

Project Number: 200327 | Project Category: **Development Project**  
Project Approval Date: June 06, 2012 | Planned Start Date: August 01, 2012  
Actual Start Date: August 01, 2012 | Project End Date: December 31, 2017  
Financial Closure Date: N/A

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**Further Information**

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**Establishing the Foundation for a Nationally-owned Sustainable  
School Feeding Programme (2012-2017)**  
**Standard Project Report 2017**

World Food Programme in Gambia, Republic of the (GM)



**World Food Programme**

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# Country Context and WFP Objectives



## Achievements at Country Level

In 2017, WFP, the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Children's Fund (UNICEF) initiated a post-crisis response to food and nutrition insecurity in The Gambia. Blanket supplementary feeding for the prevention of malnutrition reached 30,000 children aged 6-23 months, while targeted supplementary feeding, treating moderate acute malnutrition, reached 7,000 children aged 6-59 months. A tripartite Memorandum of Understanding was signed with the Ministry of Health, the National Nutrition Agency (NaNa) and the National Disaster Management Agency (NDMA) to strengthen national coordination capacities for the implementation of such nutrition safety net programmes.

In 2017, a total of 112,778 children were fed, of which 52 percent were girls. Cash-based transfers, under the decentralised school meals community procurement model, reached 20,000 vulnerable children in all six regions of The Gambia, giving greater access to a more diversified menu. Trainings, including components on WFP policies on Gender Equality and Protection and Accountability to Affected Populations, and manuals were provided to mothers' clubs and other food management committee members to enable them to play an active role in the management of school meals at the community level. The establishment of mothers' clubs, composed entirely of women, and food management committees with equal representation of both men and women provided opportunities for women to increase their involvement in decision-making.

The national school meals policy was disseminated, supported through a National Policy and Programme forum, which will culminate in the drafting of the Policy Implementation Plan and an eventual handover plan from WFP to the Government of The Gambia which will form the basis of a National School Meals Programme. The end of 2017

marked the official handover of the Lower River and West Coast regions to the Government. For 2018, the remaining funds mobilized for these two regions will be handed over to the Government to implement food and cash transfers with technical assistance from WFP.

WFP provided technical assistance to the social protection and school meals sections of the National Development Plan. In order to boost financial capacities for such programmes, WFP and the United Nations Development Programme (UNDP) jointly funded a study for the creation of fiscal space in the national budget, in collaboration with the WFP Centre of Excellence against Hunger in Brazil, the World Bank and other United Nations (UN) agencies, and under the supervision of the National Social Protection Steering Committee. The study was validated and will be followed by a high level presentation. In the study, four national programmes were modelled for funding: school meals, maternal and child nutrition and health, youth empowerment and pensions programme. The study findings indicate that a social protection programme can be funded with 0.5 percent of the national budget.

Support is also being provided to the Government of The Gambia for the establishment of a single registry for integrated social protection programmes, in collaboration with the World Bank and other UN agencies.

## Country Context and Response of the Government

The Gambia remains one of the least developed countries in the world with 48 percent of the population living on less than USD 1.25 per day, ranking 173 out of 188 countries in the 2016 United Nations Development Programme (UNDP) Human Development Index, seven places lower than in 2014. Since gaining independence in 1965, the country's population has increased fivefold and is now close to 2 million people, 66 percent of which is under the age of 25. This rapid growth represents a challenge for the country both in terms of resources and access to employment.

The economy relies primarily on agriculture, tourism and remittances, and is prone to external shock. Climate variation can affect the traditional agricultural sector, which is mostly constituted by rain-fed agriculture. Industrialisation is nascent while low productivity activities dominate the economy.

Illegal migration is a growing issue, whereby Gambians represent an important contingent of irregular migrants found along the irregular routes across the region. Many take the “back way”, as it is commonly referred, to pass through West Africa and reach Mali or Niger before heading north to Libya, where they attempt to cross the Mediterranean Sea. In 2016, 181,436 people arrived by sea in Italy, including 11,929 Gambians (6.6 percent). Most of them were men aged 15 to 40. They account for the top three nationalities arriving on the Italian shores.

Within the country, 23 percent of the population is affected by internal migration with urbanisation heavily contributing to this phenomenon. Political uncertainty at the beginning of 2017 caused large displacement, however this was resolved with the political crisis coming to an end. Irregular migration from The Gambia seems to be on the rise as many young Gambians are choosing to follow this path. Men are most likely to embark on the irregular journey and an increasing number of minors are following the same path.

According to the November 2017 *Cadre Harmonisé* analysis, 3 percent (36,401 people) will be in a crisis situation (phase 3), while 22 percent (317,406 people) will be in stress situation (phase 2) during the 2018 lean season. The last Comprehensive Food Security and Vulnerability Analysis (CSFVA) carried out in 2016 found that food insecurity disproportionately affects households in rural areas, accounting for between 12 and 22 percent of the population. Kiang, Central River region and Upper River region are the most affected, while women are particularly vulnerable to food insecurity due to limited access to economic resources, such as land and other livelihood resources.

Half of the adult population aged 15 years and older are literate, while the gender-disaggregated literacy rates for youth aged 15 to 24 years stand at 70.8 percent for women and 75.6 percent for men (Population and Housing Census, 2013). Government policies provide for universal access to pre-primary and primary education, although the quality of education and the retention rates in schools are of concern. Whereas net enrolment in the urban areas ranges from 85.4 to 70.8 percent, it is relatively low in the rural vulnerable regions such as Kuntaur (31.7 percent), Janjanbureh (46.1 percent), Basse (55.5 percent) and Kerewan (58.1 percent). Completion rates for primary education (Grade 6) stand at 78.7 percent: 80.0 percent for girls and 77.4 percent for boys (Education Statistics Yearbook, 2017). The Gender Parity Index is, therefore, 1.05 in favour of girls. The high proportion of boys involved in irregular migration out of The Gambia may be one of the multiple reasons that boys completion rates were lower than girls in 2017.

The National Development Plan (2018–2021) prioritises governance and human capital development. It aims to improve the standard of living and provide adequate services for youth, women and children. Social sector services will be improved in terms of access to health, education and youth development programmes. There is also an emphasis on social protection programmes for the vulnerable. A capacity assessment for safety net programmes was conducted in 2016 with the WFP Centre of Excellence against Hunger in Brazil. The report identified gaps in

coordination, planning and implementation, and financial capacities and systems at the central and regional levels, as well as inadequate community participation. Recommendations focused on the need to strengthen institutional coordination, to ensure sustainable funding and develop capacities and systems for the implementation and monitoring of programmes with greater communities involvement.

## WFP Objectives and Strategic Coordination

In 2017, WFP implemented projects in The Gambia through three operations: an Immediate Response Emergency Operation (IR-EMOP) which provided targeted support to floods and windstorm affected households; a Protracted Relief and Recovery Operation (PRRO) which provided targeted food and nutrition assistance; and a Development Project which established the foundation for a nationally owned, sustainable school meals programme. WFP activities are aligned with the national development plan as well as the United Nations Development Assistance Framework (UNDAF), and contribute towards the education, nutrition and social protection outcomes.

The PRRO supported the recovery of households from recurrent climate shocks. The goal of the operation is to enable communities that were affected by the 2011/12 drought and floods to fully recover from the shocks, meet their daily food requirements and stabilize their nutrition and health status. The main objectives were to: (i) support the treatment and prevention of acute malnutrition among children aged 6-59 months and pregnant and lactating women in targeted regions; (ii) restore and rebuild the livelihoods of the most vulnerable population and support their transition to recovery; and (iii) support the national disaster risk reduction agenda and enhance government and community capacity in emergency preparedness and response. Based on these, the three components are: (i) nutrition security through prevention and treatment of acute malnutrition among children and pregnant and lactating women; (ii) disaster recovery via conditional cash transfers to flood and drought affected households during the June–October lean season; and (iii) capacity development of national institutions in disaster risk reduction, assessment and response planning. PRRO activities were designed to improve the food and nutrition security of the most vulnerable households.

The Development Project's main objective was to develop capacities for a gradual handover of operations and expertise to the Government whilst maintaining the provision of food assistance to consolidate the gains made in improved access to education. WFP supported the Government in achieving universal access to pre-primary and primary education through the provision of school meals in the most vulnerable regions and districts, especially in areas where education indicators remain low. Furthermore, WFP worked alongside the Government to strengthen their policy formulation and financial capacities, reinforce inter-sectoral coordination, design and implementation, and promote community engagement to ensure sustainability. In order to improve project design, WFP utilised initiatives that link local agricultural production and the provision of school meals. Activities under this project were aligned with WFP Strategic Objectives 3 (achieve food security) and 4 (support the implementation of the Sustainable Development Goals [SDGs]) and contributed to UNDAF 2012–2016 Objective 2, Outcome 5, "Access to high quality and relevant education and skills for youth, children and disadvantaged adults enhanced".

The IR-EMOP was activated to assist those affected by the floods and windstorms that occurred in August 2016. The operation provided 10,000 people (51 percent women and girls and 49 percent men and boys) with food assistance for a period of three months in order to save lives and avert a possible deterioration of food and nutrition security of the affected population. Cash transfers were used since markets were functioning and food commodities available.

In 2017, an independent lead convener and a research team conducted The Gambia's Zero Hunger Strategic Review (ZHSR). The ZHSR aimed to analyse the situation of hunger, food and nutrition security as well as agriculture throughout the country. The review further looked at the extent to which current policies and programmes are effectively addressing the challenges being faced, the factors contributing to these challenges, and the changes and reforms required to end hunger in The Gambia by 2030.

The review adopted a participatory approach involving consultations with a diverse set of stakeholders from all regions, non-governmental organization (NGOs), United Nations (UN) agencies and ministries. At the regional level, stakeholders included farmer's organizations, civil society, local authorities and the private sector.

The root causes of hunger are multifaceted and stem from current gaps within government policies, the dynamics within the food supply chain and other cross-cutting themes such as gender parity and social protection mechanisms which strongly affect the most vulnerable. The review addresses the four targets under SDG 2 and provides analysis and recommendations on food insecurity stemming from access issues, malnutrition, agricultural productivity and sustainable food systems.

The ZHSR identified gaps in food and nutrition policies and prepared a roadmap for the implementation of recommendations, such as the development of more effective and cohesive food and nutrition security policies,



support for decentralising the implementation of food assistance programmes, provision of support to ensure sustainability of safety net programmes, support for productivity of smallholder agriculture and the creation of sustainable food systems.

WFP's capacity support to the Government included support for the finalisation of the school meals policy, social protection programmes and the provision of capacity development officers to support decentralised implementation of food assistance programmes at regional and community levels. The recent study for the creation of fiscal space identifies fiscal measures that enable the introduction of four main programmes in the national budget, namely: a school meals programme (in line with handover milestones), a maternal and child health programme, a pensions programme and youth empowerment programme. While WFP supported the development of the national school meals programme, follow-up support for the implementation of the recommendations for a fiscal space opens up a potential area for South-South Cooperation as part of WFP country capacity strengthening efforts towards zero hunger, particularly through the Country Strategic Plan.

Partnerships were reinforced with the University of The Gambia for a study on the costs and benefits of school meals, as well as the World Bank and European Union (EU) for social protection. To ensure efficiency of country capacity strengthening activities in linking food assistance to smallholder farmers' markets, WFP and the Food and Agriculture Organization of the United Nations (FAO) collaborated to provide technical assistance to the Government through the Purchasing from Africans for Africa initiative. The recommendations of these processes are integrated in the implementation of an EU-funded joint WFP-FAO project on food security, in support of the 11th European Development Fund National Indicative Programme.

# Country Resources and Results

## Resources for Results

At the beginning of 2017, the Development Project 200327 was 26 percent funded having received USD 1 million in multi-year contributions in the previous years. By mid-2017, a new multi-year contribution had raised the resourcing level to 65 percent of the total requirement for 2017 (USD 2.6 million).

Throughout the year, rations were adjusted based on the resourcing levels while maintaining coverage to all schools in the six targeted regions. Due to in-kind contribution delays (taking up to one year to arrive), WFP implemented ration cuts during the first term of the academic year (January–March 2017). Parent's financial and in-kind contributions greatly supported filling the gap at moments like this. During the second term (April–July 2017), all targeted schools were reached with full rations. From September 2017, a local diversified food basket was introduced using a third party cooperating partner to distribute fresh produce and local cereals. This new operational modality experienced delays resulting in rations being increased with substitutions to replace the planned fresh and local products.

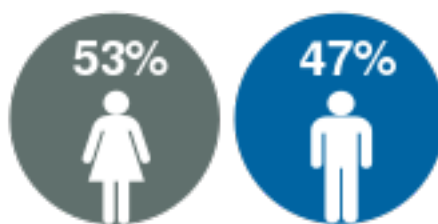
In 2017, there was a significant increase in funding for PRRO 200557, as compared to 2016, with the full requirement of the nutrition component covered for 2017 through a multi-year and multilateral contribution. The political impasse in early 2017 and subsequent changes in the Government resulted in serious delays in the transfers of funds to start the programme implementation. To overcome these challenges, funds for implementation were transferred through a Government Parastatal for the start-up activities. Due to the delay, the implementation strategy was changed to combine both treatment and prevention of malnutrition activities for children aged 6-59 months in order to fast track implementation. Activities for the prevention of malnutrition for children aged 6-23 months were planned for the lean season (June–October 2017). However, it was necessary to reschedule this activity until after the lean season in order to mitigate the nutrition situation. Actual distribution, therefore, took place from October to December 2017. In total, WFP and its counterparts carried out three distributions in 2017 compared to the initial plan of 12 months of distributions for the treatment programme and 5 months for the prevention programme. As a result 32.9 percent and 76.2 percent of beneficiaries in the treatment programme and the prevention programme were reached respectively.

An IR-EMOP responding to households affected by windstorm, heavy rainfalls and floods in mid-August 2016 was fully funded by the Immediate Response Account (IRA). These funds facilitated the purchase of equipment for SCOPE registration allowing WFP to move away from manual registration to electronic registration of beneficiaries for the first time.



## Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	28,344	29,464	57,808
Children (5-18 years)	53,319	54,947	108,266
Adults (18 years plus)	3,957	12,785	16,742
<b>Total number of beneficiaries in 2017</b>	<b>85,620</b>	<b>97,196</b>	<b>182,816</b>



## Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Development Project	1,584	155	402	-	60	2,201
Single Country PRRO	-	-	-	218	-	218
<b>Total Food Distributed in 2017</b>	<b>1,584</b>	<b>155</b>	<b>402</b>	<b>218</b>	<b>60</b>	<b>2,419</b>



## Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Development Project	232,580	-	-
Single Country IR-EMOP	226,411	-	-
<b>Total Distributed in 2017</b>	<b>458,991</b>	<b>-</b>	<b>-</b>

## Supply Chain

The port of Banjul is the main commercial point of entry into The Gambia and serves as a transshipment point for the neighbouring members of Economic Community of West African States (ECOWAS) including Senegal, Guinea-Bissau and Mali. WFP does not have a storage facility in the Banjul port, but has an easily accessible facility 11 km away in Kanifing.

In 2017, the Banjul port improved its customs and port clearance mechanisms with humanitarian cargoes being given priority during clearing processes. Furthermore, reductions in transport tariffs for the clearance of incoming goods received at the port and their transport to the extended delivery points (WFP Kanifing warehouses) were reflected in the revision of the Country Programme 200327 and PRRO 200557 landside transport, storage and handling (LTSH) matrices. There was a significant reduction in LTSH rates for both projects. The drop in fuel prices and their instability, as well as fluctuating exchange rates, were also in favour of these competitive tariffs. With a view to improving efficiency, customs clearance of incoming WFP cargoes are handled by the contracted and experienced forwarding agents to avoid any storage and demurrage charges which are usually a result of delays in processing documents.



WFP's two warehouses, each with a capacity of 2,500 mt, are used as transshipment points to several distribution points in six regions. WFP directly manages one warehouse whilst the other is managed by the Government of The Gambia. Food is managed according to WFP standard procedures, and regular monitoring of inventory is carried out jointly by the Government and WFP staff.

WFP's Supply Chain Unit updates its shortlist of transport, clearing and forwarding agents annually. A revision of the shortlisted transporters made it possible to increase the quality of service for food deliveries. Contracts were awarded based on past satisfactory performances and tariff systems allowing significant cost reductions. Meetings with all shortlisted service providers offering logistics services were organized to discuss and address the operational shortcomings experienced in previous contracting periods. The country office redesigned its contracting strategy by using the In-Tend platform encouraging competition among service providers resulting in cost efficient food delivery to the final delivery points.

In 2017, a total of 2,279 mt of foods were transported to beneficiaries of the school meals programme across the six regions including 1,653.120 mt of rice, 405 mt of peas/beans, 32.975 mt of iodised salt, 43.98 mt of canned fish and 144.054 mt of vegetable oil. WFP purchased 521 mt of beans and 34 mt of iodised salt locally. Due to availability constraints and delivery lead times, the remaining foods were purchased from the Global Commodity Management Facility (GCMF). In line with its commitment to stimulate local production, the country office will endeavour to increase local purchases in 2018.

Persistent monitoring of food quality helped in achieving zero post-delivery losses in 2017. Monthly physical inventory is conducted by the programme and finance units with the assistance of WFP partners in order to detect commodities with upcoming expiry dates.



## Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Beans	521	-	521
Canned Fish	-	104	104
Iodised Salt	34	-	34
<b>Total</b>	<b>555</b>	<b>104</b>	<b>658</b>
<b>Percentage</b>	<b>84.3%</b>	<b>15.7%</b>	

## Annual Global Commodity Management Facility Purchases Received in Country (mt)

Commodity	Total
Corn Soya Blend	407
Ready To Use Supplementary Food	539
Rice	225
Split Peas	52
Vegetable Oil	63
<b>Total</b>	<b>1,286</b>

## Implementation of Evaluation Recommendations and Lessons Learned

An evaluation carried out in 2016 on the PRRO established a series of recommendations and lessons learnt to improve the effectiveness and efficiency in WFP's operations in The Gambia. In response to the recommendations, the number of distribution points was increased to 230, ensuring timely distributions, lesser travel and waiting periods and the application of crowd control measures. Additional points will be established to further reduce time spent travelling to the various centres. In addition, to avoid pipeline breaks during the distribution exercise, three month rations were delivered.

During distributions, social and behavioural change communications provided basic health and nutrition messages as well as the need to avoid sharing of rations. Village Support Groups (VSGs) were also trained to follow up with beneficiaries for the proper use of rations, household screening of children aged 6-59 months for enrolment in the treatment programme and referrals to health facilities. Furthermore, WFP advocated for greater participation of women in food distribution exercises with the involvement of 50 percent women in the VSGs.

Monitoring and evaluation was strengthened with the participation of partners through joint monitoring exercises that reinforced ownership and developed capacities. Cooperating partner reports were simplified to capture basic data, in addition to partners being trained on how to use the monitoring tools. In order to reduce the burden on health workers, VSGs were also trained on the treatment of moderate acute malnutrition.

WFP's nutrition project is currently working with the Food and Agriculture Organization of the United Nations (FAO) to determine how support, especially to women farmers, can be directed to the communities with high malnutrition rates. This will provide vulnerable families with the opportunity to increase their agricultural production and productivity. Local purchase of food items through the home-grown school meals is also another opportunity that provides a ready market.

The Millennium Development Goals 1c Project's final evaluation report released in June 2017 highlighted the need to address stunting as an indicator as assessing levels of underweight children was not appropriate for the school meals programme. Although it was not possible to monitor the impact on stunting through school meals, a more diversified food basket was established with the basket increasing from four items (rice, oil, beans and salt) to include groundnuts, dark green leaves, locust beans and maize/millet, bringing the total number of items in the new food basket to eight.

For school meals, to improve the timing and availability of food items from local farmers, quarterly disbursements were made to communities to purchase the necessary food items at a local level. This eased the burden of obtaining all required quantities of the different food items at the appropriate time at the central level. This approach has gone a long way in trying to address the shortage encountered. The use of cash transfers successfully brought cash closer to the communities, therefore reducing the transaction time for local purchases.

WFP is continuing to work alongside the National Disaster Management Agency (NDMA), the lead partner in Disaster Risk Reduction, to review the national contingency plan and develop community level gender-responsive contingency plans. These plans are to be developed in the most vulnerable regions of The Gambia.

# Project Results

## Activities and Operational Partnerships

The Development Project aimed to provide in-kind and cash assistance to beneficiary schools as well as capacity development to support the establishment of a nationally owned sustainable school meals programme in The Gambia.

The project ensured pre and primary schoolchildren in vulnerable districts in all six regions of The Gambia with safe and nutritious daily lunches, five days a week during the school term. The school meals programme utilised both in-kind and cash-based transfer (CBT) modalities and was implemented through catering services between January and mid-April 2017 and by community procurement thereafter. The in-kind food basket consisted of four items, namely rice, beans or yellow split peas (based on availability), oil and iodised salt up until July 2017. In September, the food basket was revised to include additional items such as fish, groundnuts, maize and millet, among others, thereby replicating the eight commodity food basket developed for the caterer and community procurement CBT models. These were introduced to promote a local diversified menu, as preferred by the communities, and constituted: rice, oil (palm oil and groundnut oil), groundnuts (peanut butter and groundnut powder), dried fish, millet/maize (depending on availability or preference of communities), locust beans, black-eyed beans, cassava/sweet potatoes and dark green leaves. To facilitate the implementation of the diversified food basket for schools, a mixed model was planned to commence in September so that perishable commodities and those available at community levels could be purchased through cash transfers to the school meals accounts of the schools, managed by the food management committees.

The rations for the diversified food basket were: 100 g of rice, 10 g of oil/palm oil, 30 g of beans, 6 g of canned fish (for in-kind schools), 15 g of dried/salted fish (for CBT schools), 50 g of cassava/sweet potato, 15 g of locust beans, 15 g of groundnut powder and 50 g dark green leaves locally produced (this was later reduced to 15 g based on feedback from the field). The new menu provided a link between smallholder farmers and school meals, empowering communities with the direct purchase of the food management committees at the school and community level. In each school, a food management committee was trained to oversee commodity purchasing and management which included rationing, record-keeping and distribution of food to the children. WFP utilised the combined cash and in-kind model in two regions in The Gambia – the Lower River Region (one year only) and Central River Region (four years), with gradual scale-up to full CBT in the Central River Region.

The lead partner for implementation of the school meals programme is the Ministry for Basic and Secondary Education. Activities are implemented based on the overall project objectives and the action plans produced from the annual Systems Approach for Better Education Results (SABER) monitoring. Other partners are the Ministry of Agriculture, the National Nutrition Agency, the Ministry of Health and Social Welfare, and The Gambia Standards Bureau and Food Safety Authority. Key United Nations (UN) agencies involved in implementation are the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme (UNDP). WFP works closely with UNICEF and the World Bank on Social Protection and other policy issues, with FAO on strengthening the link with smallholder farmers through local purchase and with UNDP on high level issues relating to the creation of fiscal space as well as development and alignment of the National Development Plan on school meals and social protection strategies. WFP has maintained a strong collaboration with donors highly involved in school meals and social protection. In addition, the UN Social Protection Working Group, founded within the United Nations Development Assistance Framework (UNDAF), provides a common platform for UN agency collaboration on school meals and was co-chaired by WFP and UNICEF in 2017. WFP is jointly collaborating with donors and UN agencies for the establishment of a single registry system for all social protection interventions, including school meals, and a functional review of the social protection system in The Gambia through the National Social Protection Steering Committee.

## Results

WFP's Development Project supports 55 percent of all children in lower basic schools across all six regions of The Gambia through its school meals programme. This programme successfully increased equitable access to education and human capital development in assisted schools; increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels; and strengthened government capacity to reduce undernutrition and increase access to education. There has been an overall increase in the number of targets for access to education being met in 2017 compared to 2016. The targeted indicator levels for smallholder farmer access as well as national ownership and capacities were all met. Consensus was reached to

improve the monitoring and reporting for school meals programmes through the inclusion of additional indicators in the Educational Management Information system in 2018. Additional trainings will be conducted on these new indicators in 2018.

While average school attendance rates were generally satisfactory (81 percent), retention rates, at 63 percent in 2017, were in need of improvement as well as pass rates which were low at 41 percent, according to the 2017 Ministry of Basic and Secondary Education Statistical Yearbook. The combination of these two statistics demonstrate the need for more complementary interventions to improve the access and quality of education. The average annual rate of change in number of children enrolled in WFP-supported schools was 1.02 percent for preschools, 1.04 percent for girls' enrolment and 1.05 percent for boys. Within the school meals project management committees, there was a 2.5 percent increase in the proportion of women beneficiaries in leadership positions resulting in 50 percent of these positions being held by women as opposed to 47.5 percent in 2016.

Food distributed doubled the target for the schools benefiting from the in-kind modality (part food-cash modality). This is because the fully-diversified food basket, which utilises lesser rations of rice and oil, with more of cereals and green leafy vegetables through cash-based modality, was not implemented as planned, resulting in additional rations of rice and oil to meet required daily calories. Funds were not available for the cash-based transfers (CBT) for two of the regions that planned the combined food-cash modality. For the remaining regions with available funding, constraints in implementation arose from delays in resource transfers and the need to contract non-governmental organizations (NGOs) and other partners. The only additional commodity that schools receiving the combined food-cash modalities was canned fish from Japan. In addition, to facilitate the serving of daily hot meals to school children, 12,000 utensils were provided (plates, spoons, cooking pots).

WFP achieved the target of over 10 percent of distributed food being locally sourced. In 2017, WFP purchased 15.7 percent of food from regional, national and local suppliers with 555 mt purchased from farmer organizations and distributed to in-kind beneficiary schools. This achievement is attributable to WFP's capacity strengthening support to farmer associations through the provision of basic assets (pallets, stitching machine, weighing scales and empty sacks for farmers to bag their produce) and trainings on the procurement process, storage management, food safety and quality as well as linking farmers to service providers (fumigators, transporters, repair and maintenance of equipment). WFP worked with existing projects that supported farmers in the value chain to enhance their productivity.

The reviews and assessments of the CBT pilot carried out in 2017 has resulted in a planned expansion to more schools in 2018 bringing the total number of schools from 24 to 41. Lessons learned from the pilot demonstrated that challenges were experienced while implementing the cash modality particularly with regards to reporting and progress monitoring. Difficulties were encountered in monitoring the catering system and there were often delays in receiving reports from all CBT schools. The application of best practices from the new lessons learned has triggered a shift in WFP's approach to CBT and strives to improve implementation.

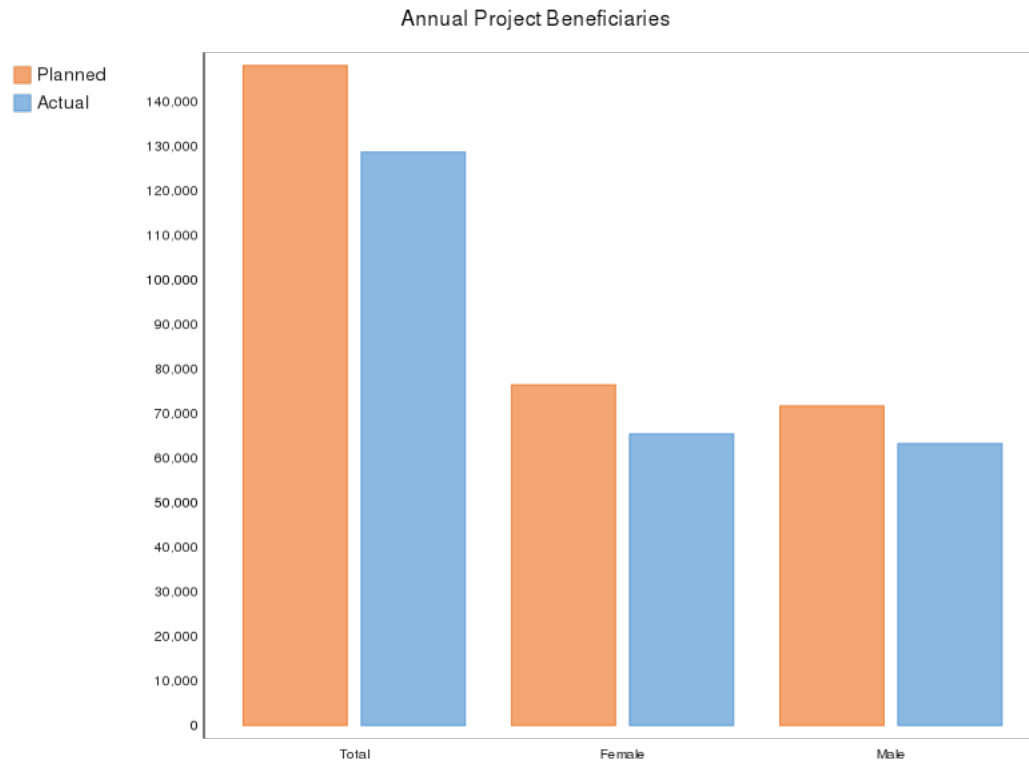
WFP continued to support the operational capacities at all levels of the school meals system through collaboration with partners. At the regional level, government school meals staff continue to receive on-site training and coaching aimed at improving planning, implementation and monitoring. Over 100 government staff acquired skills in improved school meals programme design, implementation and other school meals-related activities. WFP trained 1,220 women on child health and nutrition.

Capacities and systems at the national and regional levels were strengthened through WFP's guidance for the management and transition of the school meals programme to the Government. The National Capacity Index indicated an increasing national and regional institutional capacities with a National Capacity Index at moderate capacity (3) on the Systems Approach for Better Education Results (SABER) standards in 2017, compared to emergent capacity (2) in 2016. Significant results were achieved in creating an enabling environment for a nationally owned programme indicated by an overall SABER rating/National Capacity Index of 3. In November 2017, WFP provided technical support for week-long national policy and programme consultative process with inputs by all stakeholders nationwide. This process resulted in a draft handover plan, draft national school meals programme, a policy implementation plan and a draft school meals code of conduct. A key output of the development project in terms of capacity development was, therefore, the finalisation of the school meals policy to be published and shared with the Cabinet.

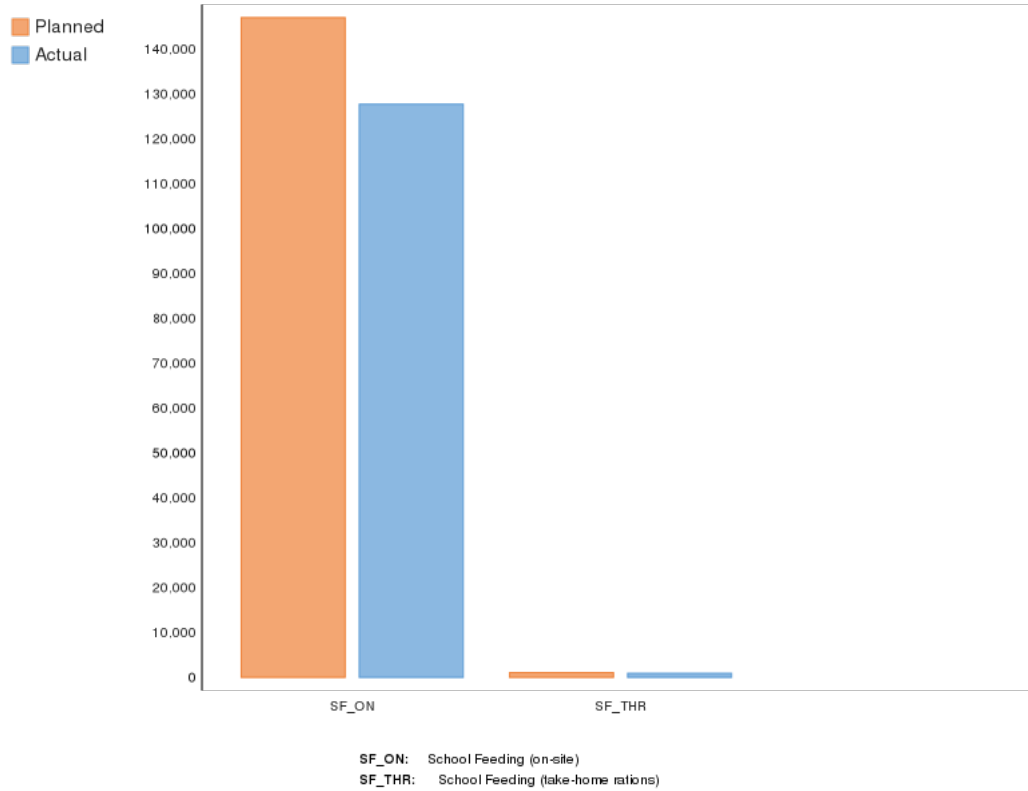
Upon recommendations from a study conducted by the Economic Policy Research Institute and a Cost Benefit Analysis and National Cost Assessment conducted by the University of The Gambia, a fiscal space was created within the national budget for school meals. This key achievement is a result of the joint partnership between the Government, donors and United Nations Agencies, including WFP. National counterparts have benefited from trainings and workshops to gain better understanding of the school meals costing and cost structure. Trainings were provided on school meals budgeting which resulted in the development of a national budgeting template that was used for the draft 2018 budget proposal, submitted to the Ministry of Finance and Economic Affairs. This continued

advocacy and improved financial capacity for national school meals programmes is reflected in the Government's allocation of GMD 30 million (USD 635,000) for school meals activities in the two regions that WFP handed over beneficiaries to the Government in late 2017.

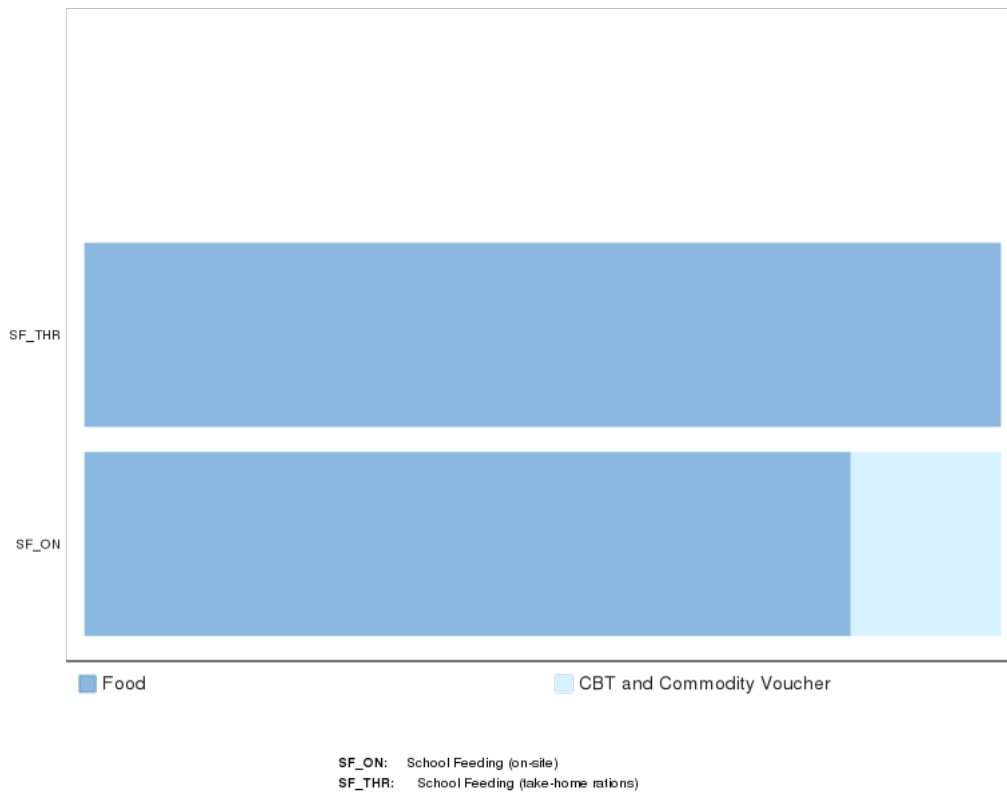
South-South Cooperation was supported through the African School Meals Network Forum as well as the Global Child Nutrition Forum, where senior officials managing the school meals programme had the opportunity to exchange experiences and lessons learnt with other countries.



Annual Project Beneficiaries by Activity



Modality of Transfer by Activity







## Annual Project Food Distribution

Commodity	Planned Distribution (mt)	Actual Distribution (mt)	% Actual v. Planned
Beans	107	60	56.5%
Canned Fish	53	27	50.7%
Iodised Salt	32	33	102.8%
Maize	178	-	-
Micronutrient Powder	3	-	-
Rice	777	1,584	203.8%
Split Peas	-	341	-
Vegetable Oil	64	155	242.5%
<b>Total</b>	<b>1,213</b>	<b>2,201</b>	<b>181.4%</b>



## Cash Based Transfer and Commodity Voucher Distribution for the Project (USD)

Modality	Planned (USD)	Actual (USD)	% Actual v. Planned
Cash	782,187	232,580	29.7%
<b>Total</b>	<b>782,187</b>	<b>232,580</b>	<b>29.7%</b>

## Performance Monitoring

Post-distribution monitoring (PDM) and spot checks were an integral part of the school meals programme. Supervision and monitoring was regularly conducted by WFP and the Ministry of Basic and Secondary Education both at central and regional levels. PDM was undertaken each term, led by the School Agriculture and Food Management Unit with the participation of the Monitoring Unit of the Ministry of Basic and Secondary Education.

Performance monitoring focused on food deliveries, compliance with storage requirements, the functioning of implementation structures and school gardens, the role of the community, utilisation of the food, and school enrolment and attendance levels. Core areas examined during the monitoring helped to understand the level of implementation and showcase areas for improvement. The monitoring reinforced the overall monitoring of school activities and WFP within the regional education structures as well as the Government's efforts in ensuring the smooth implementation of the school meals programme to achieve the expected results.

The joint WFP/Ministry of Basic and Secondary Education monitoring teams conducted on-the-spot coaching and mentoring on school meals management for teachers and community members during visits to schools to support continuous improvement in school meals implementation. At decentralised levels, supervision of the school meals programme was conducted by regional government staff, with technical assistance from WFP Programme Policy Officers embedded in the regional education offices. This was complemented by regional multi-sectoral reviews and bi-monthly Coordination Committee meetings at the central level.

To facilitate data collection and analysis, smart phones were used for monitoring and supervision of the school meals programme. The Government was engaged in discussions to integrate school meals data collection into the Education Management Information System to facilitate timely reporting and analysis.

## Protection and Accountability to Affected Populations

The beneficiaries of the development project were pre and primary schoolchildren and the cooks within the schools. All project beneficiaries were aware of their entitlements. As food was distributed on-site in the schools, there were no issues of safety regarding beneficiaries travelling to the distribution sites.

Community involvement in food management served to reduce the risk of diversion and improve the accountability of school personnel. The food management committee ensured accountability with the diverse roles its members played at the community level, including: the Chair of the Learner Welfare Environment Sub-Committee, a Vice Chair from the same sub-committee, a Head Teacher (Secretary), a teacher responsible for store and school meals records (Assistant Secretary), the Mothers' Club President (Treasurer), a School Cook (Assistant Treasurer), a School Garden Master, a Head Girl and Boy, the Village Development Committee Secretary (member) and the Village *Alkalo* (Village Head) in some instances. Food Procurement and Community Engagement manuals were given to the food management committees after they were trained for further guidance. The positions of Chairperson and Vice Chairperson were usually occupied by parents of schoolchildren. The mix of parents, men and women, boys and girls in these committees ensured proper accountability for the programme.

A school meals code of conduct was made available in draft form to outline the principles, values and measures to guide the conduct of teachers and community members responsible for the management of school meals. The code of conduct serves as a tool to ensure effective follow up on malpractices, through a specially designed tool that allows for entry of complaints or findings and subsequent feedback from the regions. The tools will be tested in 2018.

Results indicated gender parity for beneficiaries of the school meals programme. In all schools, the Food Management Committees are presided over by the Chairpersons of the Learner Welfare Environment Sub-Committee, with equal participation by both men and women (50 percent representation of each). Mothers' clubs are fully involved, as the President of the Mothers' clubs serves as the treasurer of the committee. The cook, who is woman, is also on the committee as well as the head girl of the school.

## Story Worth Telling: Home-grown school feeding takes an innovative turn in The Gambia

In September 2016, WFP and the Ministry of Basic and Secondary Education launched a cash-based transfer (CBT) school meals pilot in 24 schools to test two models of school meals: community cash transfer (cash transfer local purchase through school food management committee) and caterer model (hired catering services).

After trials of these two models in the pilot across the country, the community model was found to be more beneficial to the children and to the communities. It helped to strengthen linkages between school meals and smallholder agriculture, and increased diversification of the meals with fresh local foods. Up to 100 mt of local produce ranging from beans, cassava, carrot, maize, millet, dark green leafy vegetables, and groundnut both raw and paste were purchased from smallholder farmers. Among the local suppliers, 52 percent were women.

The community CBT is gradually being extended to strengthen community partnerships and boost local ownership of the school meals programme. In 2017, 17 more schools across the country started enjoying a more locally diversified programme thanks to this model which is proving school meals as a social safety net, positively affecting the cycle of hunger and poverty in vulnerable areas.

Embedded within the pilot project are key and important features like quality control through The Gambia Standards Bureau. The National Nutrition Agency (NaNA) also developed a menu that promotes adaptation to local culinary and improved nutrition for both pre and primary school-aged children. This pilot seeks to strengthen the capacity of both central and regional partners to facilitate the gradual handover of the school meals programme to the Government of The Gambia.

# Figures and Indicators

## Data Notes

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In the capital city Banjul, WFP prioritizes Special Needs Learning centres under the Schools Meals Programme.

## Overview of Project Beneficiary Information

**Table 1: Overview of Project Beneficiary Information**

Beneficiary Category	Planned (male)	Planned (female)	Planned (total)	Actual (male)	Actual (female)	Actual (total)	% Actual v. Planned (male)	% Actual v. Planned (female)	% Actual v. Planned (total)
Total Beneficiaries	71,674	76,414	148,088	63,250	65,395	128,645	88.2%	85.6%	86.9%
<b>By Age-group:</b>									
Children (under 5 years)	7,404	8,589	15,993	8,773	9,024	17,797	118.5%	105.1%	111.3%
Children (5-18 years)	64,270	66,640	130,910	50,714	52,263	102,977	78.9%	78.4%	78.7%
Adults (18 years plus)	-	1,185	1,185	3,763	4,108	7,871	-	346.7%	664.2%
<b>By Residence status:</b>									
Residents	71,675	76,413	148,088	60,639	68,006	128,645	84.6%	89.0%	86.9%

## Participants and Beneficiaries by Activity and Modality

**Table 2: Beneficiaries by Activity and Modality**

Activity	Planned (food)	Planned (CBT)	Planned (total)	Actual (food)	Actual (CBT)	Actual (total)	% Actual v. Planned (food)	% Actual v. Planned (CBT)	% Actual v. Planned (total)
School Feeding (on-site)	120,017	27,010	147,027	114,772	22,506	127,271	95.6%	83.3%	86.9%
School Feeding (take-home rations)	1,061	-	1,061	924	-	924	87.1%	-	87.1%

## Annex: Participants by Activity and Modality

Activity	Planned (food)	Planned (CBT)	Planned (total)	Actual (food)	Actual (CBT)	Actual (total)	% Actual v. Planned (food)	% Actual v. Planned (CBT)	% Actual v. Planned (total)
School Feeding (on-site)	120,017	27,010	147,027	114,772	22,506	127,278	95.6%	83.3%	86.9%
School Feeding (take-home rations)	1,061	-	1,061	924	-	924	87.1%	-	87.1%

## Participants and Beneficiaries by Activity (excluding nutrition)

**Table 3: Participants and Beneficiaries by Activity (excluding nutrition)**

Beneficiary Category	Planned (male)	Planned (female)	Planned (total)	Actual (male)	Actual (female)	Actual (total)	% Actual v. Planned (male)	% Actual v. Planned (female)	% Actual v. Planned (total)
<b>School Feeding (on-site)</b>									
Children receiving school meals in pre-primary schools	9,183	10,779	19,962	8,782	10,309	19,091	95.6%	95.6%	95.6%
Children receiving school meals in primary schools	62,262	64,803	127,065	53,229	55,401	108,630	85.5%	85.5%	85.5%
Total participants	71,445	75,582	147,027	62,011	65,710	127,721	86.8%	86.9%	86.9%
Total beneficiaries	71,445	75,582	147,027	62,011	65,710	127,721	86.8%	86.9%	86.9%
<b>School Feeding (take-home rations)</b>									
Activity supporters	-	1,061	1,061	-	924	924	-	87.1%	87.1%
Total participants	-	1,061	1,061	-	924	924	-	87.1%	87.1%
Total beneficiaries	-	1,061	1,061	-	924	924	-	87.1%	87.1%

## Project Indicators

## Outcome Indicators

Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
<b>SO3 Reduce risk and enable people, communities and countries to meet their own food and nutrition needs</b>				
<b>Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels</b>				
<b>Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2012.07, WFP programme monitoring, Previous Follow-up: 2016.02, WFP programme monitoring, WFP Local Procurement records, Latest Follow-up: 2017.12, WFP programme monitoring, WFP Local Procurement</i>	>10.00	0.00	5.00	15.00
<b>SO4 Reduce undernutrition and break the intergenerational cycle of hunger</b>				
<b>Increased equitable access to and utilization of education</b>				
<b>Retention rate in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2014.02, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, WFP programme monitoring, SF Post Distribution Monitoring</i>	=85.00	73.00	65.60	73.20
<b>Retention rate (girls) in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2012.07, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, Secondary data</i>	=85.00	71.10	64.90	65.82
<b>Retention rate (boys) in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2012.07, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, Secondary data</i>	=85.00	73.80	66.40	63.00
<b>Enrolment: Average annual rate of change in number of children enrolled in WFP-assisted pre-schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2014.06, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, Secondary data</i>	=16.00	14.75	1.73	1.02
<b>Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted pre-schools</b>				
<i>NATIONWIDE, Project End Target: 2016.07, Base value: 2014.06, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, Secondary data</i>	=6.00	14.31	2.20	1.04
<b>Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted pre-schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2014.06, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, Secondary data</i>	=16.00	15.21	1.26	1.05
<b>Enrolment: Average annual rate of change in number of children enrolled in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Ministry of Basic and Secondary Education data, Base value: 2012.08, Secondary data, Previous Follow-up: 2016.05, Secondary data, Ministry of Education Annual Statistics, Latest Follow-up: 2017.12, Secondary data, Ministry of Education Annual Statistics</i>	=6.00	6.73	3.30	3.42

Outcome	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
<b>Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2012.07, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, Secondary data</i>	=8.00	7.00	3.32	3.70
<b>Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2012.07, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, Secondary data</i>	=6.00	6.30	3.28	4.03
<b>Pass rate in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Ministry of Basic and Secondary Education Reports, Base value: 2012.09, Secondary data, Ministry of Basic and Secondary Education Reports, Previous Follow-up: 2016.12, WFP programme monitoring, PDM, Latest Follow-up: 2017.12, Secondary data, National Assessment Test</i>	=80.00	29.00	58.00	41.26
<b>Attendance rate in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Assessment, Base value: 2012.07, WFP survey, Assessment, Previous Follow-up: 2016.12, WFP programme monitoring, Latest Follow-up: 2017.12, WFP programme monitoring, WFP termly SF post distribution monitoring</i>	=90.00	61.00	89.00	91.00
<b>Gender ratio: ratio of girls to boys enrolled in WFP-assisted pre-schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2012.07, Secondary data, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.12, Secondary data, Ministry of Basic and Secondary Education 2017 Statistical year book</i>	=1.00	1.08	1.04	1.04
<b>Gender ratio: ratio of girls to boys enrolled in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Latest Follow-up: 2017.12, Secondary data, Ministry of Basic and Secondary Education 2017 Statistical Year Book</i>		-	-	1.04
<b>Gender ratio: ratio of girls to boys enrolled in WFP-assisted primary schools</b>				
<i>NATIONWIDE, Project End Target: 2017.12, Base value: 2012.07, WFP survey, Assessment, Previous Follow-up: 2016.05, Secondary data, Latest Follow-up: 2017.05, Secondary data</i>	=1.00	1.08	1.02	1.02
<b>Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels</b>				
<b>NCI: School Feeding National Capacity Index</b>				
<i>NATIONWIDE, Project End Target: 2017.12, SABER Assessment, Base value: 2011.11, Joint survey, SABER Assessment, Previous Follow-up: 2016.12, WFP programme monitoring, Latest Follow-up: 2017.12, WFP programme monitoring</i>	=3.00	1.00	2.00	3.00

## Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>SO3: School Feeding (on-site)</b>				
Quantity of food sold by farmer organizations to home-grown school meals programme schools (mt)	metric ton	300	-	-
<b>SO4: Capacity Development - Strengthening National Capacities</b>				



Output	Unit	Planned	Actual	% Actual vs. Planned
Number of government staff trained by WFP in nutrition programme design, implementation and other nutrition related areas (technical/strategic/managerial)	individual	100	-	-
Number of technical assistance activities provided	activity	4	-	-
<b>SO4: School Feeding (on-site)</b>				
Number of individuals (female) trained in child health and nutrition	individual	1,220	-	-
Number of schools assisted by WFP	school	368	-	-
Quantity of kitchen utensils distributed (plates, spoons, cooking pots etc.)	tool	12,000	-	-

## Gender Indicators

Cross-cutting Indicators	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
<b>Proportion of households where females and males together make decisions over the use of cash, voucher or food</b>				
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Base value: 2016.12, Latest Follow-up: 2017.12</i>	=50.00	50.00	-	50.00
<b>Proportion of households where females make decisions over the use of cash, voucher or food</b>				
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Base value: 2016.12, Latest Follow-up: 2017.12</i>	=25.00	25.00	-	44.44
<b>Proportion of households where males make decisions over the use of cash, voucher or food</b>				
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Base value: 2016.12, Latest Follow-up: 2017.12</i>	=25.00	25.00	-	55.56
<b>Proportion of women beneficiaries in leadership positions of project management committees</b>				
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Base value: 2016.12, Latest Follow-up: 2017.12</i>	>60.00	47.50	-	50.00
<b>Proportion of women project management committee members trained on modalities of food, cash, or voucher distribution</b>				
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Base value: 2016.12, Latest Follow-up: 2017.12</i>	=50.00	50.00	-	41.59

## Protection and Accountability to Affected Populations Indicators

Cross-cutting Indicators	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
<b>Proportion of assisted people informed about the programme (who is included, what people will receive, where people can complain)</b>				
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Base value: 2016.12, Latest Follow-up: 2017.12</i>	=100.00	100.00	-	100.00

Cross-cutting Indicators	Project End Target	Base Value	Previous Follow-up	Latest Follow-up
Proportion of assisted people who do not experience safety problems travelling to, from and/or at WFP programme site				
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Base value: 2016.12, Latest Follow-up: 2017.12</i>	=100.00	100.00	-	100.00

## Partnership Indicators

Cross-cutting Indicators	Project End Target	Latest Follow-up
Amount of complementary funds provided to the project by partners (including NGOs, civil society, private sector organizations, international financial institutions and regional development banks)		
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Latest Follow-up: 2017.12</i>	>1,250,000.00	0.00
Number of partner organizations that provide complementary inputs and services		
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Latest Follow-up: 2017.12</i>	=3.00	3.00
Proportion of project activities implemented with the engagement of complementary partners		
<i>GAMBIA, School Feeding, Project End Target: 2017.12, Latest Follow-up: 2017.12</i>	=100.00	100.00

## Resource Inputs from Donors

### Resource Inputs from Donors

Donor	Cont. Ref. No.	Commodity	Purchased in 2017 (mt)	
			In-Kind	Cash
Japan	JPN-C-00505-01	Beans	-	521
Japan	JPN-C-00505-01	Canned Fish	-	104
Japan	JPN-C-00505-01	Iodised Salt	-	34
MULTILATERAL	MULTILATERAL	Vegetable Oil	-	35
		<b>Total</b>	-	<b>693</b>