economy**

**UNDAF/CPD OUTCOME: By 2019, vulnerable populations, particularly women and young people, benefit from productive capacities in a healthy (natural) environment that is conducive to poverty reduction**

**RELATED 2014-2017 STRATEGIC PLAN OUTCOME: (1) Growth and development is inclusive and sustainable, generating the production capacity necessary to create jobs and livelihoods for the poor and excluded**

<p><i>Unemployment rate:</i> Baseline: 13.5% (est) Target: 2% reduction per annum</p> <p><i>Growth rate:</i> Baseline: 1,7% (2013) Target: 7%</p> <p><i>Poverty rate:</i> Baseline: 43,6% Target: 21%</p> <p><i>Baseline: 1% of the national budget;</i> Target: 4,8%</p> <p><i>Deforestation/desertification indicator</i></p> <p><i>Doing Business ranking (to be determined for the target)</i></p> <p><i>Food insecurity rate</i> Baseline: 29% Target: 14%</p> <p><i>Rate of budget allocation aimed at reducing the environment's negative impact on the economy</i> Baseline: 1%; Target: 4.5%</p>	<p>Sources: INSTAT/National Development Planning Department (DNPDP); Observatory for Sustainable Human Development (ODHD); Ministry of Planning, Spatial Planning and Population (MPATP); Ministry of Economy and Finance (MEF); Ministry of Commerce; Ministry of Justice; Ministry of Mines; Strategic Framework for Growth and Poverty Reduction Unit (CSCR); National Council of Employers; Private sector; Doing Business Report (World Bank)</p> <p>Frequency: annual; biennial;</p> <p>Responsible entities: INSTAT/DNPDP; ODHD; MPATP; MEF; CSCR</p>	<p><b>Output 1: Ministries in charge of the economy, finance and planning have improved their capacity for policy formulation, public finance management and aid coordination in order to stimulate broad-based growth and reduce inequality</b></p> <p><b>Indicator 1:</b> Number of economic analysis and policy documents approved at national level. Baseline: 10; Target: 20.</p> <p><b>Indicator 2:</b> Number of economic, legal, administrative and tax reforms initiated in the agriculture, mining and services sectors in order to diversify the sources of growth and reduce inequality. Baseline: 5; Target: 12</p>	<p>MPATP MEF; Ministry of Commerce, World Bank AfDB Netherlands Denmark Spain German cooperation (GIZ) Tokyo International Conference on Development Pôle de Dakar AfriTac WAEMU</p>	<p><b>Regular resources:</b> 7,500,000</p> <p><b>Other resources:</b> 9,000,000</p>
	<p>Sources: MEF/CSCR; Ministry of Commerce; Ministry of Rural Development (MDR); Faguibine Development Office; Ministry of Youth and Civic Education (MJEC); CSOs</p> <p>Frequency: annual</p> <p>Responsible entities: MEF/CSCR; Ministry of Commerce; MDR; ODHD; Food Security Commission; Department for the Promotion of Women; private</p>	<p><b>Output 2: The resilience of the most vulnerable populations<sup>24</sup> in rural areas is strengthened through better use of natural resources, promotion of disaster and climate risk reduction, utilization of renewable energy sources and better access to economic opportunities and financial services.</b></p> <p><b>Indicator 1:</b> Number of small farmers, rural women and young people engaged in sustainable income-generating and</p>	<p>MDR, MJEC GEF Climate Fund (MDTF) Japan Sweden Denmark Norway USAID Belgian Fund for Food Security FAO</p>	<p><b>Regular resources:</b> 5,000,000</p> <p><b>Other resources:</b> 46,000,000</p>

<sup>24</sup> Rural women and young people, small farmers.

	sector	employment activities Baseline: 200,000; Target: 1,500,000 of which 60% are women  <b>Indicator 2:</b> Percentage of vulnerable people <sup>25</sup> pursuing disaster risk and climate-resilient economic activities. Baseline: 10%. Target: 60%.	UN-Women	
	Sources: Ministry of the Environment, Water and Sanitation (MEEA); Ministry of the Interior and Security (MIS); MEF; Ministry of Youth, Ministry of Employment and Vocational Training (MEFP) Ministry for the Promotion of Women, Family and Children; MDR; National Centre for Solar and Renewable Energy; National Biofuel Development Agency  Frequency: annual; biennial;  Responsible entities: MEEA, MIS, MEF  Sources: MEEA; frequency: annual	<b>Output 3: The planning, evaluation and resource allocation capacities of the institutions responsible for the environment are strengthened to implement sectoral plans that better integrate poverty-environment links, disaster and climate risk reduction concerns</b>  <b>Indicator 1:</b> Social Economic Development Plans and sectoral plans that address climate change and natural resource management. Baseline: Three plans and one sectoral plan. Targets: 15 Economic, Social and Cultural Development Plans (15 municipalities) and three low-carbon and climate-resilient sectoral plans developed (at national level);  <b>Indicator 2:</b> Number of disaster risk reduction and sanitation action plans developed at national, regional and local level. Baseline: There are no disaster risk reduction strategies or policies available. Targets: Three (one national action plan, one regional action plan and one local action plan).	MEEA MIS MEF MEFP Ministry for the Promotion of Women, Family and Children MDR JICA GEF	<b>Regular resources:</b> 1,000,000  <b>Other resources:</b> 2,500,000
<b>NATIONAL PRIORITY OR OBJECTIVE: Establishment of strong and credible institutions</b>				
<b>UNDAF/CPD OUTCOME: By 2019, State, national and local institutions fulfil their public service mission more effectively, and non-State actors participate and provide citizen oversight in accordance with the principles of good governance and the rule of law</b>				
<b>RELATED 2014-2017 STRATEGIC PLAN OUTCOME: (2) Citizens' expectations are met, especially in terms of freedom of expression, development, and rule of law and accountability, thanks to stronger systems of democratic governance.</b>				
Mo Ibrahim Index (Score) Baseline: 50.7 (2013), Target: 55  Percentage of the population that supports the democratic process	Sources: Parliament; UNDP  Frequency: annual  Responsibilities: Parliament; UNDP	<b>Output 1: Parliament's legislative and government oversight capacities are strengthened.</b>  <b>Indicator:</b> % of directly elected MPs trained in techniques of legislation review, oversight and	National Assembly UNDP/Thematic Trust Fund	<b>Regular resources:</b> 3,000,000 <b>Other resources:</b> 6,500,000

<sup>25</sup> Targeting of people affected by severe food insecurity (1.5 million people); OCHA Humanitarian Bulletin: Mali, March 2014

<p>Percentage of cases of human rights violations that have been dealt with (age, sex, region)</p> <p>Electoral turnout (women, etc.) Baseline: less than 40% Target: +50%</p> <p>Percentage of State budget resources transferred to local authorities. Baseline: 3.1% (2010<sup>26</sup>) Target: 5%</p>	<p>Sources: MIS; Ministry of Decentralization (MD); Ministry of Justice (MJ);</p> <p>Frequency: annual</p> <p>Responsibilities: MIS; MD; MJ</p>	<p>budget transparency Baseline: 20%; Target: 100%</p> <p><b>Output 2: The justice reform and the redeployment of the administration in the regions of Gao, Kidal and Timbuktu are consolidated to strengthen State authority and the rule of law</b></p> <p><b>Indicator 1:</b> Number of people with access to justice services Baseline: 3,000,000<sup>27</sup>; Target: 9,000,000</p> <p><b>Indicator 2:</b> Number of local authority, devolved administration and justice sector facilities rehabilitated, equipped and functional Baseline: 10; Target: 65</p>	<p>MIS MD MJ PBF Denmark Netherlands Norway Sweden Japan Luxemburg European Union USAID MINUSMA Trust Fund</p>	<p><b>Regular resources:</b> 4,000,000 <b>Other resources:</b> 34,000,000</p>
	<p>MD; Institutional Development Commission; UNDP evaluation data</p> <p>Frequency: annual</p> <p>Responsibilities: MD; Commission</p>	<p><b>Output 3: The institutional capacity of bodies in charge of decentralization and of local civil society are strengthened for the effective transfer of powers and resources to local authorities</b></p> <p><b>Indicator 1:</b> Number of powers transferred to local authorities. Baseline: three (areas of responsibility: basic education; basic health; sanitation) Target: five</p> <p><b>Indicator 2:</b> Proportion of local authorities that hold public budget debates and budget execution reports Baseline (2012): 0% of local authorities; Target (2019): 35%</p> <p><b>Indicator 3:</b> Biometric electoral roll available and updated for local elections Baseline: 0 Target: two updates</p>	<p>MD Institutional Development Commission Norway Sweden Denmark Japan UNCDF Luxemburg GIZ MINUSMA</p>	<p><b>Regular resources:</b> 4,500,000 <b>Other resources:</b> 10,000,000</p>

<sup>26</sup>IMF, Decentralization in Mali: Current situation and Prospects, 2014

<sup>27</sup> Ministry of Justice, Strategic Planning Unit, September 2014.

<b>NATIONAL PRIORITY OR OBJECTIVE: Implementing an active social development policy</b>				
<b>UNDAF/CPD OUTCOME: By 2019, communities, especially the most vulnerable groups and those affected by the crisis, will have increased and equitable access to and use of quality basic health care</b>				
<b>RELATED 2014-2017 STRATEGIC PLAN OUTCOMES: Provide the country with stronger institutions to progressively ensure universal access to basic services</b>				
<p><i>Maternal mortality rate. Baseline: 368/100,000 Target: 230/100,000</i></p> <p><i>Contraceptive prevalence. [Baseline: 10% in 2012-13 (Demographic &amp; Health Survey; Target: 15%]</i></p> <p><i>Percentage of births attended by skilled health personnel [Baseline: 56%; Target: 65%]</i></p> <p><i>Antiretroviral therapy (ART) coverage rates among adults and children infected with HIV</i></p> <p><i>Adult baseline (estimate end-2013) = 50%; Target 90% in 2017 (according to the 2013 National Strategic Framework - 2017)</i></p>	<p><i>Source: Ministry of Health (MOH); civil society; Country Coordinating Mechanism (CCM); Executive Secretariat of the High Council for the Fight Against AIDS; sectoral taskforce for the fight against AIDS; Pharmacie populaire du Mali; Arcad Sida; Solthis</i></p> <p><i>Frequency: annual</i></p> <p><i>Responsibilities: MOH; CSOs; CCM; Executive Secretariat of the High Council for the Fight Against AIDS; sectoral task force for the fight against AIDS; Pharmacie populaire du Mali; Arcad Sida; Solthis</i></p>	<p><b>Output 1: Coordination, management and monitoring capacities of the Ministry of Health, civil society and subrecipients are strengthened for an effective response to HIV.</b></p> <p><i>Indicator: Number of action plans funded annually</i> <i>Baseline: Five; Target: 25;</i></p> <p><b>Output 2: Quality prevention and treatment services are available to achieve a significant decline in the HIV prevalence rate</b></p> <p><i>Indicator: Number of people living with HIV who receive antiretroviral therapy according to national standards</i> <i>Baseline: 28,729 Target: 39,875;</i></p>	<p><i>MOH</i> <i>CSOs</i> <i>Global Fund</i> <i>UNAIDS</i></p>	<p><b>Other resources: 30,000,000 (Global Fund)</b></p>
<b>Regular resources total</b>				<b>29,443,000</b>
<b>Other resources total</b>				<b>152,000,000</b>