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Country programme document

Mali

Summary

The country programme document (CPD) for Mali is presented to the Executive Board for discussion and approval at the present session, on a no-objection basis. The CPD includes a proposed aggregate indicative budget of \$108,205,000 from regular resources, subject to the availability of funds, and \$235,457,000 in other resources, subject to the availability of specific purpose contributions, for the period January 2027 to December 2031.

* E/ICEF/2026/25.

Note: The present document was processed in its entirety by UNICEF.



Programme rationale

1. Between 2019 and 2025, Mali improved its overall progress towards achieving the Sustainable Development Goals (SDGs), its score rising by more than 6 percentage points, from 50.2 per cent to 56.33 per cent. The country now ranks 141 out of 167 countries.¹ This change reflects the combined effects of recent institutional reforms and investments in the productive and social sectors, notably agriculture, women's economic empowerment, sustainable natural resource management and strengthening human capital.

2. Children account for 53.6 per cent of the population of Mali of 22.3 million. The total population is projected to grow to 29 million by 2030.² These demographic changes underscore the need for major structural investments, particularly in health, education and youth employability. Yet despite the country's considerable efforts, public social spending remains limited, at just 4.78 per cent for health and 17.3 per cent for education.

3. Adolescents face deprivations that constrain their access to essential services and opportunities for development. Inequalities and multidimensional poverty affect 35.6 per cent of children and adolescents overall, but are most marked in rural areas, where they affect 48.4 per cent of children and adolescents, compared to 15.4 per cent in urban areas.³ These deprivations increase the risk of adolescents dropping out of school, in a context where 63 per cent of children in rural areas have never attended school, and give rise to specific vulnerabilities for girls, including early marriage (3.6 per cent of girls aged 12–15 years) and adolescent pregnancy (6.4 per cent of girls aged 12–17 years).⁴

4. In 2024, the real gross domestic product (GDP) growth of Mali was estimated at 4.8 per cent, rising to an estimated 5 per cent in 2025.⁵ However, this macroeconomic performance has not yet translated into a substantial improvement in people's well-being: 43.3 per cent of Malians live below the monetary poverty line, and 35.6 per cent of children are affected by multidimensional poverty (34.8 per cent of girls and 36.4 per cent of boys).⁶

5. Although Mali ranks just 186 out of 191 countries on the Human Development Index, Malian people have shown remarkable fortitude and resilience. Since 2012, Mali has been experiencing a multidimensional crisis characterized by insecurity and its socioeconomic consequences. In 2025, this situation resulted in more than 415,000 internally displaced people, of whom 240,700 were children (58 per cent), and 5.1 million people in need of humanitarian assistance, including

¹ Jeffrey D. Sachs and others, "Mali", Sustainable Development Report, available at <https://dashboards.sdgindex.org/profiles/mali/>.

² Mali, National Population Directorate, *Projection démographiques 2023–2050 du Mali: Niveaux national et régional* [Mali Demographic Projection 2023–2050: National and Regional Levels] (Bamako, 2025) [in French], available at <https://dnp-mali.ml/2026/03/12/projections-2023-2050/>.

³ Mali, Observatory for Sustainable Human Development and the Fight Against Poverty, *Profil socioéconomique des communes du Mali – Édition 2024* [Socioeconomic Profile of the Communes of Mali – 2024 Edition] (Bamako, 2025) [in French].

⁴ Mali, National Institute of Statistics, *Septième enquête démographique et de santé du Mali (EDSM-VII), 2023–2024* [Seventh Mali Demographic and Health Survey (EDSM-VII), 2023–2024] (Bamako, 2025) [in French], available at <https://microdata.worldbank.org/index.php/catalog/8030>.

⁵ International Monetary Fund, "Mali: Staff report for the 2025 Article IV consultation – Debt sustainability analysis", IMF Country Reports, No. 25/255 (2025), available at <https://www.imf.org/-/media/files/publications/cr/2025/english/1mliea2025002-source-pdf.pdf>.

⁶ Mali, Observatory for Sustainable Human Development and the Fight Against Poverty, *Profil socioéconomique des communes du Mali*.

2.8 million children (54 per cent).⁷ Extreme weather events, combined with the long-term effects of climate change, exacerbate these vulnerabilities.⁸

6. The 2024 Concluding Observations of the Committee on the Rights of the Child⁹ highlight the impact of instability, poverty and harmful practices, including child marriage. They call for urgent action in the fields of health, education, justice and civil status, such as immediate birth registration and access to birth certificates, especially for groups in vulnerable situations, including children who have not yet been registered. Although progress has been made, these observations underscore the need for the authorities to improve equity in access to services, ensure the effective implementation of the policies and plans adopted at the community level and increase the budgets allocated to protection and education.

7. The maternal mortality rate is 367 deaths per 100,000 live births.¹⁰ Mortality among children under 5 years of age stands at 91 deaths per 1,000 live births,¹¹ mainly due to malaria, pneumonia, diarrhoea and malnutrition. Despite an improvement in vaccination coverage, only half of children aged 12–23 months are fully vaccinated according to the national schedule (having risen from 32 to 52 per cent), and 13 per cent have never received a vaccination.¹² These figures reflect persistent bottlenecks in the healthcare system, notably weak access to essential services and quality care, and marked geographical inequalities, particularly in fragile areas where the effects of climate change and insecurity worsen the vulnerabilities affecting women and children.

8. A quarter of children are affected by stunting, 5 per cent by wasting and 74 per cent by anaemia, with the highest prevalences recorded in the northern regions and certain areas in the centre and south of the country.¹³ In absolute numbers, these malnutrition-related problems affect more children in the central and southern regions.¹⁴ Low dietary diversity, low exclusive breastfeeding rates and food insecurity are common contributors to child malnutrition. The main causes are inadequate management of childhood illnesses, insufficient access to nutritious food, water and sanitation, closely spaced pregnancies, the unequal distribution of skilled personnel, supply chain fragility, low utilization of essential services, and a lack of awareness about good nutritional practices among the majority of parents.

9. Overall, 75 per cent of the population has access to safe water. While there is a gap between Bamako and other cities (94 versus 75 per cent), there is also a stark

⁷ OCHA, *Mali: Besoins humanitaires et plan de réponse 2026* [Mali: 2026 Humanitarian Needs and Response Plan] (Geneva, 2026) [in French], available at <https://www.unocha.org/publications/report/mali/mali-besoins-humanitaires-et-plan-de-reponse-2026>.

⁸ UNICEF Mali, *Analyse du paysage climatique pour les enfants – Mali* [Climate Landscape Analysis for Children – Mali] (Bamako, 2025) [in French], available at <https://www.unicef.org/mali/rapports/analyse-du-paysage-climatique-pour-les-enfants-mali>.

⁹ United Nations Committee on the Rights of the Child, *Concluding Observations on the Combined Third to Fifth Periodic Reports of Mali*, 11 June 2024 (CRC/C/MLI/CO/3-5), available at <https://docs.un.org/en/CRC/C/MLI/CO/3-5>.

¹⁰ WHO, UNICEF, UNFPA, World Bank Group and UNDESA/Population Division, *Trends in Maternal Mortality Estimates 2000 to 2023* (Geneva, WHO, 2025), available at <https://www.who.int/publications/i/item/9789240108462>.

¹¹ UNICEF, “Mali”, UNICEF Data, available at <https://data.unicef.org/country/mli/>.

¹² Mali, National Institute of Statistics, *EDSM -VII*.

¹³ Ibid.

¹⁴ Mali, National Institute of Statistics, *Enquête nutritionnelle anthropométrique et de mortalité rétrospective au Mali* [Mali National Anthropometric Nutrition Survey and Mortality Retrospective] (Bamako, 2024) [in French], available at <https://www.instat-mali.org/fr/publications/enquete-nationale-nutritionnelle-anthropometrique-et-de-mortalite-retrospective-mali-smart>.

disparity between urban (91 per cent) and rural (70 per cent) areas. Access to improved sanitation services stands at 71.9 per cent, while 55.3 per cent of households benefit from services in line with the SDGs. Moreover, there are ongoing challenges in relation to infrastructure durability and the functionality of supply systems, given that reported access to drinking water does not always guarantee the continuity or reliability of supply. Around 5.6 per cent of people still practice open defecation.¹⁵

10. Between 2019 and 2023, the number of children in school increased, with the gross enrolment rate rising from 72.2 per cent to 79.9 per cent at primary level. The completion rate among boys is higher than among girls at primary level (70.4 versus 67 per cent), but declines at secondary level, where there is little difference between girls and boys.¹⁶ Learning outcomes remain low at primary level (pass rates of 39 and 32 per cent in reading and mathematics respectively in grade 2, compared with 13 per cent in reading comprehension and 4 per cent in mathematics in grade 5) and at secondary level (pass rates of 9.85 per cent in reading and 18 per cent in geometry in grade 9), with little difference between girls and boys.^{17,18} School dropout is also a problem for the education system, especially in rural areas and areas hosting internally displaced people.¹⁹ This situation stems from challenges related to resource use and teaching quality, in particular teacher availability and training. The impact of insecurity and crises exacerbates these difficulties affecting the education system. According to recent estimates, between 1 million and 2 million children aged 6–17 years are not in school. This situation has been aggravated by the security crisis and flooding, which have led to the closure of around 3,000 schools.

11. Malian children are exposed to multiple forms of violence, exacerbated by insecurity, poverty and discriminatory social norms. Sexual violence, child marriage and female genital mutilation remain widespread: 86.5 per cent of adolescent girls aged 15–19 years have experienced female genital mutilation, and 48 per cent of women aged 25–49 years were married before 18 years of age. The birth registration rate is 89 per cent. However, the rate remains low in rural areas, and more than 1 million children have not been registered at birth due to the crisis.²⁰ Young adolescents and displaced children are at risk of recruitment by armed groups, migration, economic and sexual exploitation and deprivation of essential services.

¹⁵ Mali, Ministry of Economy and Finance, *Diagnostic stratégique et évaluation du CREDD 2019–2023* [Strategic Diagnosis and Evaluation of the Strategic Framework for Economic Recovery and Sustainable Development 2019–2023] (Bamako, 2024) [in French], available at <https://finances.ml/sites/default/files/2025-05/RAPPORT-DIAGNOSTIC-STRATEGIQUE-DE-LA-VISION-MALI-2063.pdf>.

¹⁶ Mali, Ministry of National Education – Statistical Planning Unit, *Rapport de suivi des indicateurs du système éducatif de 2018–2019 à 2022–2023* [Report on the Monitoring of Education System Indicators from 2018–2019 to 2022–2023] (Bamako, 2023).

¹⁷ Mali, Ministry of National Education, “Evaluation du niveau de compétences des élèves de 2e, 4e et 6e années en français et en mathématiques à l’issue de l’administration des outils de tests standardisés dans les écoles publiques, communautaires et privées de l’enseignement fondamental 1 dans les 20 académies d’enseignement du Mali. Rapport provisoire” [Evaluation of the skills of students in grades 2, 4 and 6 in French and mathematics based on standardized testing in public, community and private schools for the first year of compulsory education in the 20 educational districts in Mali. Interim report] (Bamako, 2022).

¹⁸ Mali, Ministry of National Education, “Evaluation du niveau de compétences des élèves de 7e, 8e, et 9e années en français, mathématiques, physiques et chimie dans 18 académies d’enseignement du Mali. Rapport provisoire” [Evaluation of the skills of students in grades 7, 8 and 9 in French, mathematics, physics and chemistry in 18 educational districts in Mali. Interim report] (Bamako, 2024).

¹⁹ Ministries responsible for education and vocational training, *États généraux de l’éducation* [National Education Conference] (Bamako, 2024).

²⁰ National Institute of Statistics, *EDSM -VII*.

Psychological distress is widespread, but only 18 per cent of children have access to psychosocial support.²¹

12. The social protection system of Mali continues to have limited capacity to meet the needs of populations in vulnerable situations, despite the existence of initiatives such as Compulsory Health Insurance and the Medical Assistance Scheme. In 2023, 21.9 per cent of Malians benefited from a social security mechanism, a low rate in a context characterized by predominantly informal employment, recurrent shocks and geographic inequalities. Just 2 per cent of children benefit from formal coverage. This situation reflects a social protection system that is largely focused on the formal sector, with little coverage for populations in vulnerable situations, particularly children.²²

13. By 2031, significant demographic growth will put increasing pressure on basic social services,²³ against a backdrop of persistent security and climate crises. These challenges limit the coverage of integrated services, particularly in the northern and central regions, and could jeopardize the progress achieved for children and adolescents. Given the cross-border dynamics in the Sahel, a coordinated regional approach with neighbouring countries, particularly Burkina Faso and Niger, is essential to ensure interventions are coherent, effective and sustainable. This integrated approach will make it possible to respond to shared challenges while consolidating outcomes for children and adolescents.

14. The design of the new country programme is based on the main lessons learned from the 2020–2026 cycle.²⁴ The lessons learned from programme implementation highlight the need to:

- (a) Prioritize adolescent girls and boys affected by multiple deprivations and with inadequate access to essential services due to territorial inequalities, limited access to basic infrastructure and specific sociocultural constraints;
- (b) Intensify efforts to reach the most vulnerable and hard-to-reach populations, in particular displaced people, people with disabilities and poor rural households, who are often hard to reach through conventional channels;
- (c) Prioritize multisectoral, coordinated and integrated approaches to optimize the use of resources and maximize the impact of interventions.

²¹ REACH, *Aperçu des besoins multisectoriels des ménages: Évaluation multisectorielle des besoins (MSNA) au Mali* [Overview of Multisectoral Needs of Households: Multi-Sectoral Needs Assessment (MSNA) in Mali] (Bamako, 2024) [in French], available at <https://reliefweb.int/report/mali/mali-aperçu-des-besoins-multisectoriels-des-menages-evaluation-multisectorielle-des-besoins-msna-24-septembre-2024>.

²² United Nations Mali, Resident Coordinator Office, *Analyse commune de pays 2024* [Joint Country Analysis 2024] (Bamako, 2025).

²³ Mali, National Population Directorate, *Projection démographiques 2023–2050 du Mali*.

²⁴ AMD International, “Évaluation multi-pays de la réponse humanitaire de l’UNICEF à la crise L2 dans le centre du Sahel: Mali” [Multi-country Evaluation of the Unicef Humanitarian Response to the L2 Crisis in the Central Sahel: Mali] (2023).

Samuel Hall, “Évaluation du Programme de Coopération 2020–2024” [Evaluation of the Cooperation Programme 2020–2024] (2023).

UNICEF, Building Resilience in the Sahel: Study Report with an Evaluation Scope (Dakar, 2024), available at <https://www.unicef.org/wca/documents/study-report-evaluative-scope-building-resilience-sahel-programme>.

AMD International, “Évaluation sommative/formative du projet ‘Pour chaque enfant, une éducation: Promouvoir un accès équitable à une éducation fondamentale de qualité au Mali’” [Summative/Formative Evaluation of the Project “An Education for Every Child: Promoting Equitable Access to Quality Basic Education in Mali ”] (2025).

Programme priorities and partnerships

15. The country programme flows from the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2027–2031, and contributes to the implementation of the National Strategy for Emergence and Sustainable Development (SNEDD) 2024–2033,²⁵ the country's new reference document on development. It is aligned with the priorities of the African Union's Agenda 2063, the Convention on the Rights of the Child, the Convention on the Rights of Persons with Disabilities, the African Charter on the Rights and Welfare of the Child, the SDGs and the UNICEF Strategic Plan (2026–2029). It also contributes to the implementation of the recommendations made in 2024 by the Committee on the Rights of the Child to the Malian Government.

16. The country programme's theory of change has a clear vision: all children and adolescents will enjoy their rights in full, guaranteed by inclusive and transparent institutions, engaged families and communities, and national systems capable of delivering higher quality, equitable and climate-resilient social services.

17. The programme aims to reduce inequalities by acting on the main bottlenecks hindering equitable access to essential social services. It addresses barriers to an enabling environment – policies, legal frameworks, budget allocations and social norms – and operational constraints, such as weak institutional capacity, insufficient funding and uneven policy implementation at the decentralized level. The programme aims to improve the capacity of government bodies to plan, budget and oversee social services, while promoting inclusive citizenship and participatory governance, to improve the availability, quality and use of essential services for every child.

18. To ensure equitable coverage tailored to a diversity of contexts, the programme will take a differentiated approach based on three complementary intervention packages, which will serve as the common reference for all sectoral components. The national package will help to achieve nationwide coverage of social services, including vaccination, education, birth registration and essential services to protect children and adolescents from violence. It will focus on systemic reforms and changes, particularly in relation to public policy, institutional management and financing. It will include capacity-building for ministries and research institutes on the production and use of data on inequalities, and the effectiveness of social policies.

19. The package implemented in accessible areas will advance the availability of an integrated package of health, nutrition, education, water and sanitation, child protection, and social protection services. It will include capacity-building for local development actors and community resilience-building. The package for hard-to-reach areas will focus on building resilience, the nexus approach, and emergency preparedness and response. It will be based on remote programming and mobile services, and the delivery of essential goods and services. Informed by the localization approach, this package will strengthen humanitarian access and expand the humanitarian space.

²⁵ Mali, Ministry of Economy and Finance, *Stratégie nationale pour l'émergence et le développement durable (SNEDD) 2024–2033* [National Strategy for Emergence and Sustainable Development (SNEDD) 2024–2033] (Bamako, 2024) [in French], available at <https://finances.ml/sites/default/files/2025-05/STRATEGIE-NATIONALE-DE-DEV-A-MOYEN-TERME-DU-MALI.pdf> [available in English at <https://finances.ml/sites/default/files/2025-05/NATIONAL-STRATEGY-FOR-EMERGENCE-AND-SUSTAINABLE-DEVELOPMENT.pdf>].

20. The programme will focus its interventions on 11 of the 20 regions of Mali. Located in the south and centre of the country, these regions are home to more than three-quarters of the country's children under 18 years of age.²⁶ The centre and south are at the epicentre of problems relating to health, nutrition, education, protection, and water, sanitation and hygiene (WASH). The centre region hosts large numbers of internally displaced people, and adolescents are at risk of recruitment by armed groups, violence and sexual exploitation. The south region, despite being the breadbasket of Mali, faces high levels of acute malnutrition at a time of increasing demographic pressure. These areas of greatest need offer opportunities not only to model innovative approaches, but also to rapidly scale up promising interventions to maximize results for children and adolescents.

21. Programme implementation will be based on complementary strategic partnerships, with the Government of Mali as a key partner for policy dialogue, strengthening the governance and accountability of social systems and scaling up public policies for children and adolescents. UNICEF will work closely with bilateral and multilateral partners, United Nations agencies, civil society organizations (CSOs), research institutes and the private sector, seeking complementarity between strategic support, implementation, innovation and funding mobilization. Against a backdrop of shrinking development and humanitarian aid funding, UNICEF will intensify its advocacy for increased and more diversified resource mobilization and service delivery for children and adolescents, including through public-private partnerships and the mobilization of sustainable domestic funding for children and adolescents.

22. The expected outcomes and systemic changes will be achieved through the following strategic approaches: using health, nutrition and education as priority entry points to improve geographic and programmatic convergence; targeting the most underserved children and adolescents through proven partnerships and approaches; building national and local capacity for emergency preparedness; strengthening the resilience of households, communities and public institutions; deploying integrated programmatic models that combine humanitarian, development and peacebuilding measures; promoting multisectoral and multi-stakeholder approaches aimed at improving the efficiency of integrated service delivery and reducing duplication; and strengthening localization as a strategy to support resilience and increase humanitarian access and space.

23. To address the key deprivations identified as priorities, the following cross-cutting strategies will be implemented to greatest effect within each component: advocacy and partnership development to promote the rights and well-being of children and adolescents; policy and programme advice and public and private funding mobilization to scale up interventions; the generation and use of evidence; collaboration with families and communities, particularly with regard to social norms; strengthening basic social service delivery systems and access to supplies; climate resilience; and the coordination and harmonization of humanitarian, development and peacebuilding efforts. Lastly, the programme will integrate sustainable and resilient energy solutions to ensure the continuity and quality of essential social services, in particular health and WASH services, especially in fragile and hard-to-reach areas.

²⁶ These 11 regions are Bandiagara, Bougouni, Dioila, Douentza, Koulikoro (including the district of Bamako), Koutiala, Mopti, Nara, San, Ségou and Sikasso.

Health

24. This component aims to promote the health and well-being of children and adolescents, including newborns, girls and women, especially those in the most vulnerable situations, by fostering equitable and continuous access to high-quality healthcare. It contributes directly to the achievement of SDG 3, in particular the targets on reducing maternal, neonatal and child mortality, universal health coverage, and strengthening preparedness and resilience in the face of health emergencies. This component is aligned with UNSDCF priority 2, the National Health Sector Strategy 2023–2028 and the UNICEF Strategic Plan 2026–2029, in particular its focus on equitable, resilient and child-focused health systems.

25. UNICEF will support the development and implementation of policies, plans and standards, while strengthening health systems and governance capacity at the national and decentralized levels. It will focus on preventive, curative and promotive primary healthcare services for newborns, children, adolescents, girls and women, including people with disabilities. Particular emphasis will be placed on vaccination (including zero-dose children). UNICEF will also support the adoption of tailored sustainable energy solutions to ensure the continuity of essential services.

26. UNICEF will invest in initiatives to build the capacity of healthcare providers and community health workers, particularly in underserved communities, recognizing the central role of community health in expanding the coverage of essential services. The interventions implemented will take an integrated systemic approach, strengthening synergies between health, nutrition and WASH, to improve coordination and achieve better outcomes for children, adolescents and women. Relevant social and behaviour change strategies will help to remove behavioural barriers to care, strengthen the communication skills of community health workers, and formalize social and community listening mechanisms for epidemic preparedness and response. The programme will pay particular attention to scaling up interventions that have demonstrated their effectiveness, supporting the transition from pilot models to national coverage. The programme will use digital technologies as a lever to strengthen the national health system, improve the equity and monitoring of essential services, consolidate governance, and support the sustainability of health sector financing.

27. UNICEF will work with the Ministry of Health and Social Development (MSDS), the Ministry of the Environment, Sanitation and Sustainable Development (MEADD), and other relevant ministries to strengthen cross-sectoral coherence. Partnerships with the World Health Organization (WHO), the World Bank, the United Nations Population Fund (UNFPA), the Joint United Nations Programme on HIV/AIDS (UNAIDS), Gavi, the Vaccine Alliance, the Global Fund, and Africa Centres for Disease Control and Prevention (Africa CDC) will mobilize complementary expertise on standards, financing, systems support and health emergency preparedness. UNICEF will position itself as a catalyst for health systems-strengthening, by promoting the alignment of investments, the coordination of partners and the scaling-up of evidence-based solutions. Particular attention will be paid to strengthening partnerships with CSOs, community stakeholders and local authorities, as part of a localization-focused approach aimed at improving the accessibility, accountability and sustainability of essential maternal, newborn, child and adolescent health interventions, including vaccination.

28. UNICEF will continue to support the Government to improve the routine health information system, notably by strengthening the District Health Information Software platform (DHIS2) and supply chain management. These efforts will aim to ensure effective use of data for planning, performance monitoring and decision-making at all levels, including in humanitarian contexts. Particular attention will be

paid to the disaggregation of data to strengthen the monitoring of equity, and to the institutionalization of regular performance reviews, in keeping with the SDG targets and the UNICEF Strategic Plan.

Nutrition

29. This component aims to ensure access to a balanced diet and optimal nutrition for children, adolescents and women, including pregnant and lactating women, especially those in the most vulnerable situations. It is aligned with UNSDCF priority 2 and the Strategic Plan for Reproductive, Maternal, Newborn, Child and Adolescent Health and Nutrition for 2025–2029.

30. UNICEF will work with the MSDS, World Food Programme (WFP), Food and Agriculture Organization of the United Nations (FAO), WHO, CSOs, the private sector, and other partners to strengthen nutrition policy and regulation environments, improve integrated nutrition services in the area of maternal health, and support national digital systems. These efforts will enable closer monitoring, better analysis of vulnerabilities, more precise geographic and population targeting, and more accurate prioritization of areas with a high prevalence of malnutrition, in support of evidence-based decision-making. UNICEF will focus on the critical period of the first 1,000 days of life, on preventing stunting, wasting and micronutrient deficiencies in young children, and on promoting healthy and nutritious diets.

31. Community-based prevention and care strategies will be implemented in underserved areas, based on the strategic use of data from communities and health services to improve early detection, responsiveness and the adaptation of nutrition-related interventions, particularly in contexts of shocks and prolonged crises. Maternal and adolescent malnutrition, including anaemia, will be addressed through interventions at the health facility and community levels. Advocacy, social and behaviour change, and community mobilization efforts will focus on promoting the local production of nutritious, safe and affordable complementary foods, promoting healthy eating, and effectively monitoring deliveries and services at the community level (“last mile”), to strengthen accountability, trust from partners, and the efficient use of resources for the benefit of the most vulnerable populations, in line with the First Foods approach.

Education

32. This component aims to guarantee every child and adolescent – including those in the most vulnerable situations, and those with disabilities – equitable access to inclusive, high-quality education, taking into account the different roles and needs of boys and girls according to local values and practices. UNICEF will focus on learning outcomes in the early years of primary school – reading, writing and mathematics – and on developing the skills of adolescents. This component is aligned with UNSDCF priority 2, impact area 1 of the UNICEF Africa Strategy, and the second Ten-Year Education and Vocational Training Development Programme (PRODEC 2), covering 2019–2028.

33. UNICEF will work with the Ministry of National Education (MEN), the Ministry of Labour and Vocational Training, the Ministry of Youth and Sports, United Nations agencies, the United Nations Girls’ Education Initiative, and other development partners and initiatives, including the World Bank, the Global Partnership for Education, Education Cannot Wait and CSOs, to support the implementation of PRODEC 2. The aim is to contribute to the development of a resilient education system capable of coping with the effects of climate change, in particular by strengthening data-based planning, governance and accountability,

improving access to inclusive education and the quality of learning, reducing the number of out-of-school children, promoting safe and inclusive learning environments – including in emergency situations – and responding to the learning crisis exacerbated by the humanitarian situation.

34. In collaboration with key ministries responsible for education, youth, vocational training and civic service, and children's and youth organizations, UNICEF will help to improve access to high-quality education and vocational training, integrating climate resilience, climate change education and the use of tailored digital approaches. UNICEF will support the development of flexible, inclusive and safe learning pathways that promote school readiness as well as educational access, return and retention. These efforts will include monitoring the formal and non-formal educational pathways of adolescents, with particular attention paid to children who have not attended school, dropped out of school or are at risk of dropping out, especially young and adolescent girls and children with disabilities.

35. UNICEF will continue to support data systems (Education Management Information Systems – EMIS), learning outcome evaluation systems and school connectivity to strengthen education sector planning, governance and accountability, and the effective use of learning outcome data for decision-making. Data analysis and use will help guide pedagogical strategies and targeted interventions to address the learning crisis, particularly in the early years of schooling. This support will go hand-in-hand with the implementation of national laws, policies, plans, standards and strategies on funding in the education sector, with a focus on school retention, psychosocial support, risk reduction, and adolescent participation and empowerment.

36. UNICEF will support the Government's efforts to provide out-of-school adolescents, particularly girls and adolescents with disabilities, with basic skills to facilitate their transition to formal education, as well as practical, digital and vocational skills to improve their employability. Targeted interventions such as community dialogue and engagement, motivating teachers and supporting engagement platforms for adolescents will help remove social and behavioural barriers that limit girls' school attendance.

Child protection

37. This component aims to protect children against all forms of violence, abuse, neglect and exploitation, while guaranteeing their access to a legal identity through improved birth registration. It is aligned with UNSDCF priorities 2 and 3, the National Transitional Justice Policy, the National Human Rights Policy, the National Gender Policy, the Holistic National Strategy to End Gender-Based Violence, the National Civil Status Strategy, and the Multisectoral National Strategy to End Child Marriage.

38. UNICEF will promote positive parenting practices, including for adolescents and children with disabilities, to prevent violence from early childhood to adolescence, through participatory approaches involving women, men and adolescents, and taking into account local sociocultural realities. It will support the Ministry for Women, Children and the Family and the Ministry of Justice and Human Rights by strengthening social work and developing alternatives to detention for children in conflict with the law, and will work to prevent and respond to harmful practices, such as child marriage and other forms of violence. Through the adoption of a multisectoral programmatic approach supported by relevant social and behaviour change strategies, it will seek to prevent and transform harmful behaviours and social norms that contribute to violence against children.

39. UNICEF will advocate for a resilient, inclusive and child-focused child protection system that works across sectors, in particular the education, health and justice sectors. In a context of increased risks linked to the crisis situation and to climate change, case management for protection against violence, exploitation and abuse will be strengthened, along with information management systems, with a view to improving cross-sectoral coordination, data quality, and monitoring and response capacity.

40. To ensure sustainable support for children affected by violence and harmful practices, UNICEF will support capacity-building for partners in the protection, education and health sectors, particularly in relation to mental health and psychosocial support services. It will develop partnerships with the ministries responsible for security, reconciliation, justice, labour, territorial administration and religious affairs, United Nations agencies such as UNFPA, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Resident Coordinator Office (UNRCO), as well as with the private sector, CSOs and local stakeholders, to expand access to high-quality integrated services to prevent and address violence and abuse.

41. Mechanisms for collecting and managing child protection data will be strengthened, and prevention and victim response services will be improved. Through the responsible modernization of birth registration systems and tools for monitoring access to services, UNICEF will help strengthen accountability, access to legal identity and trust from partners, for the benefit of children in the most vulnerable situations. It will also support community stakeholders and institutions responsible for protection, education and health, to help children and adolescents in conflict with the law, children on the move, children with disabilities, and unaccompanied or separated children.

Water, sanitation and hygiene (WASH) and climate change

42. This component aims to co-create clean, safe and healthy environments for children, women, adolescents and their communities, especially those in the most vulnerable situations. It promotes WASH services that are safe, inclusive, affordable and climate-resilient, taking into account the different roles and needs of women, men and adolescents according to local values and practices. It is aligned with UNSDCF priorities 1, 2 and 3, the National Sanitation Policy, the National Climate Change Policy, the Nationally Determined Contribution of Mali, and the Sendai Framework for Disaster Risk Reduction (2015–2030).

43. UNICEF will focus on improving hygiene practices in development and emergency contexts, by ensuring the accessibility of infrastructure. Relevant social and behaviour change strategies will help to remove behavioural barriers, including the perception of contamination risks, the social acceptability of latrine use, and taboos associated with menstrual hygiene. Child-focused climate action will be implemented in line with the UNICEF Sustainability and Climate Change Action Plan 2023–2030.

44. UNICEF will support the Ministry of Energy and Water and the MEADD to establish safe, robust, sustainable, inclusive and resilient WASH systems in peri-urban and rural areas, both in community settings and in institutions (schools and health centres). UNICEF will focus its support on strengthening institutional capacity at the national and decentralized levels, and on improving governance mechanisms and accessibility, upkeep and maintenance standards, including through the integration of resilient energy solutions, to support the operation and sustainability of WASH services, directly contributing to UNSDCF output 3.3. These efforts will also focus on improving the data-monitoring system, the strategy

for mobilizing innovative and sustainable financing – including climate finance – and resilience and peacebuilding, to ensure equitable access to WASH services.

45. To improve inclusive WASH services and menstrual hygiene management, UNICEF will support capacity-building for local stakeholders, including women's groups, sanitation workers and school stakeholders, in the implementation of climate-resilient action plans, directly contributing to UNSDCF output 3.3. UNICEF will lead a policy dialogue with the Government and local authorities on issues related to WASH and climate change, and will collaborate with WHO, the United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Human Settlements Programme (UN-Habitat), CSOs and local communities.

Social policy and inclusion

46. This component aims to ensure that the majority of children and adolescents live free from multidimensional poverty, and benefit from an inclusive, shock-responsive and adequately funded social protection system that takes into account the different roles and needs of women, men and adolescents according to local values and practices. It is aligned with UNSDCF outcomes 1, 2 and 3, and the National Social Protection Policy.

47. UNICEF will support the Government to strengthen the management of public finances and social protection systems to make them more resilient and adaptable. It will focus on protecting social spending, integrating contingency funds into the national budget, and building national capacity in planning, financing and accountability. The provision of technical assistance for the development and implementation of a new child-focused, shock-responsive national social safety net programme will contribute to efforts to strengthen the national social protection system and increase its coverage.

48. Capacity-strengthening for government bodies and local authorities in the management of public finances will seek to improve the provision of higher quality, inclusive and climate-resilient social services, directly contributing to UNSDCF output 3.3. UNICEF will help promote the transparent and equitable allocation and use of resources for children, while strengthening national and local institutions' capacity to effectively manage, monitor and evaluate social programmes and budgets. Information management systems, decentralization and local governance will be improved.

49. UNICEF will reinforce its strategic partnerships with the Government, World Bank, UNDP, WFP, CSOs, local authorities and other national and international stakeholders working in the area of public funding for children.

Programme effectiveness

50. This component aims to ensure effective programme design, coordination, management and support, in line with quality standards for programming, to achieve transformative results for children at scale. UNICEF will focus on the quality of differentiated and equity-based programming, supported by robust evidence, and taking into account the different roles and needs of women, men and adolescents according to local values and practices. UNICEF will strengthen coordination between the various programme sections, and between Bamako and the field offices. Localization will be prioritized as a key pillar of resilience-building, through capacity-building for local and national stakeholders who have in-depth contextual knowledge, are trusted by communities, and are able to implement sustainable interventions in hard-to-reach areas, ensuring the continuity, relevance and

effectiveness of interventions in contexts with limited humanitarian access. UNICEF will also advocate to tackle the causes of the exclusion of adolescent girls, women and people with disabilities, through the production and use of disaggregated data and the implementation of mechanisms promoting the participation of these groups in the management of programmes in their communities.

51. To ensure the excellence of UNICEF programmes and operations, this component will centre social and behaviour change, which will serve as a cross-cutting strategic lever for all components. UNICEF will support not only emergency preparedness and response, but also the strengthening of humanitarian access and the expansion of the humanitarian space. This component will equip teams with capacity in knowledge management, accountability to beneficiary populations, internal risk management and CSO-related risk management, particularly in relation to preventing sexual exploitation and abuse. To strengthen visibility and resource mobilization for children's rights, UNICEF will prioritize partnership development and high-level advocacy, using agile media approaches, digital content development and strategic communication with donors.

Summary budget table

<i>Programme component</i>	<i>(In thousands of United States dollars)</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
Health	12 002	42 195	54 197
Nutrition	9 820	28 593	38 413
Education	19 081	51 970	71 051
Child protection	21 539	14 238	35 777
WASH and climate change	7 860	34 130	41 990
Social policy and inclusion	8 063	36 913	44 976
Programme effectiveness	29 840	27 418	57 258
Total	108 205	235 457	343 662

Programme and risk management

52. This document provides an overview of the contribution of UNICEF to national outcomes, and is the main mechanism for reporting to the Executive Board on the alignment between outcomes achieved and the resources allocated to the programme at country level. The responsibilities and accountability of managers at national, regional and headquarters levels are set out in the UNICEF programmatic and operational policies and procedures.

53. The programme will be implemented and monitored in partnership with the Government, under the leadership of Ministry of Foreign Affairs and International Cooperation (MAECI). The programme will be implemented in line with the UNSDCF, and UNICEF will continue to be closely involved in UNSDCF-related planning, implementation and reporting processes.

54. As a member of the United Nations country team, UNICEF will co-lead the UNSDCF outcome 2 results group and contribute to the other two results groups. It will continue to lead the education, WASH and nutrition clusters. Although the child protection area of responsibility has been dissolved, UNICEF will continue to work closely with the Government and its partners on child protection issues, which remain at the heart of its mandate.

55. UNICEF will take a proactive and inclusive approach to risk management by regularly assessing programme and operational risks, including those arising from climate shocks and emergencies. Appropriate mitigation measures will be implemented to maintain the quality and effectiveness of programme outcomes and strategies. UNICEF will continue to apply the Harmonized Approach to Cash Transfers (HACT), implement a zero-tolerance policy on the prevention of sexual exploitation and abuse, strengthen accountability to affected populations, and support efforts to promote greater environmental sustainability in the management of operations. The risks associated with insufficient programme funding will be addressed as part of a partnership and resource mobilization strategy.

Monitoring, learning and evaluation

56. Programme progress will be guided by the results and resources framework, informed by an evidence-based approach, and measured using the costed evaluation plan. This framework will guide monitoring, evaluation and research efforts, while contributing to the UNSDCF monitoring mechanism through results-based processes. Lessons learned from monitoring, evaluation and research will feed into continuous learning and inform the adaptation of programme strategies and interventions, including mid-cycle adjustments.

57. Together with the MAECI, other relevant ministries, partners, rights holders and duty bearers, UNICEF will facilitate the monitoring of the implementation of the recommendations and concluding observations of the Committee on the Rights of the Child. UNICEF will also support the monitoring of the implementation of the biennial workplans, focusing on global indicators. Triangulated data from national and regional information systems will be used to guide priority policies and programmes, with particular attention to gender equity and disparities.

58. UNICEF will work with the National Institute of Statistics (INSTAT), United Nations agencies and the UNRCO to strengthen national engagement and improve existing monitoring systems. Progress towards the SDGs will be monitored effectively. Household surveys will be implemented via the Multiple Indicator Cluster Survey (MICS) and supplemented by secondary data analyses.

59. UNICEF will work with the MAECI to build the capacity of its partners on public policy evaluation, and will assist government bodies to conduct strategic evaluations, support research initiatives, establish a data ecosystem for country monitoring efforts, and ensure its accessibility through digital tools.

Annex

Results and resources framework

Mali – UNICEF country programme of cooperation, 2027–2031

Convention on the Rights of the Child: Articles 2–42 National priorities: Strategy for Emergence and Sustainable Development 2024–2033 Strategic area 1: Strengthening sovereignty, peacebuilding and security Strategic area 2: Rebuilding governance Strategic area 3: Structural transformation of the economy and growth Strategic area 4: Strengthening human capital and developing resilient territories Strategic area 5: Sustainable environmental management, climate change adaptation and resilience Sustainable Development Goals: 1–6, 8, 10, 13, 16, 17
United Nations Sustainable Development Cooperation Framework (UNSDCF 2027–2031) outcomes involving UNICEF: Outcome 1: By 2031, Malians – in particular women, young people, displaced people and their host communities – are active participants in a diversified, inclusive and formalized economy in which decent jobs are created based on the sustainable management of natural resources and the environment. Outcome 2: By 2031, Malians – in particular children, young people, women, people with disabilities, displaced people and people with chronic illness, and especially those in rural and peri-urban areas – have equitable, continuous and inclusive access to high-quality integrated basic social services that are resilient in the face of climate and socioeconomic crises, guaranteeing the effective realization of their rights. Outcome 3: By 2031, Malians – in particular women, young people, people with disabilities, displaced people and people living in rural areas – have equitable access to modern, resilient and high-quality public services, and actively participate in rebuilding the social contract, peacebuilding and reconciliation, and ensuring inclusive and accountable governance.
Related impact results of the UNICEF Strategic Plan, 2026–2029: 1–5

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
Outcome 2	1. By 2031, pregnant women, newborns, children and adolescents survive, have	1.1.a Number of live births attended by skilled health personnel B (2025): 605 758 T: 900 000	District Health Information System (DHIS2)	The Ministry of Health and Social Development (MSDS) and its partners have increased capacity to ensure effectiveness and accountability at all levels of the health	MSDS MEADD United Nations agencies	12 002	42 195	54 197
		1.1.b. Number of children under 5 years of age with symptoms of	DHIS2					

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
	equitable access to high-quality health services and adopt healthy practices in development and humanitarian contexts.	acute respiratory infection for whom advice or treatment was sought from a healthcare facility or provider B (2025): 531 609 T: 1 100 000		system. The MSDS has increased capacity and resources to improve the coverage and quality of vaccination and maternal, neonatal, child and adolescent health services.	World Bank Gavi CSOs Media Academic institutions			
		1.2.a. Number of children vaccinated with at least three doses of diphtheria, tetanus and whooping cough (DTP) vaccine B (2024): 756 000 T: 950 000	WHO/UNICEF estimates of national immunization coverage (WUENIC)	Families and communities are better equipped to adopt healthy behaviours.				
Outcome 2	2. By 2031, children, adolescents, and pregnant and lactating women have equitable access to adequate food and adopt optimal nutrition and care practices, in both development and humanitarian contexts.	1.5.a. Number of children under 5 years of age receiving a package of nutrition interventions designed to protect, promote and support exclusive breastfeeding, dietary diversity and micronutrient supplementation <i>Exclusive breastfeeding: 0–6 months</i> B (2024): 186 396 T: 359 980 <i>Dietary diversity: 6–23 months</i> B (2024): 393 063 T: 539 980 <i>Micronutrient supplementation: 6–59 months</i> B (2025): 4 014 605 T: 5 399 700	Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey	The MSDS and its partners have increased capacity to develop equitable, evidence-based nutrition policies and programmes. Health facilities and schools have increased capacity to deliver essential nutrition-focused interventions for children, adolescents and women. Parents, caregivers and	MSDS United Nations agencies CSOs Private sector	9 820	28 593	38 413

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
		1.6.a. Number of children under 5 years of age receiving a minimum package of nutrition interventions for early detection and treatment of severe acute malnutrition <i>Early detection: 6–59 months</i> B (2025): 4 014 605 T: 5 999 666 <i>Severe acute malnutrition treatment: 6–59 months</i> B (2024): 278 581 T: 300 000	SMART survey	communities know about nutritious foods and healthy diets, and have the skills to adopt optimal feeding, care and hygiene practices for young children.				
Outcome 2	3. By 2031, boys and girls have equal access to inclusive, high-quality education, vocational training, and employment opportunities in development and humanitarian contexts.	2.1.a Percentage of children out of school <i>Primary school age</i> B (2024): 38% T: 28% <i>Lower secondary age:</i> B (2024): 45% T: 36% 2.2.a. Proportion of children and young people: (a) in grades 2 or 3; (b) at the end of primary education; and (c) at the end of lower secondary education having achieved at least a minimum level of proficiency in (i) reading and (ii) mathematics Reading: B (2024): (grade 2) 39% [2022]; (grade 6) 13% [2022]; (grade 9) 9.85% [2024] T: (grade 2) 43%; (grade 6) 23%; (grade 9) 15% Mathematics: B (2012): (grade 2) 32% [2022]; (grade 6) 4% [2022]; (grade 9)	Modular and Permanent Household Survey (EMOP) Conference of Ministers of Education of French-speaking States and Governments (CONFEMEN) Programme for the Analysis of Educational Systems (PASEC) National evaluation reports on	Primary and secondary level schools offer inclusive access to high-quality learning opportunities. Teachers and educational staff have the tools and skills to deliver high-quality education and monitor learning outcomes. Vocational training centres offer inclusive access to young people and teenagers to improve their	Ministry of National Education (MEN) Other line ministries United Nations agencies World Bank Small and medium-sized enterprises Education Cannot Wait CSOs Youth organizations	19 081	51 970	71 051

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
		18% [2024] T: (grade 2) 54%; (grade 6) 10%; (grade 9) 30%	student learning outcomes	employability.				
		2.3.a. Percentage of youth not in employment, education or training, by gender (female, male) B (2017): 51% (women: 58%; men: 41%) T: 45% (women: 52%; men: 35%)	Integrated regional survey on employment and the informal sector					
Outcomes 2 and 3	4. By 2031, children in development and humanitarian contexts are protected from violence, exploitation, abuse and harmful practices, and have a legal identity.	4.1.b. Percentage of children in conflict with the law diverted away from judicial proceedings or subject to a non-custodial measure B (2026): no data T: >90%	Sector reviews	The Government at the national and subnational levels and its partners have increased capacity and resources to develop, implement and monitor child protection plans and services, especially for children in vulnerable situations.	Ministry for Women, Children and the Family MSDS MEN United Nations agencies CSOs Youth organizations Private sector	21 539	14 238	35 777
		4.3.a. Percentage of adolescent girls and boys aged 15–19 years who believe that female genital mutilation should be eliminated Girls: B (2024): 17% T: 20% Boys: B (2024): 18% T: 24%	DHS/MICS	The Government at the national and subnational levels has increased capacity to improve the quality, coverage and responsiveness of child protection services, including civil registry services. Children and adolescents benefit from violence prevention and protection services, particularly during emergencies.				

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
Outcomes 1, 2 and 3	5. By 2031, children, adolescents and their families have access to climate- resilient, safe, sustainable, inclusive, accessible and equitable WASH services and supplies in development and humanitarian contexts.	1.9.a. Percentage of the population using safely managed drinking water services B (2024): 81% T: 90%	WHO/UNICE F Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP)	The Government at the national and subnational levels has increased capacity to improve the availability, quality and coverage of climate- resilient WASH services, as well as service management capabilities, including financial sustainability and sector data- monitoring capabilities. Communities, schools and health facilities in peri-urban and rural areas are equipped with climate-resilient WASH services. The Government has increased capacity to design and implement programmes and strategies for disaster risk reduction, climate change adaptation, peacebuilding and development.	Ministry of Energy and Water MEADD MSDS MEN INSTAT United Nations agencies World Bank CSOs	7 860	34 130	41 990
		1.9.b. Percentage of the population using safely managed sanitation services B (2024): 55% T: 75%	JMP					
		5.2.3. The country has integrated children's specific needs and vulnerabilities and response measures into its main national climate policies, plans and strategies B (2025): No T: Yes	Climate change adaptation plan					
Outcomes 1, 2 and 3	6. By 2031, children, adolescents and their families benefit from an inclusive, shock- responsive and adequately	3.1.a. Proportion of the population covered by social protection systems or floors B (2023): 22% T: 27%	Sector reviews	The Government, local authorities and young people have increased capacity to mobilize public resources and innovative financing, and to efficiently execute and report on budgets allocated to	Ministry of Economy and Finance Other line ministries World Bank	8 063	36 913	44 976
		5.2.b. Number of children covered by shock-responsive	Unified Social Register					

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
	funded social protection system, in both development and humanitarian contexts.	social protection programmes to better manage environmental shocks and disasters B: (2023): 2 640 876 T: 3 076 620	Social Information System	social sectors. The authorities responsible for planning and decentralization at the national and subnational levels have the capacity and data to develop and implement participatory policies and programmes to reduce child poverty and vulnerability. Women and children, especially those in the most vulnerable situations, benefit from an inclusive and child-sensitive national social safety net programme that takes into account the different roles and needs of women, men and adolescents according to local values and practices, is shock-responsive, institutionalized and supported by robust management mechanisms guaranteeing rapid and effective implementation, including during emergencies.	United Nations agencies CSOs Local authorities			
Outcome 3	7. By 2031, the country programme is well designed, coordinated	Key performance indicator (KPI) for the office (in index scores normalized to a maximum value of 1) B (2025): 0.80	Office Performance Scorecard	The Government and UNICEF are equipped to plan and monitor programme implementation and to	MAECI INSTAT UNRCO and	29 840	27 418	57 258

<i>UNSDCF outcomes</i>	<i>UNICEF outcomes</i>	<i>Key progress indicators, baselines (B) and targets (T)</i>	<i>Means of verification</i>	<i>Indicative country programme outputs</i>	<i>Major partners, partnership frameworks</i>	<i>Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)</i>		
						<i>RR</i>	<i>OR</i>	<i>Total</i>
	and managed, and receives the necessary support to deliver high- quality programmes that achieve results for children in development and humanitarian contexts.	T: 0.90		ensure stakeholder accountability to achieve results.	United Nations agencies Donors Media			
Total resources						108 205	235 457	343 662