



## TERMS OF REFERENCE

### REPUBLIC OF THE GAMBIA: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2019-2021)

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## 1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the evaluation, to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: section 1 provides information on the context; section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the WFP portfolio and defines the scope of the evaluation; section 4 identifies the evaluation questions, approach and methodology; and section 5 indicates how the evaluation will be organized. The annexes provide additional information.

### 1.1. Introduction

2. Country Strategic Plan Evaluations (CSPEs) encompass WFP's country strategy and the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plans and WFP's Evaluation Policy.

### 1.2. Country Context

#### General Overview

3. The Republic of The Gambia achieved independence in 1965. The country experienced a difficult political regime change in early 2017, following the electoral victory of Adama Barrow.

4. In 2018, the Gambia had a total estimated population of 2.3 million people. The population size has been steadily increasing, with a growth rate of 3.1 percent per annum (2010-2019)<sup>1</sup>. While the population is composed of almost equal numbers of women and men, its age structure shows discrepancies, with youth dominating other age groups (45 percent below 15 years; 53 percent between 15-64 years; and 2 percent of 65 years and above<sup>2</sup>). This demographic composition is due to a high fertility rate (of 5.3 births per woman<sup>3</sup>) and low life expectancy of an average age of 61.4. This demographic composition contributes to a high dependency ratio, estimated at 88.2 percent in 2018<sup>4</sup>, with an average household size of 8.3 persons.

5. The population of The Gambia is diverse as it is composed of a variety of ethnic groups. The Mandinka ethnicity is the largest, followed by the Fula, Wolof, Jola/Karoninka, Serahule / Jahanka and other smaller groups.

6. The Gambia is the smallest nation on Africa's mainland, with an area of 10,689 square kilometres. The country has sparse natural resource deposits and is undergoing rapid urbanization. The urban population increased from 50 percent in 2001 to 61.2 percent in 2018, with an annual growth of urbanization of around 4 percent. While poverty remains concentrated in rural areas<sup>5</sup>, rural-to-urban migration led to a concentration of poor people in the proximity of the Greater Banjul Area, suffering high inequalities and the lack of traditional support systems<sup>6</sup>.

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1 UNFPA website, <https://www.unfpa.org/data/GM>. Data extracted on 04.03. 2020.

2 UNFPA website, <https://www.unfpa.org/data/GM>. Data extracted on 02.03. 2020.

3 UNFPA, World Population Dashboard. Available at <https://www.unfpa.org/data/world-population/GM>. Data extracted on 13.01.2020.

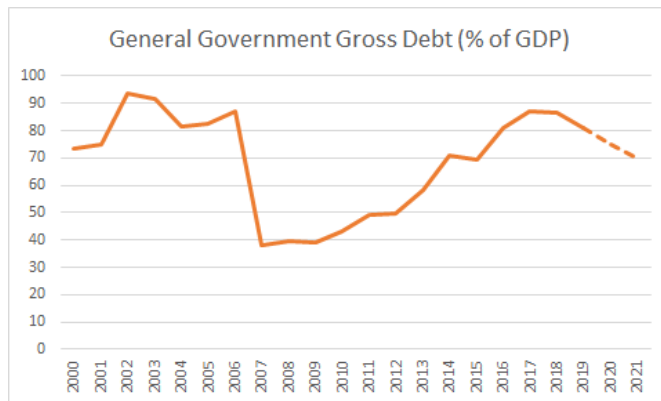
4 World Bank (2019). World Bank Open Data. Available at <https://data.worldbank.org/indicator/SP.POP.DPND?locations=GM>. Data extracted on 13.02.2020.

5 The Gambia Bureau of Statistics (GBoS) estimates urban poverty rate at 31.6 percent in 2015/2016, while rural poverty stands at 69.5%. Source: GBoS, Population and Demography. Available at <https://www.gbosdata.org/data-stories/population-and-demography/poverty-in-the-gambia>. Data extracted on 24.03.2020.

6 Source: World Bank (2019). Poverty and Equity Brief, Sub-Saharan Africa, The Gambia. Available at [https://databank.worldbank.org/data/download/poverty/33EF03BB-9722-4AE2ABC7AA2972D68AFE/Archives-2019/Global\\_POVEQ\\_GMB.pdf](https://databank.worldbank.org/data/download/poverty/33EF03BB-9722-4AE2ABC7AA2972D68AFE/Archives-2019/Global_POVEQ_GMB.pdf). Last accessed 23.03.2020.

7. Over the past decade (2007-2016), the country has maintained an average GDP growth rate of 3.6 percent, reaching a GDP per capita of US\$ 716.1 in 2018<sup>7</sup>. The growth can mainly be attributed to revenues from foreign tourism. Productive sectors have however not proportionally benefited from the increase, with an extremely heavy public debt burden (81 percent percent of GDP<sup>8</sup> in 2019, Figure 1) leading to high interest rates. Consequently, the country continues to rely heavily on inflows of net development assistance (27.3 percent of GNI<sup>9</sup>), whilst remittances amount to almost one-fifth of the GDP (15.3 percent of GDP<sup>10</sup>).

**Figure 1. The Gambia General Government Gross Debt ( percent of GDP) (2000-2021<sup>11</sup>)**



Source: IMF Data Mapper, Data extracted on 28.01.2020

8. Equally, account deficits have a negative impact on The Gambia's ability to import food. Although about 70 percent of the population<sup>12</sup> is employed in agricultural labour, the country only produces about 50 percent of its domestic food requirements<sup>13</sup>. This has been aggravated by low yields in consequence of recurrent climatic shocks and price spikes that negatively affected accessibility to seeds and fertilizers. Consequently, cost of food in Gambia increased with 7.26 percent in October 2019 comparing to price levels of the same month in the previous year<sup>14</sup>, triggering an Alert for Price Spike<sup>15</sup>.

9. The UNDP's Human Development Report 2019 indicates severe multidimensional poverty among the population as high as 32 percent. It ranks the country 174 out of 189 countries in the Human Development Index (2019)<sup>16</sup>. Income distribution in the country is unequal, reflected in a GINI index (that measures the distribution of income among individuals and households) of 35.9<sup>17</sup>.

10. In search for a better income, a steadily increasing and disproportionally high number of Gambian nationals (including important shares of highly skilled people) have emigrated to Europe. In 2019, the

7 National development Plan 2018-2021, The Gambia.

8 International Monetary Fund Data Mapper, Available at [https://www.imf.org/external/datamapper/GGXWDG\\_NGDP@WEO/OEMDC/ADVEC/WEOWORLD/GMB](https://www.imf.org/external/datamapper/GGXWDG_NGDP@WEO/OEMDC/ADVEC/WEOWORLD/GMB) . Last accessed 28.01.2020.

9 OECD/DAC 2017.

10 World Bank, World Development Indicators (WDI), 2019.

11 Values for years 2020 and 2021 were forecasted.

12 IFAD, Republic of The Gambia, Country Strategic Opportunities Programme 2019-2024.

13 FAO, Gambia at a glance, available at <http://www.fao.org/gambia/gambia-at-a-glance/en/> (last accessed 17.02.2020).

14 Trading Economics, Gambia Food Inflation. Available at <https://tradingeconomics.com/gambia/food-inflation>. Last accessed 28.01.2020.

15 The Alert for Price Spikes is an indicator that monitors the extent to which a local food commodity market experiences unusually high food price levels. The methodology is based on empirical work undertaken at the Centre of Research and Studies on Economic Development (CERDI).

16 The value of the HDI for the Gambia increased from 0.454 in 2015 to 0.466 in 2018. However, in terms of ranking, The Gambia degraded one position from 2016 to 2019 (from 173 in 2016 to 174 in 2019).

17 World Bank, WDI, 2015. A GINI index of 0 represents perfect equality, while an index of 100 implies perfect inequality.



number of international emigrants reached 118,483, a 31 percent increase from 2015<sup>18</sup>. According to the latest data from the UN Department of Economic and Social Affairs (UNDESA), this number represents approximately 5 percent of the total population<sup>19</sup>.

### Agriculture

11. Agriculture is the main economic activity in The Gambia. Production comes predominantly from subsistence farming and comprises mainly of cereals (millet, maize, sorghum, rice) and semi-intensive cash crop production (groundnut, cotton, sesame and horticulture). Small-scale manufacturing enterprises process cashews, groundnuts, fish, and hides.

12. The Gambia seems not to have been able to untap its potential: despite abundant marine resources and arable land, agricultural production has stagnated or even declined<sup>20</sup>. This has mainly been attributed to macro economic conditions, poor physical and financial infrastructure, and to climatic shocks (droughts and floods) and soil conditions.

13. The Zero Hunger Strategic Review undertaken in 2018 by The Gambia's government in collaboration with WFP, FAO, UNICEF and UNDP, identified other serious problems at micro level, including systemic and persistent gender inequalities in access to water, outdated farming methods, post-harvest losses, inadequate storage, limited value-addition and weak marketing.

### Food and Nutrition Security

14. Food security remains a major economic and social problem in The Gambia. The country ranked 75th out of 117 qualifying countries in the 2018 Global Hunger Index<sup>21</sup>.

15. Structural food insecurity has been exacerbated by shocks. Adding to a weak agriculture sector and to economic and climatic phenomena, the National Food Security Council declared an emergency food crisis situation for the cropping season 2018/2019 in consequence of a dry spell in 2017. Considering the large number of people at risk of falling into phase 3 crisis, as defined in a 2017 cadre harmonisé assessment, the Gambia was prioritized in the 2018 United Nations Integrated Strategy for the Sahel (UNISS).

16. More recently, a 2019/2020 Government-led pre-harvest assessment supported by WFP and other partners that covered all 6 Local Government Areas (LGAs), calculated the prevalence of food insecurity in the lean season at 40.45 percent, of which 35.2 percent were moderately and 5.25 percent severely food insecure. From the assessment was deduced that 46,416 people can be considered highly vulnerable to food insecurity. It also engendered a recommendation for the provision of humanitarian assistance. Finally, WFP's Hunger Map<sup>22</sup> (Figure 2) indicates that large parts of the country (in particular the Central River region) are still classified as being 'stressed' in terms of their food security situation.

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<sup>18</sup> Source: UNDESA, Migrant Stock by Origin and Destination (1990-2019), Available at <https://www.un.org/en/development/desa/population/migration/data/estimates2/estimates19.asp>. Last accessed 17.02.2020.

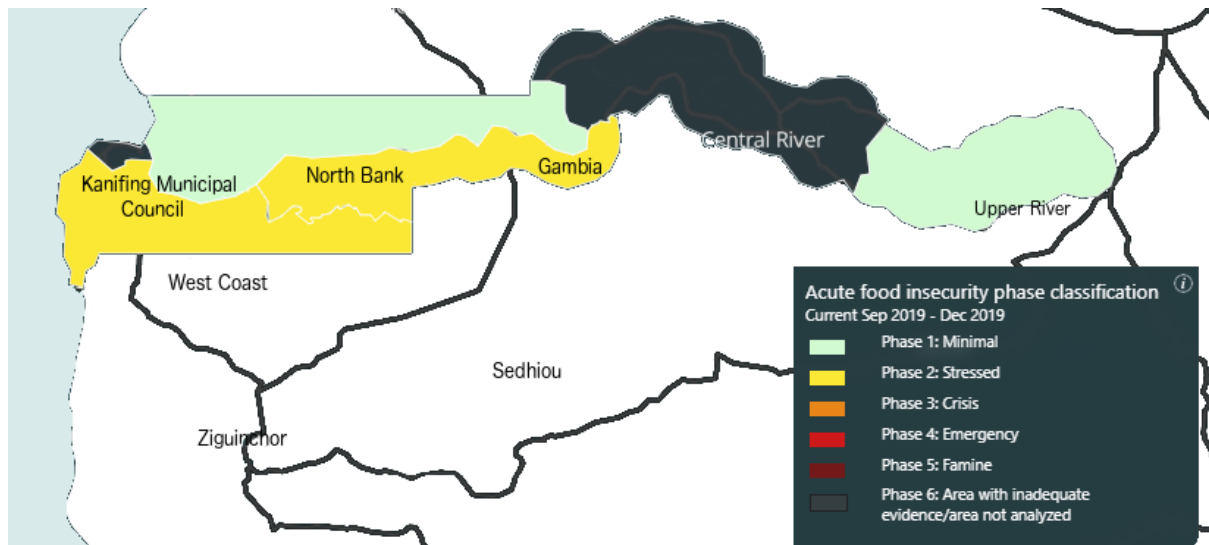
<sup>19</sup> Last data available for the total population refers to 2018 (Source: World Bank, Available at <https://data.worldbank.org/country/gambia-the>. Last accessed 28.02.2020).

<sup>20</sup> FAO, Gambia at a glance, Available at <http://www.fao.org/gambia/gambia-at-a-glance/en/>. Date of extraction 26.2.2020.

<sup>21</sup> Global Hunger Index, Gambia. Available at <https://www.globalhungerindex.org/gambia.html>. Date of extraction 26.1.2020.

<sup>22</sup> WFP, Hunger Map Live. Date of extraction 21.01.2020 and FAO, Sahel and West Africa - Cadre Harmonisé analysis October-December 2019. Date of extraction 24.01.2020.

**Figure 2: The Gambia, Integrated Food Security Phase Classification (IPC), Acute Food Insecurity Situation in December, 2019**

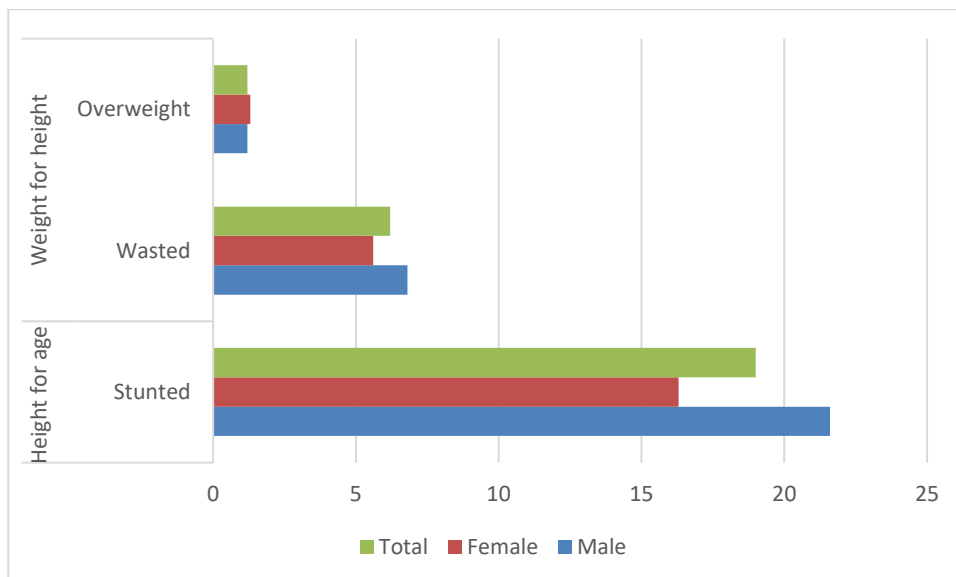


Source: WFP Hunger Live Map, Map extracted on 22.01.2020

17. Malnutrition is a major public health problem in The Gambia. In the 2018 Multiple Indicator Cluster Survey (MICS), the national stunting level was defined at 19 percent. Data showed significant regional and gender disparities, with levels appearing over 5 percent higher among males (Figure 3) and in rural areas (Figure 4). High levels of stunting are also directly related to anemia and other micronutrient deficiencies, such as iron, zinc and vitamin A. The majority of Gambian women, especially those living in rural areas, are constantly energy deficient due to unstable incomes, poor dietary and sanitation habits, heavy workload and frequent infections. Recent studies show that around 64 percent of children under five are Vitamin A deficient, and over 73 percent of children and women suffer from some form of anemia.

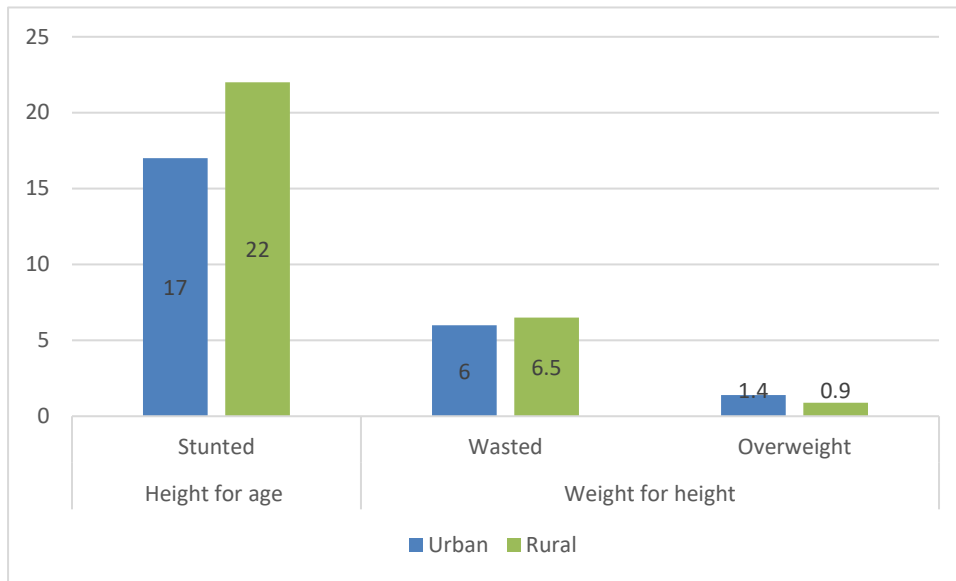
18. Global Acute Malnutrition levels in the MICS have been calculated at 6.2 percent (female 5.6; male 6.8 percent), whilst Severe Acute Malnutrition levels reached 2 percent in Upper River Region (Figure 3 and 4).

**Figure 3: Percentage of children under age 5 by nutritional status according to two anthropometric indices: height for age and weight for height (disaggregated by sex)**



Source: The Gambia MICS (2018)

**Figure 4: Percentage of children under age 5 by nutritional status according to two anthropometric indices: height for age and weight for height (disaggregated by urban/rural area)**



Source: *The Gambia MICS (2018)*

19. In terms of infant exclusive breastfeeding, with 46.8 percent<sup>23</sup>, the country is well underway to achieve global targets, performing better than most other Western African countries.

### Environment and Climate Change

20. The Gambia is faced with environmental challenges such as land degradation, loss of forest cover, loss of biodiversity and coastal erosion. Rapid population growth and unsustainable land use practices are intensifying environmental pressure (e.g. exacerbating flooding risks) while public institutions are largely incapable of enforcing environmental protections.<sup>24</sup>

21. Climate change is manifest through increasing temperatures and recurrent periods of drought. Droughts while not occurring as frequently as floods are the key hazard, affecting most vulnerable households who live from subsistence farming in The Gambia. Environmental challenges furthermore include the disappearance of upland forest, which has led to a reduction in the availability of wild fruits.<sup>25</sup>

22. Highly vulnerable to climate change and with low readiness levels, The Gambia was ranked with a low 143 (out of 188 countries) in the ND-GAIN Index 2017<sup>26</sup> which illustrates the comparative climate change resilience of countries. The situation allegedly has increased the occurrence of conflicts between herdsmen and farmers<sup>27</sup>.

23 Global Nutrition Report (2018), Country Profile The Gambia; Available at <https://globalnutritionreport.org/resources/nutrition-profiles/africa/western-africa/gambia/#profile>. Last accessed 17.02.2020.

24 African Development Bank/World Bank (2017) Fragility Risk and Resilience Assessment.

25 IFAD (2015), Strengthening Climate Resilience of the National Agricultural Land and Water Management Development Project – Chosso, Project design document.

26 ND Gain Country Index. Available at <https://gain-new.crc.nd.edu/ranking>. Date of extraction 18.02.2020.

27 UN Economic Commission for Africa (2017), New Fringe Pastoralism: Conflict and Insecurity and Development in the Horn of Africa and the Sahel. Available at [https://www.uneca.org/sites/default/files/PublicationFiles/new\\_fringe\\_pastoralism\\_eng1.pdf](https://www.uneca.org/sites/default/files/PublicationFiles/new_fringe_pastoralism_eng1.pdf). Last accessed 17.02.2020.

## Education

23. According to the MICS, conducted in 2018, about 48.1 percent of adult men and women in The Gambia are literate<sup>28</sup>. Net primary school enrolment stands at 77 percent<sup>29</sup> with gender parity in both primary and secondary education. The completion rate for primary education in 2018 (Grade 6) stands at 70.4 percent (72.9 percent for girls and 68.2 percent for boys).

24. Government policies provide for universal access to pre-primary and primary education, yet the quality of education as well as the retention of children in schools remains of concern<sup>30</sup>.

## Gender

25. The Gambia is a highly patriarchal society. Gender inequality persists in the country leading to a low score (0.620) in the 2018 Gender Inequality Index.<sup>31</sup>

26. Only 10.3 percent of the members of parliament are female<sup>32</sup> and women and girls continue to be disadvantaged due to discriminatory provisions in customary law as well as by social norms and values.

27. Some 46 percent of girls are married before the age of 18<sup>33</sup> and teenage pregnancies are a common phenomenon. Related child caring activities limit possibilities to access income generation activities. This and cultural factors cause that women's overall participation rate in the formal workforce is lower than that of men, with 57 percent of women being economically inactive. Women farmers tend to have a significantly lower earning potential as they have limited access to land and productive capital which also reduces their ability to secure financial services<sup>34</sup>. The before makes women disproportionately vulnerable to food security.

28. Although formally banned by Gambia's government, the practice of Female Genital Mutilation is still wide spread in The Gambia.

## National Policies and the SDGs

29. The Government of The Gambia adopted the 2030 Agenda and Sustainable Development Goals (SDGs) in September 2015. An explicit commitment was made to work towards targets 1,2, 3 and 4 of SDG2. In the course of 2020, a Voluntary National Review will be undertaken to assess progress towards the achievement of SDG targets so far. The MDGs, SDGs and the country's Vision 2020 (developed in 1996) have constituted a framework for the National Development Plans<sup>35</sup>, operationalized under the so-called Programme for Accelerated Growth and Employment (PAGE I, 2012-2016; and PAGE II 2017-2021), in combination with sector-specific strategic plans. The currently active NDP/PAGE II, with an estimated budget of US\$ 2.4 billion<sup>36</sup> prioritizes investment in drivers of gross domestic product (economic and digital development, tourism, infrastructure) and sets ambitious objectives in relation to agriculture and food self-sufficiency, environment, education, health & nutrition and the empowerment of women and young people. A first annual review of the NDP in 2019 showed that out of its 61 outcomes, only 3 percent showed limited or no progress while 48 percent were found to be on track, and 49 percent registered some progress but were constrained.

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28 Multi-Indicator Cluster Survey (2018), % referring to people of age 15-49 .

29 World Bank (2018), WDI. Available at <https://data.worldbank.org/indicator/SE.PRM.NENR?locations=GM&view=map>. Data extracted on 18.02.2020.

30 The Gambia Annual Education Year Book.

31 UNDP, Human Development Report 2018. Available at <http://hdr.undp.org/en/data>. Last accessed 17.02.2020.

32 Inter-Parliamentary Union (2018). Women in parliament in 2017 The year in review. Available at <https://www.ipu.org/fr/file/4313/download?token=xjTtH6WR>. Date of extraction 17.02.2020.

33 GoTG (2017) The Gambia National Development Plan 2018-2021

34 UNCDF (2019). Power Assessment, Women Economic Empowerment.

35 The Gambia, National Development Plan. Available at <http://ndp.gm/>. Last accessed 17.02.2020.

36 The Gambia (2017), The Gambia National Development Plan (2018-2021).

## AGRICULTURAL DEVELOPMENT

30. Although agricultural growth has structurally been a key development objective of the government's economic policies as part of the PAGE, this priority is not necessarily reflected in budget allocations. In fact, during 2010–17, the average share of agriculture in total spending was 3.3 percent, compared to 4.34 percent for West Africa as a whole<sup>37</sup>. Since the early 2000s, major implementation challenges have derailed the achievement of national agricultural development objectives and the annual review of the NDP in 2019 identified agriculture, alongside youth employment, being the most constraint sector in terms of outcome achievement. A recent Agriculture and Natural Resources Policy (2017-2026) and The Gambia's National Agricultural Investment Programme II (GNAIP II; 2019-2026) aim to better guide investment priorities.

## EDUCATION

31. Government expenditure on education has been strong, amounting to between 16 percent and 19 percent of total expenditure<sup>38</sup>.

32. The current national Education Sector Policy (2016 – 2030) aligning with the SDGs/2030 agenda has set long term educational objectives (2030), which among others include an increase of the basic education Gross Enrollment Rate to 118 percent; and a commitment for completion rates in basic education to be increased to 100 percent. It also aims to maintain the share of enrolment of girls to 50 percent of total enrolment (basic and secondary education).

33. A National School Feeding Policy was approved in 2015 and established home grown school feeding as a model in order to: a) increase enrolment, attendance, retention and completion rates; (b) reduce household expenditures on food and promote attendance for all vulnerable children; and (c) promote agricultural production and increased income of rural households.

34. Three years later, in the NDP, a commitment was expressed by the government towards a full national ownership and management of the Home-grown School Feeding programme by 2020, for early childhood development centres, primary and secondary school levels. In addition, the Ministry of Higher Education, Research, Science and Technology (MoHERST) was tasked to encourage relevant institutions under its oversight to develop tools and protocols in support of the school feeding programme initiative.

## SOCIAL PROTECTION

35. The Gambia's Social Protection Policy (2015-2025) aims to safeguard the welfare of the poorest and most vulnerable populations. The Policy provides a comprehensive outline of key programmes in the country that contribute to food and nutrition security. Overall, the national social protection portfolio consists of a large number of at times small and short term social protection interventions, that are led by different actors in an uncoordinated manner. In terms of short term emergency-based social protection, the state provides cash and food transfers in response to acute food crises, often accompanied by nutritional support for young children; and pregnant and lactating women and girls. Besides school feeding, other more longer-term social protection programmes linked to food and nutrition security include the Maternal and Child Nutrition and Health Results Project (MCNHRP) and the Building Resilience through Social Transfers (BReST) programme. Improvement of the coordination of social protection programs is envisaged through the recent establishment of the Social Protection Secretariat and the revitalization of the National Social Protection Steering Committee.

## NUTRITION

36. The Gambia's revised National Nutrition Policy (2010-2020) provides a legal and institutional framework to tackle the many dimensions of malnutrition. The Policy underlines needs of vulnerable groups, includes clear reference to nutrition in emergencies and acknowledges the need for specialized nutritional care for people living with HIV/AIDs. It is accompanied by an Action Plan and a budget. The Gambia joined the Global Movement for Scaling Up Nutrition (SUN) in 2012 and the Renewed Efforts Against Child Hunger and Under-nutrition (REACH) partnership in 2013.

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37 World Bank (2019), The Gambia Agriculture Engagement Note - Fostering agriculture-led inclusive growth.

38 African Development Bank, Country Brief (2017-2019).

## CLIMATE CHANGE AND DISASTER MANAGEMENT

37. In 2016, The Gambia adopted a National Climate Change Policy (NCCP), to provide a framework for managing climate risks, building institutions and capacities, and identifying new opportunities for climate-resilient sustainable development in the country. Under the first of four clusters that the Policy proposes, “Climate resilient food systems and landscapes”, food security threats in relation to climate change are deemed requiring the implementation of adaptation activities. Pathways for the implementation of the Policy are described in the Strategic Programme for Climate Resilience (SPCR- 2017).

38. The National Disaster Management Agency operates under the Office of the Vice-President with a mandate to manage early-warning and disaster risk reduction (DRR) systems. A National Policy on Disaster Management, is complemented by many sectoral laws with provisions directly or indirectly dealing with disaster risk management. However these laws are fragmented and difficult to apply.

## GENDER

39. A national Gender Policy (2010-2020) regulates activities that prioritize gender in education, health, sustainable livelihood development, governance, human rights and poverty reduction/economic empowerment. The policy's strategies to a large extent commit to undertake advocacy activities, yet fall short to provide clarity on pertaining institutional and programmatic provisions.

40. Provisions in terms of food security and nutrition constitute a substantial part of policy commitments and refer to proper mother and child food and nutrition intake; and gender parity in terms of access, control and ownership of productive resources such as land, credit, and improved technology and agricultural extension services. Objectives with regards to access, retention and quality education to all school age children; and the equitable distribution of national resources form also part of the policy.

## International Development Assistance

41. During the period 2013-2018, the Gambia received a yearly average of US\$ 154.9 million Official Development Assistance (ODA).<sup>39</sup> The proportion of net ODA within GDP increased drastically between 2016 and 2017 from 9.8 percent (US\$ 91.7 million US\$) to 27.3 percent (269.6 million US\$), possibly in relation to generous foreign contributions in support of the flood and windstorm emergency and to demonstrate support to the new government that was elected late 2016.

42. The top five average ODA funding sources between 2016-2017 were the International Development Association of the World Bank, that accounted for more than half of ODA provided; EU Institutions, the United Kingdom, the Global Fund and the African Development Fund (Figure 5). Lower shares were contributed by OPEC Fund for International Development, the United States, the Islamic Development Bank, the IMF and IFAD.

43. Over a third of ODA funding in 2018 was disbursed for social infrastructure and services, with high shares for health (about a fifth of total ODA) and education (8.2 percent) sectors (Figure 7). Furthermore, statistics indicate that 2.6 % of ODA had been allocated for non humanitarian food assistance. In absolute values this represents a gross disbursement of 6.7 million US\$.<sup>40</sup> With regards to humanitarian funding, 2.5 million US\$ were destined to the Gambia in 2018 (Figure 6), however no OCHA-coordinated appeals have been launched since the last Humanitarian Response Plan for The Gambia in 2016, and the share of ODA contributing to humanitarian assistance in 2018 only accounted for 0.7% percent of the total<sup>41</sup>. Main humanitarian donors between 2016-2018 were the Government of Japan and the Government of Canada.

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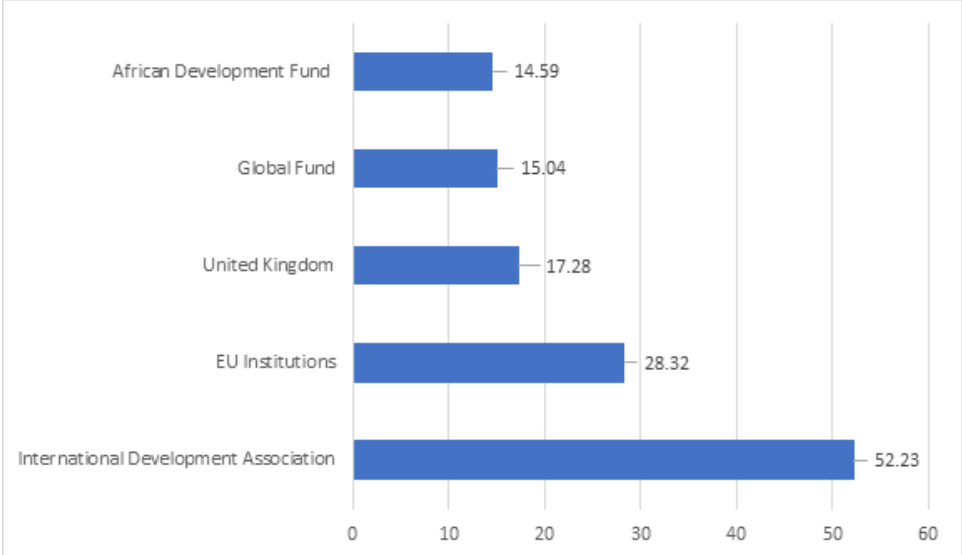
39 Source: OECD DAC QWIDS, Total ODA Disbursements 2016-2017. Available at <https://stats.oecd.org/qwids/#?x=2&y=6&f=3:51,4:1,1:1,5:3,7:1&q=3:51+4:1+1:1+5:3+7:1+2:65+6:2013,2014,2015,2016,2017,2018> . Last accessed 18.02.2020.

40 The value of development food assistance reported by WFP The Gambia in its Annual Country Report 2018 amounted to US\$ 4.4 million.

41 OECD/DAC, Creditor Reporting System. Date of extraction 02.03.2020.

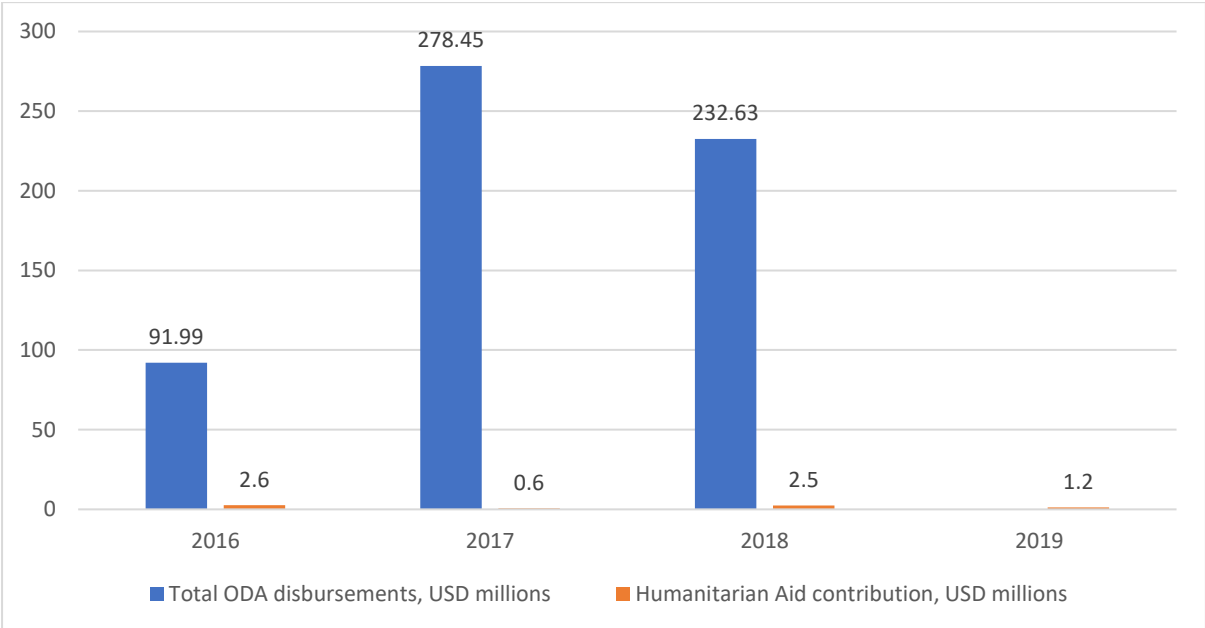
44. Finally, The Gambia is benefiting from generous contributions of UNDP Global Environmental Finance, the Green Climate Fund and UN Peace Building Funds to support sustainable development initiatives to protect coastal lands, to adapt agriculture to climate change and to prevent and mitigate climate change induced conflicts.

**Figure 5: Top five donors of Gross ODA for the Gambia, (2016-2017), in million US\$**



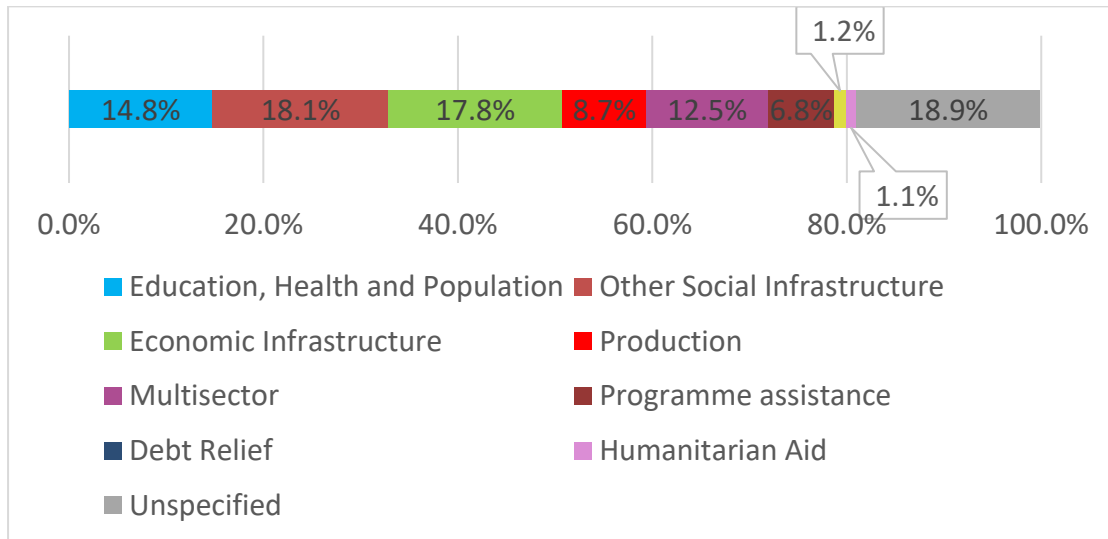
Source: OECD website. Data extracted on 03.01.2020

**Figure 6: International Assistance to the Gambia (2016-2019), in million US\$**



Source: OECD DAC QWIDS website, UN OCHA-FTS website, Data extracted on 03.01.2020

**Figure 7: Shares by Sector of Bilateral ODA, The Gambia (average 2016-17)**



Source: OECD webiste, Data extracted on 03.01.2020

## United Nations Development Framework (UNDAF)

45. The UNDAF 2017-2021 was put together through a participatory approach, with the Government taking the leadership role through a multi-sectoral national task team co-chaired by the Office of the President and the Ministry of Finance and Economic Affairs. Its implementation is nationally executed under the overall coordination of the Secretary General and Head of the Civil Service, Office of the President. The UNDAF encompasses the three key priority areas of (1) Governance, Economic Management and Human Rights; (2) Human Capital Development; and (3) Sustainable Agriculture, Natural Resources and Environmental Management, which accounts for the highest budget. Objectives are in line with the national Programme for Accelerated Growth and Employment II (PAGE II) 2017-2020 and the Vision 2020. Out of the 10 envisaged outcomes of the UNDAF, WFP committed to contribute to six<sup>42</sup>. The UNDAF document explicitly states that the UN in the country is committed to engage in partnerships outside of and within the UN through the adoption of the Delivering as One (DaO) approach. The UNDAF document also includes an explicit commitment for an UNDAF Mid-Term evaluation to be undertaken in 2019. However, so far results are only being compiled under the 2019 annual UNDAF report<sup>43</sup>.

## 2. Reasons for the Evaluation

### 2.1. Rationale

46. Country Strategic Plan Evaluations (CSPEs) have been introduced by WFP's Policy on CSPs in 2016, which state: "under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and

<sup>42</sup> WFP has committed to contribute to the UNDAF's 4 outcomes related to Education, Nutrition, Health and Social Inclusion & Protection (under UNDAF Priority 2 'Human Capital Development') and to the two outcomes related to sustainable agricultural production & productivity; and disaster risk management (under UNDAF Priority 3 'Sustainable Agriculture, Natural Resources, Environmental and Climate Change Management')

<sup>43</sup> The 2019 annual UNDAF report for The Gambia had not been officially approved at the moment of compilation of this document (Feb 2020).



results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support". These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the country office to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new Country Strategic Plan (CSP) – scheduled for Executive Board consideration in November 2021.

## **2.2. Objectives**

47. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing WFP's future engagement in The Gambia and 2) provide accountability for results to WFP stakeholders.

## **2.3. Stakeholders and Users of the Evaluation**

48. The Evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders. It will present an opportunity for national, regional and corporate learning.

49. WFP in The Gambia operates in a context involving diverse internal and external stakeholders and partners. Internally, these comprise staff of WFP's country office in The Gambia, Regional Bureau in Dakar (RBD), WFP's Office of Evaluation, other Headquarters divisions and WFP's Executive Board. Externally, WFP interacts with the beneficiaries; the government of The Gambia; local and international NGOs; International Governmental Organizations; the UN Country Team and private sector entities. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4. A selection of those stakeholders will be providing inputs on learning needs, the evaluation process and its deliverables as part of an Internal Reference Group (IRG). Annex 10 displays the proposed composition of the IRG. The CSPE will also seek to engage with WFP beneficiaries, household members, teachers, and community leaders to learn directly from their perspectives and experiences. At the inception phase, more detailed gender perspectives will be sought from both the duty-bearers (e.g. CO/RB gender focal point; HQ Gender Office (GEN) and government ministries) rights-holders, and building on data analytics built on sex-disaggregated data and gender analysis of the affected women, men, girls and boys in schools, clinics and as part of food insecure households.

50. The Government of The Gambia's stakeholders have major influence in terms of policy, strategy and operations on how WFP operates and engages in the country. The CSPE will seek the perspectives of national stakeholders on WFP's role to generate lessons for enhancing synergy, coordination and collaboration. Key stakeholders include the Ministry of Finance and Economic Affairs; the Ministry of Basic and Secondary Education (MoBSE), the Social Protection Secretariat, the National Disaster Management Agency (NDMA), the Permanent Interstate Committee for Drought Control in the Sahel, the Ministry of Agriculture, the Ministry of Health, Ministry of Women, Children and Social Services, the National Nutrition (NaNA) Agency and the Women's Bureau and Ministry of Women's Affairs. This CSPE should ensure that WFP's future contributions are best attuned to national needs and policy – within any future CSPs and the UN cooperation framework.

51. WFP is a member of the UN Country Team and works closely with other United Nations agencies. WFP collaborates in particular with the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the UN's Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the United Nations Population Fund (UNFPA), the International Organisation for Migration (IOM) and the International Trade Center (ITC). WFP has also collaborated with a wide range of partners to facilitate the implementation of activities. These are primarily national and international NGOs (see Annex 4 for a complete list) and also include the World Bank

### 3. Subject of the Evaluation

#### 3.1. WFP in The Gambia

52. WFP established its presence in The Gambia in 1970, supporting school meals, nutrition and livelihood programmes from then to date.

53. In response to the Sahel crisis in 2011–2012, WFP led humanitarian efforts in the country, introducing disaster risk response activities and increasing its focus on nutrition. It subsequently introduced cash-based transfers and local procurement and helped to strengthen national capacities and policies aimed at long-term sustainability, particularly with regards to the school meals programme.

54. During the 6 years preceding the Country Strategic Plan, a Protracted Relief and Recovery Operation (PRRO) that was implemented between June 2013 through March 2018, responded to food insecurity in consequence of the 2011-2012 Sahel Crisis and heavy flooding in July/October 2012. The PRRO supported the treatment and prevention of acute malnutrition among children under 5 and pregnant and lactating women; restored and rebuilt the livelihoods of the most vulnerable populations affected by drought and floods ; supported the national disaster risk reduction agenda, and enhanced capacities in emergency preparedness and response. Cash transfers were used for asset-creation and training activities.

55. Largely over the same period, WFP through a Development Project (2012-2017) continued its support towards a nationally owned home-grown school feeding programme. Support consisted of the partial financing and implementation of the programme; as well as of capacity development activities. Partnerships with FAO and UNICEF were established to support the promotion of school gardens and increased local agriculture production; and the implementation of health and nutrition activities, respectively.

56. In addition to the above operations, an Immediate Response Emergency Operation (IR-EMOP) in 2016-2017 that was coordinated with the National Disaster Management Agency, provided almost 5 months of unconditional cash-transfers to people affected by severe floods and windstorms and also contributed to the strengthening of the government's risk management and disaster response capacities.

57. In 2018 a Transitional Interim Country Strategic Plan (T-ICSP) constituted the umbrella for all WFP activities in country which largely remained the same as before, including: school feeding activities, nutrition activities, smallholder farmer support/local procurement and capacity strengthening for school feeding, nutrition and disaster risk reduction.

58. The PRRO 200557 evaluation undertaken in 2015 provided evidence for the CO and fed into the design of the T-ICSP. In the Management Response to the evaluation, seven out of ten recommendations were fully accepted and three partially. Recommendations pointed at the need to enhance several operational arrangements, such as increasing the number of distribution points and monitoring coverage and provided direction for future programme design. As for the latter, management accepted recommendations to:

- Develop a road-map for resilience building (with government) and a disaster risk reduction capacity building strategy; whilst also reestablishing the country's central early warning system;
- Design a longer term livelihood programme linking farmers to reliable markets and nutrition;
- Adopt strategies for maximizing nutritional benefits and sustaining recovery rates for beneficiaries;
- Enhance support strategies and capacities of field level health staff involved in MAM treatment;
- Take pro-active measures against gender bias and inequality.

59. Under the T-ICSP, donor reporting (Annual Country Report-ACR 2018) indicated that food security and nutrition had been enhanced through transfers, behavioural change communication and other complementing activities benefiting directly the targeted populations. In relation to the above recommendations, the ACR refers to the planning of activities to link up farmers to nutrition. Furthermore, progress had been achieved through capacity development activities benefiting the National Disaster Management Agency. Also, two regions were handed over to government entities for school feeding. Also, the school meal basket was expanded from 4 to 9 food items. Additionally, WFP scaled up cash transfers to schools by 50 percent and further reported having digitalized screening, distribution and reporting

processes. Finally, WFP reported having contributed significantly to the drafting of school feeding-relevant sections in the new National Development Plan.

60. During the implementation of the T-ICSP in 2018, an evaluation was commissioned to learn from 6 years of WFP support to the Gambia's school feeding programme (i.e. under WFP's Development Project 200327 2012-2017). In summary, recommendations emphasized the importance to avoid pipeline breaks and the need for the development of a hand-over plan, with strong government involvement. As capacity strengthening constitutes a substantial part of any hand-over process, various recommendations pointed at areas where this would be particularly important, e.g. local food procurement, mechanisms of accountability on cash transfers; and monitoring. In addition, it considered that WFP needed to collaborate with UNICEF for investments for school feeding infrastructure and equipment.

61. Also in 2018, an independent Zero Hunger Strategic Review (ZHSR) was undertaken by the government with financial and technical support from WFP, FAO, UNICEF and UNDP to analyze "the situation of hunger, food and nutrition security and agriculture in the country, and the extent to which current policies and programmes address the challenges being faced, the factors contributing to these challenges and the changes/reforms required to meet the global SDG 2 targets."<sup>44</sup>

62. Whilst acknowledging the wide range of policies and programmes that had been put in place, the ZHSR noted that they were not well reflected in the National Development Plan. Private sector investment was considered hampered by The Gambia's macro-economic environment; investments in agriculture were found too low; gender inequalities were found aggravated by lack of alignment with gender policies, in particular in the rural agricultural context; and vulnerabilities to external shocks were considered aggravated by the absence of a national early warning system. Finally, The Gambia's National Social Protection Policy was not considered fully operational and lacking a coordination mechanism. Ownership of the school feeding programme was found in need to be strengthened, including a component of local purchase of smallholder farmers.

63. The ZHSR and the evaluations constituted building blocks for the design of the Country Strategic Plan (CSP), that started its implementation in January 2019 for a duration of three years. Major shifts were planned under the CSP, including:

- Alignment with the National Social Protection Policy;
- Greater focus on capacity strengthening and national ownership of the school meals programme to enable the Government to improve modalities and absorb part of the caseload;
- Coordinated resilience and nutrition interventions, support for smallholder farmers and Food for Asset activities to enhance community assets, with conditional transfers provided for people at risk during lean seasons; and
- Changing DRR assistance, from field-level implementation to technical capacity strengthening in the NDMA for early-warning systems and preparedness; and, finally
- Enhanced monitoring and evaluation, mainly through technological innovation for beneficiary counting, transfer monitoring, and data quality assurance in the school meals programme.

### The CSP's Line of Sight

64. Annex 7 includes the line of sight of WFP The Gambia's CSP. It displays how four SDG-2 targets and one SDG-17 target cascade down through 5 strategic outcomes (SOs), of which 1 centers around crisis response, 3 around resilience building, while a final one addresses root causes.

- SO1. *Crisis-affected populations in targeted areas, including those affected by seasonal shocks, are able to meet their basic food and nutrition needs during and in the aftermath of crises.*

Under this strategic outcome, key activities include the provision of food assistance and SBCC<sup>45</sup> training to crisis-affected populations. This outcome complements capacity strengthening activities under outcome 5 providing trainings for national partners in the field of crisis-response.

- SO2. *Food-insecure populations in targeted areas, including school-aged children, have access to adequate and nutritious food all year.* Activities under this strategic outcome focus on extended

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44 From the 'Foreword' of the Zero Hunger Strategic Review The Gambia (2018).

45 Social and Behavioural Change Communication.

coverage of the school feeding programme. School meals are provided to primary and pre-primary school children in all six regions assisted by WFP, in synergy with activity 4, supporting procurement from local smallholders. Capacity development support is provided to the government in all areas of programme management, building grounds for national ownership of the school feeding portfolio.

- SO3. *Nutritionally vulnerable populations in targeted areas, including children, pregnant and lactating women and girls, have improved nutritional status in line with national targets.*

Activities related to SO3 contribute to the establishment of an integrated malnutrition prevention and treatment programme. Specifically, WFP provides blanket supplementary feeding to children (6-23 months) during lean seasons and treatment for children under five and malnourished pregnant and lactating women and girls, along with gender-transformative SBCC activities. Capacity support is given to the main partners, including the government, in areas related to the management of nutrition programmes.

- SO4. *Food-insecure smallholder farmers and communities in targeted areas have enhanced livelihoods and resilience that better meet their food security and nutrition needs all year.*

The main activity under SO4 targets local smallholder farmers, who are provided with supply chain and market support. Specifically, the activity relates to direct purchases of food for the school feeding programme, with a focus on women farmers. This is complemented by FFA activities during the lean seasons, aimed at rehabilitating or creating community assets.

- SO5. *National and subnational institutions have strengthened capacity to meet zero hunger targets.*

Key activities under this outcome include support to the government in developing the social protection agenda, technical support for supply chains, food safety, effective information management, monitoring and evaluation. Specific attention is given to the gradual transition to national ownership of the home-grown school meal programme.

65. Among the listed activities, school feeding accounts for the largest share of the budget, followed by crisis response and nutrition activities. Much lower shares of resources have been budgeted for food-for-assets, smallholder support and capacity strengthening activities.

### Additional engagement of WFP in The Gambia

66. WFP since 2011 has been collaborating with the Government of The Gambia (GOTG) under the Scaling Up Nutrition (SUN) Movement. Most recently, the SUN Business Network (SBN) was launched in November 2019. SBN is co-convened by WFP and the Global Alliance for Improved Nutrition (GAIN) at a global level and across SUN countries, including now The Gambia.

### Funding<sup>46</sup>

#### A) T-ICSP

67. The original budget of the one year T-ICSP was based on an overall Needs Based Plan (NBP) of US\$ 7.710 million, of which direct operational costs (DOC) amounted to US\$ 6.749 million.

68. The T-ICSP was funded at 83 percent, with a total of US\$ 5,626 million of allocated contributions against the NBP's DOC. A substantial part of this the received contributions were earmarked. The largest earmarked contribution was specifically meant to contribute to resilience building, i.e. 55 percent for SO1 school feeding activities and 39 percent for SO2 nutrition activities. Almost 7 percent of contributions were received with the explicit purpose to address root causes, by means of capacity development activities (SO3 and SO4) (Table 1 and 2).

### **Table 1: Gambia T-ICSP (2018) Country Portfolio Budget Summary by Donor Earmarking Level**

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46 An explanation of funding concepts can be found under Annex 12.

<b>Donor Earmarking Level</b>	<b>Contribution Revenue (US\$)</b>	<b>% of Total Contribution Revenue</b>
<i>Strategic Outcome 1</i>	1,513,491	54.52%
<i>Strategic Outcome 2</i>	1,077,511	38.81%
<i>Strategic Outcome 3</i>	110,428	3.98%
<i>Strategic Outcome 4</i>	74,729	2.69%
<b>Totals:</b>	<b>2,776,159</b>	<b>100.00%</b>

**Table 2: Gambia T-ICSP (2018) Country Portfolio Budget Summary of contribution revenue by Focus Area**

<b>Focus Area</b>	<b>Contribution Revenue (USD)</b>	<b>% of Total Contribution Revenue</b>
<i>RESILIENCE BUILDING</i>	185,157	6.67%
<i>ROOT CAUSES</i>	2,591,002	93.33%
<b>Sum:</b>	<b>2,776,159</b>	<b>100.00%</b>

69. The total divide of (earmarked and not earmarked) allocations of confirmed contributions among the 4 strategic outcomes was slightly different from the original NBP, with a 5 percent higher share of funds going to nutrition and a 7 percent decrease in the share of funds being allocated to school feeding activities, as displayed in Table 3.

**Table 3: Gambia T-ICSP Country Portfolio Budget (2018) Annual Financial Overview<sup>47</sup> as at 31 December 2018**

<b>Strategic Outcome</b>	<b>Needs Based Plan</b>	<b>% SO NBP on total</b>	<b>Available Resources</b>	<b>% of SO available resources on total</b>
<i>SO 1. School aged children in the most food-insecure areas have adequate access to safe and nutritious food throughout the year</i>	3,716,774	55%	2,713,640	48%
<i>SO 2. Targeted children under 5 and pregnant and lactating women in The Gambia have enhanced nutritional status throughout the year</i>	2,624,634	39%	2,459,978	44%
<i>SO 3. National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2030)</i>	287,184	4%	292,812	5%

SO 4. Government efforts towards achieving Zero Hunger by 2030 are supported by effective (and coherent) policy frameworks.	120,019	2%	120,719	2%
Total Direct Operational Cost	6,748,611	100%	5,625,911	100%

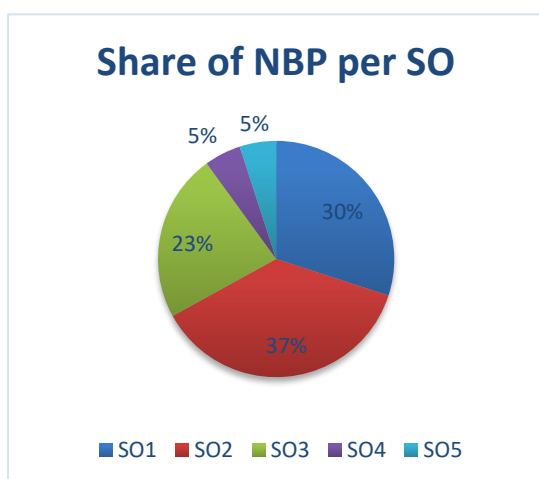
## B) CSP

70. As stated in the CSP, the approved budget for 2019 to 2021 had originally been established at US\$ 25.651 million, but after a Budget Revision in July 2019 was increased up to US\$ 29.629 million to upscale SO1 (crisis support) activities. Through the Budget Revision food was included as a transfer modality, decreasing the CBT value.

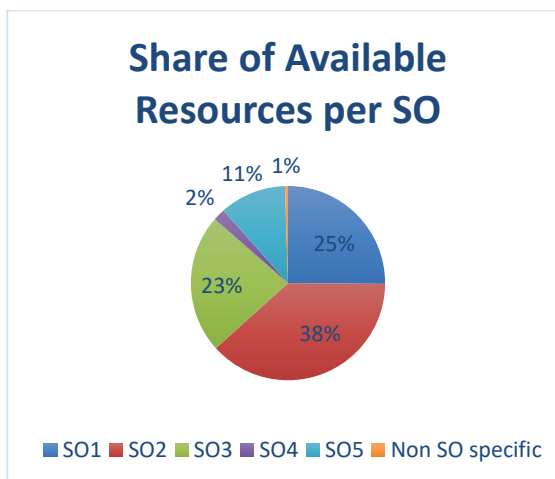
71. At the 19<sup>th</sup> of February 2020, almost 42 percent of the CSP's Needs Based Plan was funded, for a total value of US\$ 12.428 million<sup>48</sup>.

72. Funding data as accounted for in the Annual Financial Overview of the first year of CSP implementation (2019) inform that the divide (among SOs) of contributions confirmed for the 2019 Needs Based Plan was quite similar to the one of the original Needs Based Plan (see figure 8 and 9). The largest amount of confirmed contributions was allocated to SO2 school feeding activities (38 percent); followed by SO1 crisis response activities (25 percent) and SO3 nutrition activities (23 percent). Smallholder farmer support/resilience and capacity development represent respectively 2 and 11 percent out of the total (see Table 6).

**Figure 8: Gambia CSP - 2019**  
Share of Needs Based Plan (budget) per Strategic Outcome (SO)



**Figure 9: Gambia CSP - 2019**  
Share of Available Resources per Strategic Outcome (SO)



Source: WFP IRM, Annual Country Report – Annual Financial Overview. Data extracted on 13.01.2020.

73. As displayed in Table 4, at 1 April 2020, US\$ 8,562 million of registered confirmed contributions represented funds that were earmarked for specific rubrics of the CSP's line of sight. Almost the totality of earmarking applied at the activity level (Table 4). More than 60 percent was donated expressly to contribute

<sup>48</sup> Breakdown of this figure will be officially made available in the coming months.

to resilience building<sup>49</sup> (Table 5). In addition, one key donor decided to earmark specific geographical regions only, for its support to school feeding, nutrition and capacity development activities.

**Table 4: Gambia CSP (2019-2021) Country Portfolio Budget Summary by Donor Earmarking Level**

<i>Donor Earmarking Level</i>	<i>Contribution Revenue (US\$)</i>	<i>% of Total Contribution Revenue</i>
<i>Country Level</i>	65,000	0.8%
<i>Activity Level</i>	8,496,672	99.2%
<b>Totals:</b>	<b>8,561,672</b>	<b>100.0%</b>

Source: WFP The Factory database, Data extracted on 01.04.2020

**Table 5: Gambia CSP (2019-2021) Country Portfolio Budget Summary of Contribution Revenue by Focus Area**

<i>Focus Area</i>	<i>Contribution Revenue (USD)</i>	<i>% of Total Contribution Revenue</i>
<i>CRISIS RESPONSE</i>	1,840,000	21.5%
<i>RESILIENCE BUILDING</i>	5,355,932	62.6%
<i>ROOT CAUSES</i>	1,300,740	15.2%
<i>Not assigned</i>	65,000	0.8%
<b>Sum:</b>	<b>8,561,672</b>	<b>100%</b>

Source: WFP The Factory database, Data extracted on 01.04.2020

**Table 6: Gambia CSP Country Portfolio Budget (2019) Annual Financial Overview at 31 December 2019.**

<b><i>Strategic Outcome</i></b>	<b><i>Needs Based Plan</i></b>	<b><i>% SO NBP on total</i></b>	<b><i>Available Resources</i></b>	<b><i>% of SO available Resources on total</i></b>
<i>SO 1. Crisis-affected populations, including those impacted by seasonal shocks are able to meet their basic food and nutrition needs during and in the aftermath of crises</i>	3,271,900	30%	2,605,878	25%
<i>SO 2. Food insecure populations, including school-aged children have access to adequate and nutritious food all year-round</i>	4,035,465	37%	3,980,662	38%
<i>SO 3. Nutritionally vulnerable populations in targeted areas including children, pregnant and lactating women and girls have improved nutritional status in line with national targets.</i>	2,512,603	23%	2,409,746	23%
<i>Non SO Specific</i>	0	0%	250	0.002%

49 The indicated amount relates to confirmations received from donors for 2019 activities in The Gambia. It is for the evaluation team to look into whether allocation requirements also came attached to multilateral resources channeled through HQ or RB and to resources that were carried forward from the previous year(s).

<i>SO 4. Food-insecure smallholder farmers, and communities in targeted areas, have enhanced livelihoods and resilience to better meet food security and nutrition needs all year round</i>	496,979	5%	231,051	2%
<i>SO 5. National and subnational institutions have strengthened capacity to meet Zero Hunger Targets</i>	496,275	5%	1,165,013	11%
<i>Non SO Specific</i>	<b>0</b>		56,208	0.5%
<b>Total Direct Operational Cost</b>	<b>10,813,222</b>	100%	<b>10,425,884</b>	100%

Source: IRM Analytics, Annual Financial Overview (2018-2019). Data extracted on 18.02.2020.



74. Available resources under the T-ICSP and CSP allowed for the provision of institutional, household and individual support. Table 7 displays both numbers of planned beneficiaries as well as numbers of those that were actually assisted, showing an overachievement for both years covered by this evaluation. Additional statistics in relation to transfers as included (alongside other beneficiary statistics) in Annex 8, demonstrate that the volume and amount of respectively food and CBT distributed to those beneficiaries, has mostly been lower than planned. Annual Country Reports on both years provide analysis on these figures that at first sight seem to be conflicting. It is for the evaluation team to triangulate that analysis.

**Table 7: T-ICSP and CSP Planned and Actual Beneficiaries**

		Planned			Actual		
		F	M	Total	F	M	Total
2018	T-ICSP – Original	72,837	83,286	156,123	99,613	84,856	184,469
	Budget Revision 01	82,556	59,691	142,247			
2019-2021	CSP - Original	98,925	83,965	182,890	167,639	154,238	321,877
2019	Budget Revision 01	158,559	141,259	299,818			

Source: GM01 T-ICSP and GM02 CSP document, GM01 Budget Revision 01 (2018), GM02 Budget Revision 01 (2019), ACR 2018, ACR 2019

### Staffing

75. WFP in The Gambia manages all its activities from its country office in capital city Banjul. In January 2020, the CO had 43 staff, of which 63 percent were male and 37 percent female.

### **3.2. Scope of the Evaluation**

76. The evaluation will cover all of WFP's strategic outcomes (SO) and activities (including cross cutting results) for the period 2018- mid 2020 to include both the CSP and the T-ICSP, which enables the evaluation to assess key changes in the approach as the Integrated Road Map (IRM) was introduced. One of the advantages of including the period covered by the T-ICSP implementation, is that it will allow for an assessment of the highest budgeted SO2- school feeding, starting from the end point of the last school feeding evaluation (end 2017).

77. Within this timeframe, the evaluation will assess if the envisaged strategic shift has taken place and its consequences. The evaluation will inform the formulation stage of the new CSP which is planned for the fourth quarter of 2020.

78. The units of analysis are the T-ICSP and CSP, understood as the country strategies themselves and the set of strategic outcomes, outputs, activities and inputs that were included in the T-ICSP/ CSP documents approved by WFP's Executive Board, as well as any subsequent approved budget revisions. T-ICSP and CSP should be looked at both cumulatively (as if they are part of a single, continuous period) and comparatively, i.e. to see if there was an evolution from the T-ICSP period to the CSP period in terms of each of the OECD DAC evaluation criteria.

79. The evaluation will focus on assessing WFP contributions to (T-I) CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. This will also include analysis of the enabling environment, in particular in relation to capacity development outcomes and hand-over commitments made in the CSP.

80. The evaluation will assess WFP's partnership strategy in The Gambia, including WFP's positioning in the changing context, particularly as relates to relations with the national government and the international community.

81. The evaluation also provides an opportunity to take stock of the initial response to the COVID-19 pandemic.

82. In view of the ongoing undertaking of a decentralized evaluation on CSP nutrition approaches and activities<sup>50</sup>, findings on SO3 (related to nutrition) will largely be informed by that decentralized evaluation and no substantial additional data collection is envisaged among beneficiaries and local/national institutions in this area. In consequence of the limitations imposed by the COVID-19 pandemic, the data collection phase of this nutrition evaluation has provisionally been postponed until mid 2020.

83. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, sustainability and coherence, as well as connectedness and coverage as applicable. Moreover, it will give attention to assessing WFP's adherence to humanitarian principles and protection issues.

84. The evaluation will analyse if and how gender equality and women's empowerment were considered in the CSP design and implementation, guided by the WFP Gender Policy, identifying any gaps and proposing areas for improvement. It will also analyse the achievement of 'accountability to affected populations' and other cross-cutting objectives.

#### 4. Evaluation Questions, Approach and Methodology

##### 4.1. Evaluation Questions

85. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop and tailor the questions in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries' roles disaggregated by sex and age.

<b>EQ1 – To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?</b>	
1.1	<i>To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?</i>
1.2	<i>To what extent did the CSP address the needs of the most vulnerable people in The Gambia to ensure that no one is left behind?</i>
1.3	<i>To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs?</i>
1.4	<i>To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in The Gambia?</i>
<b>EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in The Gambia?</b>	
2.1	<i>To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?</i>
2.2	<i>To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?</i>
2.3	<i>To what extent are the achievements of the CSP likely to be sustainable?</i>

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50 Terms of Reference of this evaluation can be accessed through <https://www.wfp.org/publications/gambia-nutrition-activities-mid-term-evaluation>.

2.4	<i>In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?</i>
<b>EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?</b>	
3.1	<i>To what extent were outputs delivered within the intended timeframe?</i>
3.2	<i>To what extent was coverage and targeting of interventions appropriate?</i>
3.3	<i>To what extent were WFP's activities cost-efficient in delivery of its assistance?</i>
3.4	<i>To what extent were alternative, more cost-effective measures considered?</i>
<b>EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</b>	
4.1	<i>To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in The Gambia to develop the CSP</i>
4.2	<i>To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?</i>
4.3	<i>To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?</i>
4.4	<i>To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?</i>
4.5	<i>What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?</i>

86. CO management has indicated a particular interest in obtaining evidence on the relevance of the *design* of the CSP, related to appropriateness of the short and mid term transfer of the school feeding programme, nutrition and emergency preparedness/response approaches and activities to national institutions.

87. Other areas of interest include the positioning and role of WFP The Gambia in relation to youth migration and climate change induced conflict. In addition, RB Dakar has indicated being particularly interested in having the evaluation team assessing the efficiency of the office structure to implement the CSP.

88. During the inception phase, the evaluation team in consultation with OEV will identify any key themes related to the assumptions underpinning the logic of intervention of the country strategic plan, which will be of special interest for learning purposes. It is expected that by that time there will be more clarity on the WFP response to the COVID-19 pandemic and the evaluation team will then develop appropriate lines of enquiry within the overall framework of the evaluation questions.

## 4.2. Evaluability Assessment

**Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible and useful manner. It requires that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

89. Several issues could have implications for the conduct of the CSP evaluation. Evaluability challenges may relate to:

- Limitations in data availability, related to the absence of baselines and or limited availability of monitoring data. In particular, after the onset of the COVID-19 crisis, process and outcome monitoring activities may have been scaled down significantly;
- Data access issues, in particular limitations in physical access to (some of the) internal and external stakeholders which will be strongly affected by the COVID-19 pandemic;
- Relatively vague definitions of the expected outcomes, or outputs;

- The validity and measurability of indicators;  
The time frame covered by the evaluation. CSPEs are conducted during the penultimate year of the CSP. This has implications for the completeness of results reporting and attainment of expected outcomes of the CSP. In this case the CSPE will only cover half the time period of the three-year CSP.

90. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess how best to proceed with data collection in view of COVID-19 related developments; data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework (logframe) and related indicators to validate the pre-assessment made by OEV. Other key programming, monitoring and reporting documents and some remote scoping interviews with the programme managers will also feed into this assessment.

91. This section sets out some observations in relation to evaluability challenges as could be identified from the T-ICSP and CSP ACR, as well as of the their logframe, targets and baselines.

### T-ICSP

92. The logframe of T-ICSP The Gambia mirrors the 2016 version of WFP's Corporate Results Framework (CRF) and includes a blend of corporate (i.e. derived from the CRF) and country specific indicators.

93. Annex 5 constitutes a short inventory in terms of the extent to which the CO of The Gambia complied with WFP's business rules for performance monitoring (i.e. whether it set targets, performed baseline and follow-up measurements) for the T-ICSP.

94. The inventory demonstrates that for all but one I-CSP outcome indicator, baselines, targets and follow-up values had been defined.<sup>51</sup> Furthermore, only one cross-cutting indicator misses a baseline value. This provides a positive impression on evaluability of the T-ICSP, in terms of the availability of performance data on outcomes (and cross-cutting indicators) that the CO had committed to.

95. However, targets and actual values of only 21 out of 33 output indicators have been registered in WFP's corporate monitoring database. Whether this relates to gaps in data collection, delays in data entry or the cancellation of activities is to be considered during the inception stage.

96. The evaluation team shall confirm this assessment, and should also look at the *quality* of monitoring data. The 2017 decentralized evaluation of school feeding highlighted that information on school feeding indicators was not available in a disaggregated manner for WFP-supported schools. The evaluation team should assess whether after this evaluation, information systems have been improved to enable WFP-specific performance analysis in relation to school feeding interventions.

### CSP

97. WFP's corporate monitoring database COMET displays three versions of the CSP logical framework. Tables in Annex 5 allow for an appreciation on the (minor) differences between the versions. Overall, the CSP logical framework to be considered contains 79 indicators.

98. Significant gaps can be observed in terms of target setting and baseline/follow-up measurements. End CSP targets were found missing for around a fourth of the 44 output indicators and for half of the 25 outcome indicators. No target at all was formulated for the 10 crosscutting indicators that are part of the logical framework. Similarly, baseline data lack completely for those crosscutting indicators. For forty percent of the outcome indicators baseline measurements were not reported. The scenario is not much different in relation to follow-up measurements. Only values for slightly more than a third of outcome indicators were reported in the CSP's Annual Country Report (ACR) 2019; around a third for crosscutting indicators and on a bit more than half of the output indicators.

99. It appears that 48 percent of outcome and cross-cutting indicators in the original CSP logframe coincided with indicators of the T-ICSP logframe. This in itself raises a reasonable expectation that during the evaluation

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<sup>51</sup> The table displays that the number of baseline figures is exceeding the number of indicators. This can be explained by the disaggregated reporting on baseline values.

a trend analysis for those indicators can yield evidence on the effectiveness of T-ICSP/CSP activities covering the entire scope of this evaluation. Such trend analysis can evidently only be done where performance values will be found available. It has also to be factored in that the continuation of indicators from T-ICSP to CSP does not necessarily imply that same/similar programme interventions and cohorts are referred to. All this is for the evaluation team to analyze.

100. As noted earlier, the decentralized evaluation of nutrition activities in The Gambia is expected to provide the evaluation team with useful information. The final evaluation report in its original timeschedule had been foreseen to become available around early July 2020. However, consequences of COVID-19 are likely to cause delays in the evaluation process.

101. In terms of national data, as mentioned before, progress data on SDG targets could not be accessed by the Office of Evaluation so far. The Annual UNDAF Report 2019 should become available during the evaluation exercise, to provide evidence on progress of the UN contribution towards their achievement. In addition, analysis as part of the Voluntary National Review should possibly be disseminated before the reporting stage of this evaluation.

### **4.3 Methodology**

102. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).

103. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

104. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

105. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including<sup>52</sup>: desk review<sup>53</sup>, semi-structured or open-ended interviews, closed answers questionnaires, and, access allowing, focus group interviews and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

106. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment, referred to in the previous section of this document.

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52 There is no sequence or order of priority in the techniques listed.

53 Annex 11 provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

107. A key annex to the inception report will be an evaluation matrix that specifies for each evaluation question, lines of inquiry and indicators, where applicable, and the corresponding data sources and collection techniques. The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions.

108. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques.

109. This evaluation will be carried out in a gender responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- the quality of the gender analysis that was undertaken before the CSP was designed.
- whether the results of the gender analysis were properly integrated into the CSP implementation.
- whether the gender-related commitments presented in the CSP were actually implemented, and with which results.

110. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender Marker levels for the CSP and to assess compliance with the minimum standards as indicated in WFP's Gender Policy. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, its findings and conclusions should mention results in relation to gender equality and where appropriate recommendations should indicate what needs to be done to better integrate gender.

111. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP's activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant population groups.

#### **4.4. Quality Assurance**

112. WFP's evaluation quality assurance system sets out processes with in-built steps for quality assurance and templates for evaluation products based on standardised checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the OEV Evaluation Manager and by the Senior Evaluation Officer, who will conduct the first and second level quality assurance respectively. This quality assurance process does not interfere with the views and independence of the evaluation team but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.

113. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

114. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

115. In case the company is unable to deliver agreed outputs according to OEV's quality standards within agreed deadlines, OEV reserves the right to hire additional support services, the cost of which will be deducted from the company's final payment.

#### **4.5. Ethical Considerations**

116. Ethical considerations shall be taken into account in the overall evaluation approach. It will also define risks and appropriate management measures, including issues related to data confidentiality and protection issues, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm, and set out ethical safeguards that include provisions for the reporting of ethical concerns.

117. The team will not have been involved in the design, implementation or monitoring of the WFP The Gambia CSP nor have any other conflicts of interest. All members of the evaluation team will abide by the 2016 UNEG Norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The evaluation team will also commit to signing Annex 9 of the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

## 5. Organization of the Evaluation

### 5.1. Phases and Deliverables

118. The evaluation is structured in five phases summarized in table 6 . The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and RBD have been consulted on the timeframe to ensure good alignment with CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

**Table 8: Summary Timeline - key evaluation milestones**

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	23 March 2020	TOR submission to LTA
	3 May 2020	Evaluation Team and/or firm selection & contract
2. Inception	12-19 May 2020	Document review
	2-16 June 2020	Remote briefing conversations with OEV and HQ and RB-based members of the Internal Reference Group.  Remote Inception meetings with CO staff as well as with some external stakeholders.
	30 July 2020	Inception report
3. Evaluation, including field data collection		
	Scenario 1 – COVID 19 travel and access restrictions lifted	Scenario 1: Evaluation mission, data collection and exit debriefing
	Scenario 2- prevailing COVID 19 travel and/or access restrictions	Scenario 2:  Set-up of provisions for remote data collection
	Scenario 1: 31 August – 24 September 2020	Remote full time evaluation briefing, data collection and exit debriefing
	Scenario 2: 1 -31 August	
	31 August – 24 September 2020	

4. Reporting	<p>25 September – 24 October 2020</p> <p>7 November – 11 December</p> <p>12 – 31 December</p> <p>18-22 January 2021</p> <p>5 March 2021</p> <p>9 April 2021</p>	<p>Report Drafting</p> <p>OEV internal review and quality assurance process</p> <p>Review of the draft report by the IRG</p> <p>Learning Workshop Final evaluation report</p> <p>Final Evaluation Report</p> <p>Summary Evaluation Report</p> <p>Evaluation Report Formatting</p>
5. Dissemination	May-July 2021	Management Response and Executive Board Preparation

## 5.2. Evaluation Team Composition

119. The CSPE will be conducted by a gender balanced team of 2 International (including a researcher) and 2 national (or, if not available, regional) consultants with relevant expertise.

120. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the strategic and technical areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, and prior knowledge of the WFP food/CBT transfer-based and technical assistance modalities.

121. In view of the CO's current undertaking of a decentralized evaluation that covers nutrition related activities and approaches in The Gambia's CSPE, specialized knowledge on nutrition will not be an essential requirement for the evaluation team.

122. Table 9 provides a summary of the intended composition of the evaluation team and the requirements in terms of its areas of expertise.

**Table 9: Summary of evaluation team and areas of expertise required**

Areas of CSPE	Expertise required
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<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team leadership, coordination, planning and management including the ability to resolve problems.</li> <li>• Strong experience in evaluating implementation of strategic plans and CO positioning related to capacity strengthening activities and of evaluation in humanitarian and development contexts.</li> <li>• Specialization in one of the following areas: food assistance, capacity development, social protection, school feeding, smallholder farmer support, resilience building and gender analysis.</li> <li>• Relevant knowledge and experience in The Gambia or similar context and key players within and outside the UN System; strong, experience in of evaluating country programmes , monitoring and evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time.</li> </ul>
<b>School Feeding and other Social Protection mechanisms and Capacity Development</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in capacity strengthening in relation to social protection schemes in the development context.  More specifically, the capacity development expertise is to encompass: <ul style="list-style-type: none"> <li>- Institutional and individual capacities as well as their relation to the enabling environment;</li> <li>-Home Grown School feeding</li> <li>-Ideally as well: Emergency preparedness and response</li> </ul> </li> <li>• Knowledge and experience in terms of <i>effective support of cooperating agencies</i> to the establishment and enhancement of national social protection schemes in the development context.</li> <li>• Proven track record of participation in evaluation teams evaluating this subject, in a similar context.</li> </ul>
<b>Food Security/Livelihoods/Resilience/ Climate Change</b>	<ul style="list-style-type: none"> <li>• Strong technical expertise in relation to programming in support of resilience building of vulnerable smallholder farmers/vulnerable (to natural hazards and financial shocks) rural population. Such expertise is preferably to comprise both asset building activities as well as value chain and market support to smallholder farmers.</li> <li>• General expertise in terms of the political, social and economical dynamics surrounding climate change and food insecurity in the development/humanitarian context.</li> <li>• Ideally, the expertise also comprises knowledge and experience in terms of solution building in face of the interconnected challenges posed by climate change, food insecurity, local conflict and emigration.</li> <li>• Proven track record of participation in evaluation teams in relation to the above described subjects, in a similar country context.</li> </ul>

<b>Research Assistance</b>	<ul style="list-style-type: none"> <li>• Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&amp;E data, data cleaning and analysis; writing, visualization and presentation skills, proofreading, and note taking.</li> </ul>
<b>Other technical expertise needed by the team</b>	<ul style="list-style-type: none"> <li>• The additional areas of expertise requested are: <ul style="list-style-type: none"> <li>○ Cash based transfers</li> <li>○ Gender</li> <li>○ Emergency preparedness and response</li> <li>○ Humanitarian principles and protection</li> <li>○ Accountability to Affected Populations</li> </ul> </li> <li>• <i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></li> </ul>

### 5.3. Roles and Responsibilities

123. This evaluation is managed by the WFP Office of Evaluation (OEV). Jacqueline Flentge has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; preparing and managing the budget; selecting and contracting the evaluation team; setting up the internal reference group (IRG); organizing the team briefings; supporting the preparation of the field mission or the set-up of remote data collection; conducting the 1<sup>st</sup> level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products; organizing a stakeholders learning in-country workshop; and drafting the Summary Evaluation Report. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michael Carbon, Senior Evaluation Officer, will provide second level quality assurance. Andrea Cook, Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2021.

124. An internal reference group (Annex 10) composed of selected WFP stakeholders at CO, RBD and HQ levels will be expected to review and comment on the terms of reference of the evaluation and the draft evaluation report; provide feedback during evaluation briefings; and be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in The Gambia; provide logistic support during the fieldwork and/or for the set-up of remote data collection and organize an in-country stakeholder learning workshop. Duncan Ndhlovu has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

125. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

### 5.4. Communication

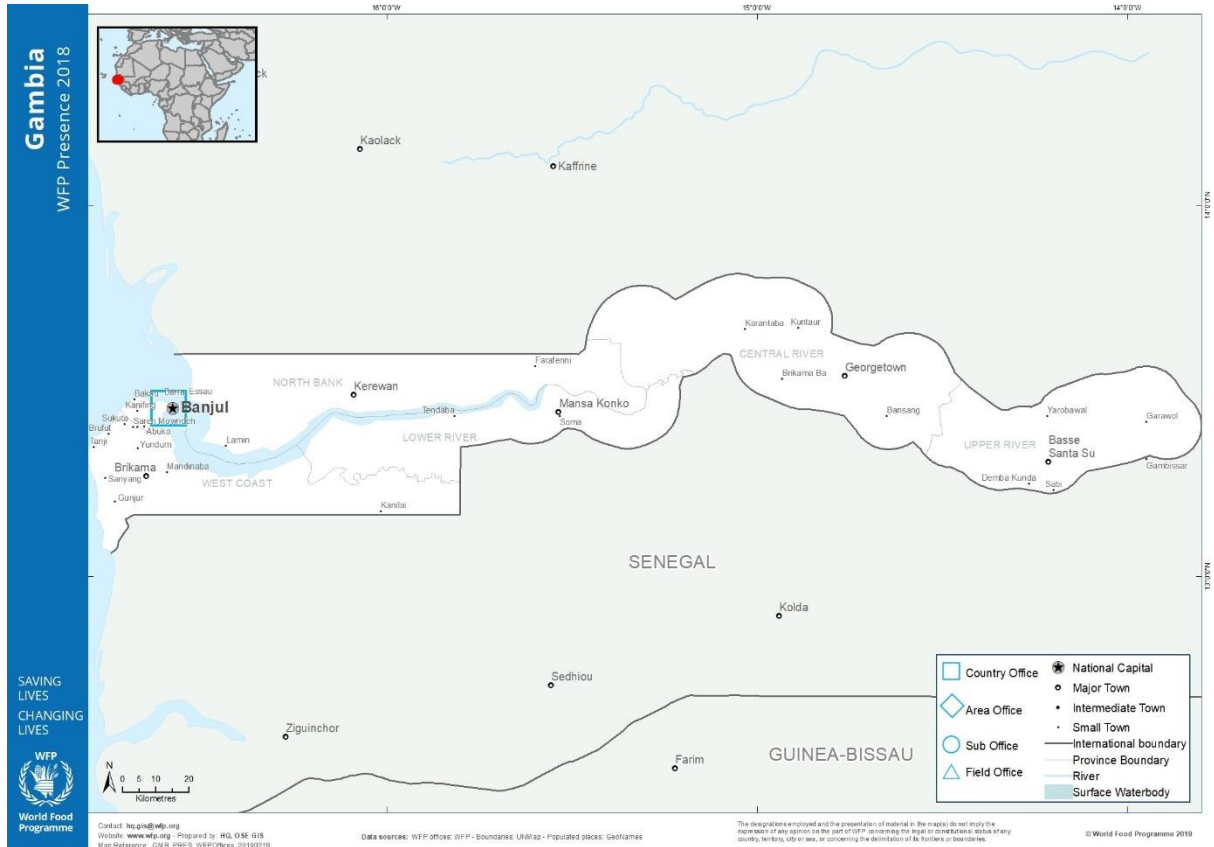
It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will include gender perspectives and define to who and how dissemination is to happen. When doing so, it will take into account the varying needs of stakeholders, i.e. people involved in CSP design/implementation and users of the evaluation (duty bearers, implementers, beneficiaries).

126. All evaluation products will be produced in English. Whereas English is widely spoken in the institutional context of The Gambia, local languages are often the only means of communicating at community level. Should the national consultants on the evaluation team not be proficient in those local languages, one or more interpreters -hopefully speaking more than one local language only- will be required for field work. The evaluation firm in that case will have to make arrangements and include related costs in the budget proposal.

127. A communication plan (see [Annex 9](#)) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2021. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through WFP's Annual Evaluation Report.

## Annexes

### Annex 1: The Gambia, Map with WFP Offices in 2019



Source: WFP GIS Unit, Data extracted on 19.01.2020

## Annex 2: The Gambia Fact Sheet

	Parameter/(source)	2017	2019
	<b>General</b>		
1	Human Development Index (score) (1)	0.456	0.466 (2018)
2	Asylum-seekers (pending cases) (5)	4	339 (2018)
3	Refugees (incl. refugee-like situations)	8,034	4,022 (2018)
	<b>Demography</b>		
7	Population total (millions) (2)	2,213,894	2,280,102 (2018)
8	Population, female (% of total population) (2)	50	50 (2018)
9	% of urban population (1)	60.6	61.3
10	Total population by age (0-4) (6)	311,156 (2015)	statistics not available
11	Total population by age (5-9) (6)	298,089 (2015)	statistics not available
12	Total population by age (10-14) (6)	228,988 (2015)	statistics not available
13	Total Fertility rate, per women (10)	5.32	5.32
14	Adolescent birth rate (per 1000 females aged between 15-19 years) (10)	86 (2013-2018)	86 (2013-2018)
	<b>Economy</b>		
15	GDP per capita (current US\$) (2)	679.7	716.1 (2018)
16	Income Gini Coefficient (1)	35.9 (2018)	35.9
17	Foreign direct investment net inflows (% of GDP) (2)	0.3	1.78
18	Net official development assistance received (% of GNI) (4)	27.3	statistics not available
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	15.3	statistics not available
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	21	19.8 (2018)
	<b>Poverty</b>		
21	Population vulnerable to/Population near multidimensional poverty (%) (1)	21.8 (2018)	21.8
22	Population in severe multidimensional poverty (%) (1)	32.0 (2018)	32
23	Global Hunger Index (rank)	79 (out of 119)	75 (out of 117)
	<b>Health</b>		
23	Maternal Mortality ratio (lifetime risk of maternal death: 1 in:) (3)	597	statistics not available
24	Healthy life expectancy at birth (total years) (2)	61	statistics not available
25	Prevalence of HIV, total (% of population ages 15-49) (2)	0.3	0.3 (2018)
	<b>Gender</b>		
26	Gender Inequality Index (score) (1)	0.625	0.620 (2018)
27	Proportion of seats held by women in national parliaments (%) (2)	10.3	10.3
28	Labour force participation rate, total (% of total population ages 15+) (modeled ILO estimate) (2)	59.4	59.6
29	Employment in agriculture, female (% of female employment) (modeled ILO estimate) (2)	58.7	59
	<b>Nutrition</b>		

30	Prevalence of moderate or severe food insecurity in the total population (%) (7)	54.1 (2016-2018) <sup>54</sup>	54.1 (2016-18)
31	Weight-for-height (Wasting - moderate and severe), (0-4 years of age) (%) (3)	11 (2013)	6.2 (2018) <sup>a</sup>
32	Height-for-age (Stunting - moderate and severe), (0-4 years of age) (%) (3)	25 (2013)	19 (2018) <sup>a</sup>
33	Weight-for-age (Overweight - moderate and severe), (0-4 years of age) (%) (3)	3 (2013-2018)	1.2 (2018) <sup>a</sup>
34	Mortality rate, under-5 (per 1,000 live births) (2)	60.4	58.4 (2018)
	<b>Education</b>		
35	Adult literacy rate (% ages 15-49) <sup>a</sup>	Statistics not available	48.1 (2018)
36	Population with at least secondary education (% ages 25 and older) (1)	35.3	Both sexes: 36.8 (2018) Female: 30.7 (2018) Male: 43.6 (2018)
37	School enrolment, primary (% net) (2)	76	77 (2018)
38	Attendance in early childhood education - female (%) (3)	19.1	19.1
39	Gender parity index (secondary enrollment) (2)	1.1	statistics not available

Sources: (1) UNDP Human Development Report – 2017 and 2019; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA. Date of extraction 13.01.2020.

<sup>a</sup> Multiple Indicator Cluster Survey (2018).

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54 FAO estimate of the percentage of people in the total population living in households where at least one adult has been found to be food insecure. To reduce the impact of year-to-year sampling variability, estimates are presented as three-year averages.

### Annex 3: Detailed Evaluation Timeline

	The Gambia Country Strategic Plan Evaluation	By Whom	Key Dates (deadlines)
<b>Phase 1 - Preparation</b>			
	Draft TOR cleared by Director of Evaluation	DOE	23 March 2020
	Draft TOR circulated to LTA Firms for Proposals	EM/LTA	23 March 2020
	Proposal Deadline based on the Draft TOR	LTA	7 April 2020
	LTA Proposal Review	EM	8-16 April 2020
	Final TOR sent to WFP Stakeholders	EM	20 April 2020
	Contracting evaluation team/firm	EM	3 May 2020
<b>Phase 2 - Inception</b>			
	Team preparation, literature review prior to HQ briefing	Team	12 May – 19 May 2020
	Remote Inception meetings with HQ, RBD, CO staff and some external stakeholders	Team + TL	2 - 16 June 2020
	Submit draft Inception Report (IR)	TL	23 June 2020
	OEV quality assurance and feedback	EM	24-30 June 2020
	Submit revised IR	TL	9 July 2020
	IR Review and Clearance	EM	10 -17 July 2020
	IR Clearance	OEV/DOE	20-27 July 2020
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	30 July 2020
<b>Phase 3 - Evaluation Phase, including FieldData Collection</b>			
	Scenario 1  (COVID 19 travel and access restrictions lifted) Field visits at The Gambia CO	Team	31 August – 20 September 2020
	Scenario 2  Set-up of arrangements for field data collection Remote full time evaluation briefing and data collection	CO/EM/ Team  Team	August 2020  31 August – 20 September 2020
	Debrief (ppt)	TL	21 September 2020

	Debriefing with CO, RBJ and HQ	EM&TL	29 September 2020
<b>Phase 4 - Reporting</b>			
	Submit high quality draft ER to OEV (after the company's quality check)	TL	2 November 2020
<b>Draft 0</b>	OEV quality feedback sent to TL	EM	14 November 2020
	Submit revised draft ER to OEV	TL	15 - 23 November 2020
<b>Draft 1</b>	OEV quality check	EM	23- 27 November 2020
	Seek OEV/D clearance prior to circulating the ER to WFP Stakeholders.	OEV/DOE	1-11 December 2020
	OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM/Stakeholders	12 - 24 December 2020
	Stakeholders Learning workshop - Banjul; share comments w/TL	TL/EM	18 - 22 January 2021
	Consolidate WFP's comments and share them with Evaluation Team.	EM	25 - 26 January 2021
	Submit revised draft ER to OEV based on the WFP's comments, with team's responses on the matrix of comments.	TL	27-31 January 2021
<b>Draft 2</b>	Review D2	EM	1 -4 February 2021
	Submit final draft ER to OEV	TL	11 February 2021
<b>Draft 3</b>	Review D3	EM	12- 19 February 2021
	Seek final approval by OEV/D	OEV/DOE	22 February- 5 March 2021
<b>SER</b>	Draft Summary Evaluation Report (SER)	EM	5-12 March 2021
	Seek DOE clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	15 March- 19 March 2021
	OEV circulates the SER to WFP's Executive Management for comments (upon clearance from OEV's Director)	EM	22 March - 2 April 2021
	OEV consolidates the comments on draft SER	EM	6- 9 April 2021
<b>Phase 5 Executive Board (EB) and follow-up</b>			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	9 April 2021
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	May-October 2021
	Presentation of Summary Evaluation Report to the EB	D/OEV	November 2021
	Presentation of management response to the EB	D/RMP	November 2021



Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP=Performance and Accountability Management.

#### Annex 4: Stakeholder Analysis Matrix

	Interest in the evaluation	Participation in the evaluation
<b>Internal (WFP) Stakeholders</b>		
<b>Country Office</b>	Primary stakeholder and responsible for country level planning and implementation of the current CSP, the CO has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
<b>WFP Senior Management and Regional Bureau</b>	WFP Senior Management and the Regional Bureau in Dakar (RBD) have an interest in learning from the evaluation results because of the strategic and technical importance of The Gambia in the WFP regional plans and strategies.	RBD staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.
<b>WFP Divisions</b>	WFP technical units such as programme policy, EPR, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
<b>WFP Executive Board</b>	Accountability role, but also an interest in potential wider lessons from The Gambia's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2021 session to inform Board members about the performance and results of WFP activities in The Gambia.
<b>External stakeholders</b>		
<b>Affected population / Beneficiary Groups</b> disaggregated by gender and age (women, men, boys and girls), ethnicity, status,	As the ultimate recipients of food/ cash and other types of assistance, such as capacity development, beneficiaries have a stake in WFP determining	They will be interviewed and consulted during the field missions. Vulnerable groups will be interviewed separately.

<p>smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the government and partner programmes assisted by WFP.</p> <p><b>SO1</b> Provide food assistance and SBCC training for <b>crisis-affected populations</b> and strengthen the capacity of <b>national partners</b> to respond to crises.</p> <p><b>SO2</b> Provide school meals for <b>pre-school and primary schoolchildren</b> vulnerable to food insecurity during the school year and strengthen the capacity of <b>local governments</b> to manage school meals programmes as a national safety net.</p> <p><b>SO3</b> Provide comprehensive nutrition programming including nutritious foods for <b>pregnant or lactating women and girls and children under 5</b> to prevent or treat acute and chronic malnutrition complemented by support for the Government in the management of nutrition programmes.</p> <p><b>SO4</b> Provide supply chain and market support (including for home-grown school meals) for <b>farmers</b> to increase productivity and access to markets, complemented by <b>community</b> asset creation through FFA activities.</p>	<p>whether its assistance is relevant, appropriate and effective.</p>	<p>Special arrangements may have to be made to meet children.</p>
<p><b>UN Country Team and Other International Organizations:</b> UN: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women (reg), United Nations Peace Building Fund, UNISS, IOM, ITC.</p> <p>International Organisations: EU Commission Humanitarian</p>	<p>UN agencies and other partners in The Gambia have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination. Agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. The CSPE can be used as inputs</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition activities, emergency preparedness, resilience-building and national capacity development. The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>

Office, EU Delegation, United Kingdom Department for International Development	to improve collaboration, co-ordination and increase synergies within the UN system and its partners.	
<b>Donors</b>  World Bank - International Development; EU Institutions, the United Kingdom (DFID), the Global Fund; the African Development Fund; the OPEC Fund for International Development, the Government of the United States, the Islamic Development Bank, the International Monetary Fund and IFAD.	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews, feedback sessions, report dissemination.
<b>National Partners</b>		
<b>National government:</b> Ministry of Basic and Secondary Education, Ministry of Health and Social Welfare, Ministry of Agriculture, Ministry of Trade, Industry, Regional Integration and Employment, National Disaster Management Agency, National Nutrition Agency (NaNa), National AIDS Secretariat, Women's Bureau, Standards Bureau, Food Safety and Quality Authority.	Given the tight collaboration between WFP and the Gambian national government, the evaluation is expected to enhance collaboration and synergies, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.	National government officials will be interviewed and consulted during the inception mission and the field missions, at central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.
<b>Regional government institutions</b> [To be identified in further detail during inception mission].	The evaluation is expected to help enhance and improve local governments' collaboration with WFP.	Regional government officials will be interviewed and consulted during the inception mission and the fieldwork. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.
<b>Cooperating partners and NGOs:</b> Foni Ding Ding Federation, Agency for Development of Women and Children, Agency for Village Support, Forum for Women Educationalist Gambia Chapter, National Red Cross and Red Crescent Society, Action-aid International, The Gambia Buba Darboe, Wuli and Sandu Development Association.	WFP has multiple cooperating partners, active in the implementation of CSP activities mainly related to national capacity strengthening, school feeding and smallholder support. The NGOs involved in thematic groups have an interest in the evaluation results to strengthen response capacity and coordination. More broadly, NGOs working in The Gambia have an interest in this CSP evaluation as members of the wider	Interviews will be organized with managers of relevant cooperating partners.

	development/humanitarian community in the country.	
<b>Private and public sector partners</b> Gambia Teachers Union, Cooperative Credit Union, AfriMoney, QMoney.	These are mainly financial service providers, supporting delivery of CBT to schools and communities	Financial service providers will be interviewed and consulted as key informants in relation to informants on CBT activities
<b>Academics</b> To be identified by CO during Inception Stage		Interviews will be organized with a focal point in academic organizations.

Source: COMET, Partnership Section. Data extracted on 07.02.2020. CSP Document GM02 (2019-2020).

## Annex 5: Evaluability Assessment Tables – T-ICSP and CSP The Gambia <sup>55</sup>

### Summary tables:

#### CSP Logframe Analysis- continuation of indicators among T-ICSP and CSP logframes

Logframe version		Outcome indicators	Cross-cutting indicators
GM01 v 1.0 [2018]	<b>Total nr. of indicators</b>	<b>13</b>	<b>7</b>
GM02 Original version [2019]	New indicators	11	0
	Discontinued indicators	3	0
	<b>Total nr. of indicators</b>	<b>21</b>	<b>7</b>
GM02 v 1.0 [April 2019]	New indicators	3	1
	Discontinued indicators	1	0
	<b>Total nr. of indicators</b>	<b>23</b>	<b>8</b>
GM02 v 2.0 [April 2019]	New indicators	2	2
	Discontinued indicators	0	0
	<b>Total nr. of indicators</b>	<b>25</b>	<b>10</b>
<b>Total nr. of indicators that appear across T-ICSP logframe and all CSP logframe versions:</b>		<b>9</b>	<b>7</b>

Sources: COMET report CM-L010 (data extracted on 10.02.2020) and The Gambia CSP (2019-2021) document.

#### Logframe analysis - GM02 (2019) Output indicators <sup>56</sup>

Logframe version		Output indicators
GM02 v 1.0 [April 2019]	<b>Total nr. of indicators</b>	<b>28</b>
GM02 v 2.0 [April 2019]	New indicators	16
	Discontinued indicators	0
	<b>Total nr. of indicators</b>	<b>44</b>
<b>Total nr. of indicators that appear across all CSP logframe versions:</b>		<b>28</b>

Source: COMET report CM-L010, Data extracted on 10.02.2020

<sup>55</sup> The evaluability assessment could not be conducted for CSP GM02, as the ACR 2019 was not available at the time of compilation of this document.

<sup>56</sup> As the continuation of output indicators could not be traced across GM01 and GM02 logframes, the analysis of output indicators only relates to GM02 v 1.0 and v 2.0 logframes.

## Analysis of Results Reporting – The Gambia T-ICSP (2018)

		2018 ACR
<b>Outcome Indicators</b>		
	Total number of indicators in applicable logframe	<b>13</b>
Baselines	Nr. of indicators with any baselines reported	<b>12</b>
	<i>Total nr. of baselines reported</i>	30
ICSP-end targets (= year-end targets)	Nr. of indicators for which ICSP-end targets had been set	<b>12</b>
	<i>Total nr. of ICSP-end targets reported</i>	21
Follow-up	Nr. of indicators with any follow-up values reported	<b>12</b>
	<i>Total nr. of follow-up values reported</i>	30
<b>Cross-cutting Indicators</b>		
	Total number of indicators in applicable logframe	<b>7</b>
Baselines	Nr. of indicators with any baselines reported	<b>6</b>
	<i>Total nr. of baselines reported</i>	15
ICSP-end targets (= year-end targets)	Nr. of indicators with ICSP-end targets reported	<b>7</b>
	<i>Total nr. of year-end targets reported</i>	16
Follow-up	Nr. of indicators with any follow-up values reported	<b>7</b>
	<i>Total nr. of follow-up values reported</i>	16
<b>Output Indicators</b>		
	Total number of indicators in applicable logframe	<b>33</b>
Targets	Nr. of indicators with any targets reported	<b>21</b>
	<i>Total nr. of targets reported</i>	21
Actual values	Nr. of indicators with any actual values reported	<b>21</b>
	<i>Total nr. of actual values reported</i>	21

Source: COMET report CM-L010, Data extracted on 10.02.2020 and ACR The Gambia 2018.

## Analysis of Results Reporting – The Gambia CSP (2019)

		2019 ACR
<b>Outcome indicators</b>		
	Total number of indicators in applicable logframe	25
Baselines	Nr. of indicators with any baselines reported	15
	<i>Total nr. of baselines reported</i>	47
Year-end targets	Nr. of indicators with any year-end targets reported	10
	<i>Total nr. of year-end targets reported</i>	36
CSP-end targets	Nr. of indicators with any CSP-end targets reported	12
	<i>Total nr. of CSP-end targets reported</i>	38
Follow-up 2019	Nr. of indicators with any follow-up values reported	9
	<i>Total nr. of follow-up values reported</i>	33

Cross-cutting indicators		
	Total number of indicators in applicable logframe	10
Baselines	Nr. of indicators with any baselines reported	0
	<i>Total nr. of baselines reported</i>	0
Year-end targets	Nr. of indicators with any year-end targets reported	0
	<i>Total nr. of year-end targets reported</i>	0
CSP-end targets	Nr. of indicators with any CSP-end targets reported	0
	<i>Total nr. of CSP-end targets reported</i>	0
Follow-up	Nr. of indicators with any follow-up values reported	3
	<i>Total nr. of follow-up values reported</i>	5
Output indicators		
	Total number of indicators in applicable logframe	44
Targets	Nr. of indicators with any targets reported	32
	<i>Total nr. of targets reported</i>	67
Actual values	Nr. of indicators with any actual values reported	25
	<i>Total nr. of actual values reported</i>	55

Source: ACR The Gambia 2019. Data extracted on 03.04.2020.

### Overview of T-ICSP logframe output indicators:

Logframe output	Output indicator
01: Strategic Outcome 1 School aged children in the most food-insecure areas have adequate access to safe and nutritious food throughout the year	
[GM01.01.011.CSI1]: Activity 1. Provide daily nutritious school meals for girls and boys in pre-primary and primary schools in vulnerable, food-insecure areas.	
Output 1.1 Targeted school children and cooks receive food and/or cash transfers in order to meet basic food and nutrition needs	Number of institutional sites assisted
	Number of rations provided
	Number of women, men, boys and girls receiving food/cash-based transfers, commodity vouchers, capacity strengthening transfers
	Quantity of food provided
	Total amount of cash transferred to targeted beneficiaries
[Activity code]: Activity 2. Provide capacity strengthening support for school meals management for national and regional institutions, and at school level.	
Output 2.1 Targeted school children benefit from improved management and delivery of school meals programme in order to better meet their basic food and nutrition needs	Number of capacity development activities provided
	Number of people trained
	Number of technical support activities provided
[Activity code]: Activity 3. Provide agricultural market support (including HGSE) to smallholder farmers.	

Output 3 Targeted smallholder farmers benefit from WFP market support and HGSP purchases in order to increase their income and food security	Number of smallholder farmers supported/trained
	Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers
02: Strategic Outcome 2 Targeted children under 5 and pregnant and lactating women in The Gambia have enhanced nutritional status throughout the year	
[Activity code] Activity 4 Provide targeted supplementary feeding to children 6-59 months and PLW for treatment of malnutrition as well as SBCC, for both PLWs, caregivers and other community members.	
Output 4.1 Targeted malnourished PLW and malnourished children 6-59 months receive specialized nutritious foods in order to treat malnutrition	Quantity of fortified food provided
	Quantity of specialized nutritious food provided
Output 4.2 Targeted PLWs and caregivers of children 6-59 months receive SBCC messages in order to prevent and treat malnutrition	Number of people exposed to WFP-supported nutrition messaging
	Number of people receiving WFP-supported nutrition counselling
	Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling
[Activity Code]: Activity 5. Provide blanket supplementary feeding for children 6-23 months and SBCC for mothers, caregivers and other community members.	
Output 5.1 Targeted children 6-23 months (Tier 1) receive specialized nutritious in order to prevent malnutrition (SR2)	Number of institutional sites assisted
	Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers/ capacity strengthening transfers
	Quantity of food provided
	Quantity of fortified food provided
	Quantity of specialized nutritious foods provided
Output 5.2 Targeted PLWs and caregivers of children under 59 months (Tier 1) receive SBCC messages in order to prevent and treat malnutrition (SR2)	Number of people exposed to WFP-supported nutrition messaging
	Number of people receiving WFP-supported nutrition counselling



	Number of targeted caregivers (male and female) receiving three key messages delivered through WFP-supported messaging and counselling
[Activity code] Activity 6. Provide capacity strengthening support for national institutions managing nutrition sensitive and nutrition specific activities.	
Output 6.1 PLW and children under 5 benefit from strengthened national institutions which deliver nutritional interventions in order to improve nutrition status	Number of capacity development activities provided
	Number of people trained
	Number of technical support activities provided
03: Strategic Outcome 3 National and subnational institutions have strengthened capacity to manage food security and nutrition policies and programmes by 2030)	
[Activity Code] Activity 7 Assess (Zero Hunger Score/SABER) and strengthen capacity of Government and other partners for disaster risk reduction and social protection	
Output 7.1 Food-insecure populations benefit from improved assessments and evaluations of social safety nets in order to better progress towards zero hunger	Number of capacity development activities provided
	Number of people trained
	Number of technical support activities provided
Output 7.2 Populations affected by natural disaster benefit from improved disaster management and response mechanisms in order to better progress towards zero hunger	Number of capacity development activities provided
	Number of people trained
	Number of technical support activities provided
04: Strategic Outcome 4 Government efforts towards achieving Zero Hunger by 2030 are supported by effective (and coherent) policy frameworks.	
[Activity Code] Activity 8. Provide technical assistance to the Government for the National Development Plan, creation of Fiscal Space for Social Protection, and preparation of an implementation plan for the School Meals Policy.	
Output 8.1 Food-insecure populations benefit	Number of policy engagement strategies developed/implemented

from improved coherence of the national development plan, social protection, and school meals policies in order to better progress towards zero hunger	
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Source: COMET Report L010. Data extracted on 17.01.2020.

## Evaluability Assessment Tables – Combined T-ICSP (GM01) and CSP (GM02)

### Overview of presence of *outcome indicators* across logframe versions in T-ICSP and CSP

Strategic Outcome Indicator	Logframe version			
	GM01 v 1.0	GM02 Original version	GM02 v 1.0	GM02 v.2.0
<b>SO 1.1 Maintained/enhanced individual and household access to adequate food</b>				
Attendance rate			X	X
Consumption-based Coping Strategy Index (Average)		X	X	X
Dietary Diversity Score		X	X	X
Enrolment rate	X	X	X	X
Food Consumption Score		X	X	X
Food Expenditure Share		X	X	X
Gender ratio	X	X	X	X
Graduation rate (new)	X		X	X
Proportion of children 6–23 months of age who receive a minimum acceptable diet		X	X	X
Proportion of eligible population that participates in programme (coverage)		X	X	X
Proportion of target population that participates in an adequate number of distributions (adherence)		X	X	X
Retention rate		X	X	X
Retention rate / Drop-out rate				X
SABER School Feeding National Capacity				X
<b>SO 2.1 Improved consumption on high-quality, nutrient-dense foods among targeted individuals</b>				
MAM Treatment Default rate	X	X	X	X
MAM Treatment Mortality rate	X	X	X	X
MAM Treatment Non-response rate	X	X	X	X
MAM Treatment Recovery rate	X	X	X	X
Minimum Dietary Diversity – Women		X	X	X

Proportion of children 6–23 months of age who receive a minimum acceptable diet	X	X	X	X
Proportion of eligible population that participates in programme (coverage)	X	X	X	X
Proportion of target population that participates in an adequate number of distributions (adherence)	X	X	X	X
<b>SO 3.1 Increased smallholder production and sales</b>				
Percentage of WFP food procured from smallholder farmer aggregation systems		X	X	X
Proportion of the population in targeted communities reporting benefits from an enhanced asset base		X	X	X
<b>SO 5.1 Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations</b>				
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening			X	X
Zero Hunger Capacity Scorecard	X	X		
<b>SO 6.1 Supported inclusive and sustained food security and nutrition policy reform processes</b>				
Proportion of targeted sectors and government entities implementing recommendations from national zero hunger strategic reviews	X			
Proportion of targeted sectors and government entities participating in national zero hunger strategic reviews	X			

Source: Comet Report L010, Data extracted on 10.02.2020, and CSP Document GM02 (2019-2021).

### Overview of presence of *cross cutting indicators* across logframe versions in T-ICSP and CSP



Cross-cutting Indicator	Logframe version			
	GM01 v 1.0	GM02 Original version	GM02 v 1.0	GM02 v.2.0
<b>C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences</b>				
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	X	X	X	X
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	X	X	X	X

<b>C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity</b>				
Proportion of targeted people accessing assistance without protection challenges	X	X	X	X
Proportion of targeted people having unhindered access to WFP programmes				X
Proportion of targeted people receiving assistance without safety challenges			X	X
Proportion of targeted people who report that WFP programmes are dignified				X
<b>C.3 Improved gender equality and women's empowerment among WFP-assisted population</b>				
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	X	X	X	X
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality	X	X	X	X
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	X	X	X	X
<b>Targeted communities benefit from WFP programmes in a manner that does not harm the environment</b>				
Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	X	X	X	X

Source: Comet Report L010, Data extracted on 10.02.2020, and CSP Document GM02 (2019-2021).

## Annex 6: WFP presence in The Gambia in years pre-CSP

		2016	2017	2018
<b>Gambia natural and man-made disasters, outbreak of conflict</b>		<i>Windstorms, heavy rainfalls and flooding. Presidential Elections in December, followed by a political transition</i>	<i>Severe flooding</i>	
	<b>PRRO</b> [Targeted nutrition and livelihood support to vulnerable people impacted by floods and drought in the Gambia, June 2013 – March 2018]	<i>a) Nutrition security b) Disaster recovery through CBT c) Capacity development of national institutions</i>	<i>a) Nutrition security b) Disaster recovery through CBT c) Capacity development of national institutions</i>	<i>a) Nutrition security b) Disaster recovery through CBT c) Capacity development of national institutions</i> <b>Total requirements:</b> 20,263,952 US\$ <b>Total contributions received:</b> 7,206,577 US\$ <b>Funding:</b> 35.6%
	<b>IR-EMOP</b> [Targeted support to floods and windstorm affected households, October 2016 – January 2017]	<i>Food assistance in the form of CBT</i> <b>Total requirements:</b> 287,170 US\$ <b>Total contributions received:</b> <b>Immediate Response Account funding</b> Funding:100%	<i>Food assistance in the form of CBT</i> <b>Total requirements:</b> 287,170 US\$ <b>Total contributions received:</b> <b>Immediate Response Account funding</b> Funding:100%	-
	<b>DEV</b> [Establishing the Foundation for a Nationally Owned Sustainable School Feeding Programme, August 2012 - December 2017]	<i>School feeding in food-insecure and poor regions</i> <b>Total requirements:</b> 22,974,786 US\$ <b>Total contributions received:</b> 12,710,400 US\$ <b>Funding:</b> 55.3%	<i>School feeding in food-insecure and poor regions</i> <b>Total requirements:</b> 22,974,786 US\$ <b>Total contributions received:</b> 12,710,400 US\$ <b>Funding:</b> 55.3%	-
	<b>T-ICSP</b> [Providing access to food, school feeding, malnutrition treatment and prevention, support to smallholder farmers, national government]	-	-	<b>Total requirements:</b> 7,734,288 US\$ <b>Total contributions received:</b> 192,800 US\$ <b>Funding:</b> 2.5%

	capacity strengthening, January-December 2018]			
<b>Outputs at Country Office Level</b>	Food distributed (MT) 	1,545	2,419	8,357
	Cash distributed (US\$) 	52,794	458,991	326,821
	Actual beneficiaries (number)	107,963	182,816	184,469

Source: WebOp, data compiled on 03.01.2020

## Annex 7: CSP Gambia (2019 - 2021), Line of Sight

THE GAMBIA					
SR 1 – Everyone has access to food (SDG Target 2.1)		SR 2 – No one suffers from malnutrition (SDG Target 2.2)		SR 3 – Smallholder farmers productivity (SDG Target 2.3)	SR 5- Countries strengthened capacities (SDG Target 17.9)
CRISIS RESPONSE	RESILIENCE BUILDING			ROOT CAUSES	
<b>OUTCOME 1:</b> Crisis-affected populations, including those impacted by seasonal shocks, in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises.	<b>OUTCOME 2:</b> Food-insecure populations, including school-aged children, in targeted areas have access to adequate and nutritious food all year-round.	<b>OUTCOME 3:</b> Vulnerable populations, including children, pregnant and lactating women and girls and other nutritionally vulnerable individuals in targeted areas have improved nutritional status in line with national targets.	<b>OUTCOME 4:</b> Food-insecure smallholder farmers, and communities in targeted areas, have enhanced livelihoods and resilience to better meet food security and nutrition needs.	<b>OUTCOME 5</b> National and subnational institutions have strengthened capacity to meet Zero Hunger Targets	
<b>OUTPUTS:</b> 1.1. Crisis-affected beneficiaries (Tier 1) receive timely and adequate food or CBT (output A1) in order to meet their food and nutrition requirements. 1.2. Crisis-affected beneficiaries (Tier 1) receive nutrition messaging (output category E) in order to improve nutrition-related practices (SR2) 1.3. Crisis-affected targeted populations (Tier 2) benefit from enhanced national partners' capacity to ensure their safe and adequate access to food and nutrition (output C).	<b>OUTPUTS:</b> 2.1. Children attending pre- and primary school (Tier 1) receive a safe and nutritious meal every day they attend school, to meet their basic food and nutrition needs (output A1) and increase their school enrolment and attendance. 2.2. Food Insecure people (Tier 3) benefit from enhanced local government and communities' capacity to implement home-grown school feeding and nutrition programmes, to meet their food and nutrition requirements (output C). * Outputs 2.1 and 2.2 will contribute to SDG 4.	<b>OUTPUTS:</b> 3.1. Targeted children aged 6-59 months and PLW/Gs (Tier 1) receive adequate and timely specialized nutritious food (output B) to treat moderate acute malnutrition (MAM). 3.2. Targeted children aged 6-23 months and PLW/Gs (Tier 1) receive adequate and timely specialized nutritious food (output B) to prevent MAM. 3.3. Targeted beneficiaries, including children 6-59 months, adolescent girls, PLWG and other nutritionally-vulnerable individuals (Tier 1) receive nutrition-related messaging (output E) to improve nutrition-related practices and prevent malnutrition. 3.4. Food insecure people (Tier 3) benefit from enhanced local government and communities' capacity to implement nutrition programmes (output C). *All outputs contribute to SDG 3 and output 3.3. and 3.4 will also contribute to SDG 5.	<b>OUTPUTS:</b> 4.1. Smallholders (Tier 1) benefit from value chain and market access opportunities (output C) to improve income-earning opportunities and food security. 4.2. Community members (Tier 2) benefit of improved livelihoods and resilience from productive asset creation/rehabilitation (output D) to improve access to markets and improve their productivity. 4.3. Small-holders (Tier 1) benefit from large-scale reliable procurement (output F) from WFP to incentivize increased production. *Outputs contribute to SDG 1.	<b>OUTPUTS:</b> 5.1. Food insecure people (Tier 3) benefit from the government's improved capacity to scale up safety nets (output C) to meet their basic food security and nutrition needs. *Outputs contribute to SDG 1.	
<b>ACTIVITY 1:</b> Provide food assistance and Social Behaviour Change Communication trainings to crisis-affected populations (activity category: 1; modalities: food/CBT and CS). * Contingency measure.	<b>ACTIVITY 2:</b> Provide school meals to vulnerable pre-and primary school children during the school year, and strengthen capacity of local government to manage school meal programmes as a national safety net (activity category: 4; modalities: food/CBT and CS).	<b>ACTIVITY 3:</b> Provide specialized nutritious foods to pregnant or lactating women and girls and children under five to prevent or treat acute and chronic malnutrition, complemented by support to government on management of nutrition programmes. (activity category 5; modality CBT/food and CS).	<b>ACTIVITY 4:</b> Provide supply chain and market support (including HGSF) to farmers to increase productivity and access to markets, complemented by community asset creation through FFA (activity category: 7; modalities: food/ CBT and CS).	<b>ACTIVITY 5:</b> 5. Provide technical support to the Government on (i) the implementation of the National Social Protection Policy, with a focus on the gradual handover of the home-grown school feeding programme, (ii) resource mobilisation and (iii) disaster preparedness and shock response systems (activity category: 9; modality: CS).	

Source: WFP SPA website, latest version CSP document; table extracted on 03.01.2020.

## Annex 8: Key information on beneficiaries and transfers

**Table 1: T-ICSP GM01 - Actual beneficiaries versus planned (2018) by year, strategic outcome, activity category and gender**

Strategic Objective (SO)	Strategic Outcome	Activity	2018 Planned beneficiaries		2018 Actual beneficiaries		2018 Actuals as a % of planned beneficiaries	
			M	F	M	F	M	F
SO1 – End hunger by protecting access to food	01 - School aged children in the most food-insecure areas have adequate access to safe and nutritious food throughout the year	School Meal Activities	41,167	58,579	63,988	68,680	155%	117%
Total by SO			41,167	58,579	63,988	68,680	155%	117%
SO2 – Improve Nutrition	02 - Targeted children under 5 and pregnant and lactating women in The Gambia have enhanced nutritional status throughout the year	Malnutrition Prevention Activities	14,700	15,300	13,407	15,738	91%	103%
SO2 – Improve Nutrition	02 - Targeted children under 5 and pregnant and lactating women in The Gambia have enhanced nutritional status throughout the year	Malnutrition Treatment Activities – Pregnant and lactating women	2,400	10,100	1,488	21,168	62%	210%
Total by SO			17,100	25,400	14,895	36,906	87%	145%
Grand Total <sup>57</sup>			<b>58,267</b>	<b>83,979</b>	<b>78,883</b> <sup>58</sup>	<b>105,586</b> <sup>59</sup>	<b>135%</b>	<b>126%</b>

Source: COMET report CM-R002b, data extracted on 06.01.2020

57 Including overlaps.

58 The sum of SO-level beneficiaries does not equal reported beneficiary totals, as overlaps across activities apply.

59 Ibid.



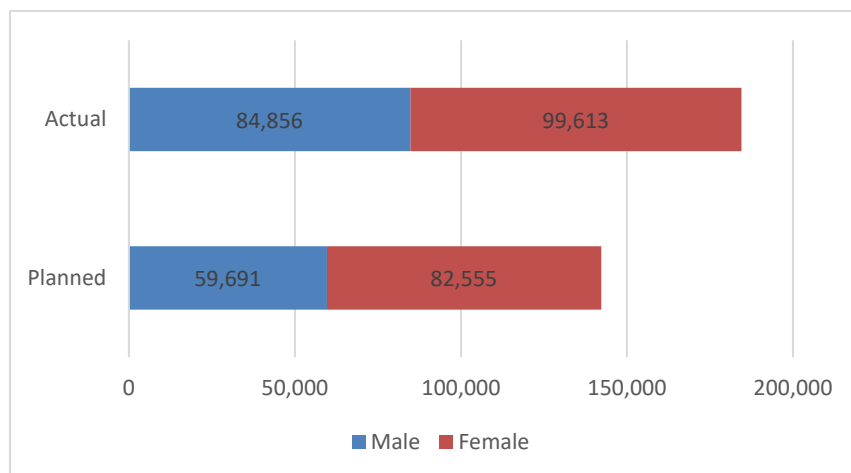
**Table 2: CSP GM02 - Actual beneficiaries versus planned (2019) by year, strategic outcome, activity category and gender<sup>60</sup>**

Strategic Objective (SO)	Strategic Outcome	Activity	2019 Planned beneficiaries		2019 Actual beneficiaries		2019 Actuals as a % of planned beneficiaries	
			M	F	M	F	M	F
SO1 – End hunger by protecting access to food	01 - Crisis-affected populations, including those impacted by seasonal shocks are able to meet their basic food and nutrition needs during and in the aftermath of crises	Unconditional Resource Transfers	62,195	64,734	62,178	66,022	100%	102%
	02 - Food insecure populations, including school-aged children have access to adequate and nutritious food all year-round	School Meal Activities	55,736	61,020	73,544	77,456	132%	127%
Total by SO			117,931	125,754	135,722	143,478	115%	114%
SO2 – Improve Nutrition	03 - Nutritionally vulnerable populations in targeted areas including children, pregnant and lactating women and girls have improved nutritional status in line with national targets.	Nutrition Treatment Activities	17,069	20,532	18,516	24,160	108%	118%
Grand Total			<b>135,000</b>	<b>146,286</b>	154,238	167,638	114%	115%

Source: COMET report CM-R20, data extracted on 03.04.2020

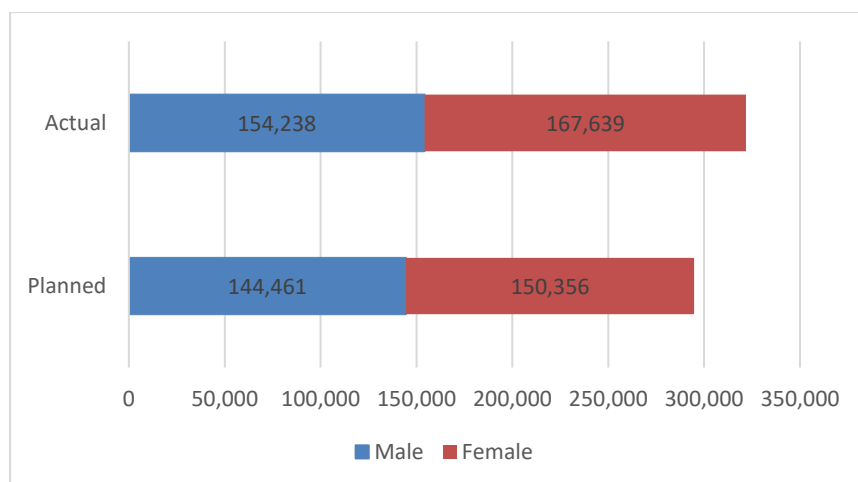
<sup>60</sup> The table only includes Strategic Outcomes of which direct beneficiary assistance were part of planned activities

**Figure 1: T-ICSP GM01 - Actual versus planned beneficiaries by gender in The Gambia (2018)**



Source: COMET report CM-R001b. Data extracted on 06.01.2020

**Figure 2: CSP GM01 - Actual versus planned beneficiaries by gender in The Gambia (2018)**



Source: ACR 2019. Data extracted on 02.04.2020

**Table 3 : T-ICSP GM01 - Actual beneficiaries by transfer modality in The Gambia (2018)**

Strategic Outcome	Activity	Total number of beneficiaries receiving food	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)
SO1	SMP	99,420	99.7%	33,248	33.6%
SO2	NPA	29,145	97.2%	-	-
	NTA	22,656	181.2%	-	-
<b>Total SO2</b>		<b>51,801</b>	<b>122%</b>	-	-

Grand Total <sup>61</sup>		151,221	106%	33,248	33.6%
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Source: COMET report CM-R002b, data extracted on 06.01.2020

**Table 4 : CSP GM02 - Actual beneficiaries by transfer modality in The Gambia (2019)**

Strategic Outcome	Activity	Total number of beneficiaries receiving food	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual vs Planned beneficiaries receiving CBT (in %)
SO 1	URT	120,200	99.6%	8000	129%
SO2	SMP	105,248	90.1%	150,742	130.20%
SO3	NTA	42,676	113.5%	0	0
SO4	SMS	-	-	-	-
Grand Total <sup>62</sup>		268,124	97.50%	158,742	130.1%

Source: COMET report CM-R002b, data extracted on 06.04.2020

**Table 5: Transfers The Gambia T-ICSP and CSP, actuals and planned (2018 - 2019)**

T-ICSP Food distributed, 2018 (in Mt)		
Planned	Actual	%
3120	3857	124%

T-ICSP CBT distributed, 2018 (in US\$)		
Planned	Actual	%
1,376,863	326,821	23%

CSP Food distributed, 2019 (in Mt)		
Planned	Actual	%
6,934	3,517	51%

CSP CBT distributed, 2019 (in US\$)		
Planned	Actual	%
1,491,498	504,273	34%

Source: ACR The Gambia 2018 and 2019

61 Including overlaps.

62 Including overlaps

## Annex 9: Evaluation Communication and Learning Plan

### Internal Communications

When	What	To whom	What level	From whom	How	When	Why
Evaluation phase	Communication product/ information	Target group or individual	Organizational level of communication e.g. strategic, operational	Lead OEV staff with name/position + other OEV staff views	Communication means		Purpose of communication
<b>Preparation</b>		CO, RB, HQ	Consultation	Jacqueline Flentge, Evaluation Manager (EM)	Consultations, meetings, email	Jan-Feb 2020	Review/feedback For information
<b>TOR and contracting</b>	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Jacqueline Flentge EM+ Michael Carbon, 2nd level Quality Assurance (QA)	Emails Web	March-May 2020	Review / feedback For information
<b>Remote HQ briefing</b> <b>Inception mission or remote briefings</b>	Draft IR Final IR	CO, RB, HQ CO, RB, HQ	Operational Operational & informative	Jacqueline Flentge, EM+Alessia Marazzi, Research Analyst (RA) + Michael Carbon, 2nd level QA	email	May - July 20	Review/feedback For information
<b>In-country or remote- Field data collection and debriefing</b>	Aide-memoire/PPT	CO, RB, HQ	Operational	Jacqueline Flentge, EM	Email, Meeting at HQ + teleconference w/ CO, RB	August - September 2020	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
<b>Evaluation Report</b>	D1 ER	CO, RB, HQ	Operational & Strategic	Jacqueline Flentge, EM + Alessia Marazzi,	Email	December 2020	Review / feedback

				RA + Michael Carbon, 2nd level QA			
<b>Learning Workshop in Banjul</b>	D1 ER	CO, RB	Operational & Strategic	Jacqueline Flentge, EM + Michael Carbon, 2nd level QA	Workshop	January 2021	Enable/facilitate a process of review and discussion of D1 ER
<b>Evaluation Report</b>	D2 ER + SER	CO, RB, HQ	Strategic	Jacqueline Flentge EM + Michael Carbon, 2nd level QA	Email	January-April 2021	Review / feedback (EMG on SER)
<b>Post-report/EB</b>	2-page evaluation brief	CO, RB, HQ	Informative	Jacqueline Flentge EM + Michael Carbon, 2nd level QA	Email	December 2021	Dissemination of evaluation findings and conclusions
<b>Throughout</b>	Sections in brief/PPT or other briefing materials, videos, webinars, posters for affected populations	CO, RB, HQ	Informative & Strategic	Michael Carbon, 2nd level QA+ Sergio Lenci, CSPE coordinator	Email, interactions	As needed	Information about linkage to CSPE Series

<b>External Communication</b>					
<b>When</b> <i>Evaluation phase</i>	<b>What</b> <i>Communication product/ information</i>	<b>To whom</b> <i>Target group or individual</i>	<b>From whom</b> <i>Lead OEV staff with name/position + other OEV staff views</i>	<b>How</b> <i>Communication means</i>	<b>Why</b> <i>Purpose of communication</i>
<b>TOR April 2020</b>	Final ToR	Public	OEV	Website	Public information
<b>2 weeks before EB Round Table</b>	Final report (SER included) and Mgt Response	Board members	OEV & RMP	Electronic	For EB consideration
<b>EB Round Table, November 2021</b>	Final report (SER included) and Mgt Response	Board members	OEV & RMP	Informal presentation	For EB consideration
<b>EB Session, November 2021</b>	Final report (SER included) and Mgt Response	Board members	OEV & RMP	Formal presentation	For EB approval
<b>EB Session, November 2021</b>	Final report (SER included) 2-page evaluation brief and Mgt Response	Public	OEV and RMP	Website	Public information

## Annex 10: Basic Bibliography

### Key documents relating to context, WFP The Gambia and WFP global

The table below includes the list of key documents that were identified during the preparation of these TORs. An extensive e-library will be made available for the inception stage.

Folder name / File name	Author	Date
<b>1. EVALUATION PROCESS</b>		
Timeline & TOR	OEV	2019
OEV editorial guidance	OEV	2019
Guidance notes for evaluations during COVID-19	OEV	2020
<b>2. WFP OPERATIONS – THE GAMBIA</b>		
<b>2.1 – Operations and Country Strategic Plan</b>		
Project Documents, budget revisions, Annual Country Report/Standard Project Reports of: PRRO 20057, IR EMOP XX, DEV 200327, T-ICSP The Gambia 2018, CSP The Gambia 2019-2021, Line of Sight, COMP	WFP	2012-2020
<b>2.2 - VAM &amp; Assessments</b>		
Comprehensive Food Security & Vulnerability Analysis (CFSVA), The Gambia	WFP	2016
Cadre Harmonise Food Security and Nutrition Analysis	WFP, FAO	2015
Pre Harvest Assessment 2019	WFP	2019
Hunger Food Map	WFP	2020
<b>2.3 - Country briefs, factsheets, dashboards, SIT REPs</b>		
The Gambia Country Briefs	WFP	2017 - 2019
Situation Reports ()	WFP	2015 - 2017
<b>2.4 - Evaluations, Reviews, Audits</b>		
Terms of Reference (and Inception Report upon approval) Mid Term Evaluation of Nutrition Activities The Gambia (2016-2019)	WFP	2020
The Gambia Zero Hunger Strategic Review	Multi agencies	2018
Evaluation of Gambia, DEV 200327: Establishing the Foundation for a Nationally Owned School Feeding Programme	WFP	2018
The Gambia PRRO 20057: Targeted Nutrition and Livelihood Support for Vulnerable People Impacted by Floods and Drought: an Operation Evaluation	WFP	2016
ACE database extractions related to follow-up on Management Responses to above DEV and PRRO Evaluations	WFP	2020
Internal Audit of WFP's Country Capacity Strengthening ( <i>based on desk study The Gambia among others</i> )	WFP	2016
<b>2.5 Press Releases</b>		
<b>2.6 Maps</b>		
Republic of The Gambia - WFP Presence	WFP	2019
<b>2.7 Datasets</b>		
Funding	WFP	2018-2019

HR Staffing	WFP	2018- mid 2020
<b>2.8 Other</b>		
Concept Note - proposal to the Climate Adaptation Fund	WFP	2019
<b>3 - WFP POLICIES &amp; DOCS</b>		
<b>3.1 WFP Strategic Plan (2014-2017) and related docs</b>		
2013 Strategic Plan (2014-2017)	WFP	2013
2013 Strategic Results Framework (2014-2017)	WFP	2013
2013 Strategic Results Framework (2014-2017) Indicator Compendium	WFP	2013
2014 Management Results Framework (2014-2017)	WFP	2014
2012 Fit for Purpose Organizational Design	WFP	2012
2016 Evaluability Assessment of SP 2014-2017	WFP	2016
<b>3.2 WFP Strategic Plan 2017-2021 (IRM) and related docs</b>		
2016 Strategic Plan 2017-2021	WFP	2016
2016 Policy on Country Strategic Plans	WFP	2016
2016 Financial Framework Review	WFP	2016
2016 Corporate Results Framework 2017-2021	WFP	2016
2018 Corporate Results Framework 2017-2021	WFP	2018
2019 Revised Corporate Results Framework-Part II: 2021 targets for the programmatic outputs and performance indicators	WFP	2019
2018 Corporate Results Framework Indicator Compendium	WFP	2018
2019 Corporate Results Framework Indicator Compendium	WFP	2019
WFP SDG-related Indicator Compendium	WFP	2019
IRM briefs and summaries	WFP	2016- 17
CSP Guidance	WFP	2016
Examples of other CSPs	WFP	2018- 22
<b>3.3 WFP Management Plans</b>		
Management Plans 2018- 2019	WFP	2018- 2019
<b>3.4 Annual Performance Reports</b>		
Annual Performance Reports 2018- 2019 (once available)	WFP	2018- 2019
<b>3.5 Monitoring systems and guidance</b>		
COMET (Beneficiary counting; Design Modules - log frames design & results; Integrated Road Map Notes and PPT; COMET Map and integration with other systems)	WFP	2016
Third Party Monitoring Guidelines	WFP	2017/2 019
CRF Business Rules	WFP	2018
SOPs for CSP Monitoring	WFP	2017
Beneficiaries, Targeting and Distribution Guidance	WFP	2005/2 012



Counting Beneficiaries in WFP	WFP	2012
Guidance note on Estimating and Counting Beneficiaries in WFP	WFP	2019
Monitoring and Evaluation Guidance	WFP	2018/19
Corporate Monitoring Strategy 2017-2021	WFP	2017-2021
Minimum Monitoring Requirements (incl adapted requirements during the COVID 19 emergency)	WFP	2018 (+2020)
Guidance note(s) on remote monitoring during COVID 19 emergency	WFP	2020
<b>3.6 Nutrition</b>		
Nutrition Policy and Implementation Updates	WFP	2012 & 2017
Nutrition Guidance	WFP	2012 & 2017
Nutrition Monitoring and Evaluation Guidance	WFP	2017
Evaluation of Nutrition Policy and Management Response	WFP	2014
COVID-19 Guidance note(s) on nutrition programming	WFP	2020
<b>3.7 Country Capacity Strengthening (CCS)</b>		
Capacity Development Policy - An Update on Implementation	WFP	2009
Guidance on Capacity Strengthening of Civil Society	WFP	2017
Guidelines on Technical Assistance and Capacity Development	WFP	2015
National Capacity Index (NCI)	WFP	2014
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
Evaluation of the WFP Policy on Capacity Development: an Update on Implementation (2009)	WFP	2016
Country Capacity Strengthening (CCS) Framework and Toolkit	WFP	2017
Transitioning to Country Capacity Strengthening: what does it mean in practice?	WFP	2017
COVID 19 guidance note(s) for CCS	WFP	2020
<b>3.8 VAM Monitoring Assessments</b>		
Comprehensive Food Security & Vulnerability Analysis (CFSVA) Guidelines	WFP	2009
Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision Making	WFP	2011
VAM factsheet	WFP	2018
VAM Presentation Food Security Assessment Team	WFP	2016
COVID-19 guidance note(s) for VAM	WFP	2020
<b>3.9 Access &amp; Principles</b>		
WFP Humanitarian Principles	WFP	2004
Policy on Humanitarian Access	WFP	2006
Humanitarian Access – Operational Guidance Manual	WFP	2017
<b>3.10 Emergencies and Transition</b>		
2013 Peace building & transition setting policy	WFP	2013
Update on Peacebuilding policy	WFP	2014
WFP OSZ Emergency and Transition Programming Framework	WFP	2015

Emergency Preparedness and Response Package and Annexes	WFP	2016
WFP Emergency Preparedness Policy	WFP	2017
Emergency Preparedness and Response Simulation Manual	WFP	2017
COVID -19 guidance documents	WFP	2020
<b>3.11 Protection &amp; AAP</b>		
WFP Humanitarian Protection policy & update	WFP	2012 & 2014
Protection Guidance	WFP	2013-2016
AAP (Brief, ToC, Strategy, baseline, CFM minimum standards)	WFP	2015-2017
2015 Guide to Personal Data Protection and Privacy	WFP	2015
Circular/Factsheet - Protection from Sexual Exploitation and Sexual Abuse	WFP	2014
WFP OSZPH Gender-Based Violence Manual	WFP	2016
<b>3.12 Gender</b>		
Gender policy & Update	WFP	2015 & 2017
Gender Action Plan and Revision	WFP	2016 & 2017
Gender Toolkit	WFP	2018
Gender Tip Sheet	WFP	2018
<b>3.13 Anti-fraud and anti-corruption</b>		
Anti-fraud and anti-corruption Policies	WFP	2015
<b>3.14 Cash &amp; Voucher</b>		
Cash & voucher Policy & update	WFP	2008 & 2011
Cash and Food Transfers - A Primer	WFP	2007
Cash and voucher policy evaluation	WFP	2014
WFP Cash based transfers Manual	WFP	2016
<b>3.15 Partnerships</b>		
Field Level Agreements templates	WFP	2018
Partnerships Yearly Key facts and figures	WFP	2010-2015
WFP Corporate Partnership Strategy (2014 -2017)	WFP	2014
Partnership - Tools and Guidelines Booklet	WFP	2015
<b>3.16 Risk Management</b>		
Corporate Risk register - Circular & Summary	WFP	2012/2016
Risk management definitions	WFP	2015
Risk appetite statement	WFP	2016
Global Risk Profile report	WFP	2016
Crisis management - Circular	WFP	2016
<b>3.17 Security</b>		
Guidelines for Security Reporting	WFP	2011

Security Risk Management (SRM) Manual	WFP	2015
Report - WFP Field Security	WFP	2016-2017
<b>3.18 Resilience &amp; Safety Nets</b>		
Safety Net Policy	WFP	2012
Building Resilience for Food Security & Nutrition	WFP	2015
Food Assistance for Asset Guidance Manual	WFP	2016
Humanitarian Capital? Lessons on Better Connecting Humanitarian Assistance and Social Protection	WFP & WBG	2018
Guidance note(s) COVID 19 and Resilience/ Safety Nets Programming	WFP	2020
<b>3.19 Audit</b>		
Audit reports (Capacity Development, Food Procurement, IRM, Country Capacity Strengthening)	WFP	2016 - 2018
Management response (IRM audit)	WFP	2018
<b>3.20 School Feeding</b>		
WFP School Feeding Policy update 2013	WFP	2013
A chance for every school child- WFP School Feeding Strategy 2020-2030	WFP	2020
Re-Imagining School Feeding: A High Return Investment in Human Capital and Local Economies	World Bank Group in Partnership with WFP	2018
Home Grown School Feeding - a Framework to Link School Feeding with Agricultural Production	WFP	2009
Guidance note(s) COVID 19 and School Based Assistance Programming	WFP	2020
<b>4. External Documents</b>		
<b>4.1. - UN Agencies</b>		
United Nations Development Assistance Framework, The Gambia (UNDAF, 2017-2021)	Multi agencies	2017
United Nations Integrated Strategy for the Sahel; and UN Support Plan for the Sahel	UN	2013
UNDP Human Development Report 2018	UNDP	2019
Africa Regional Overview of Food Security and Nutrition	FAO	2018
Republic of The Gambia, Country Strategic Opportunities Programme 2019-2024	IFAD	2018
Strengthening Climate Resilience of the National Agricultural Land and Water Management Development Project - Chosso	IFAD	2015
The Government of The Gambia-UNICEF Country Programme of Cooperation 2012-2016	UNICEF	2011
Power Assessment, Women Economic Empowerment	UNCDF	2019
Education and Literacy, The Gambia	UNESCO	2015
Gambia Case Study - State of the World's Forests	FAO	2016
COVID-19 UN Global Humanitarian Response Plan	Multi agencies	2020
<b>4.2- National Strategies and policies</b>		
Republic of The Gambia : Vision 2020	Gov	2016
The Gambia's Social Protection Policy 2016-2030	Gov	2016

The Gambia's National Health Policy 2012-2020	Gov	2012
The Gambia National Health Sector Strategic Plan 2014-2020	Gov	2014
National Nutrition Policy 2018-2025	Gov	2018
Education Sector Policy 2016-2030	Gov	2016
National Climate Change Policy	Gov	2016
The revised Climate Integrated Agriculture and Natural Resources Policy (2009-2015)	Gov	2009
The Agriculture and Natural Resources Policy (2017-2026)	Gov	2017
The Gambia National Agricultural Investment Programme Phase 2	Gov	2019
The Gambia Annual Education yearbook	Gov	2018
The Gambia Gender and Women Empowerment Policy 2010-2020	Gov	2010
SDGs Baseline Report	Gov	2017
<b>4.3 - Others</b>		
The Gambia Agriculture Engagement Note – Fostering Agriculture-led Growth	World Bank	2019
The Gambia Country Brief	African Development Bank	2017-2019
Disaster Risk Profile -The Gambia	CIMA Research Foundation	2018
Fragility Risk and Resilience Assessment	World Bank/African Development Bank	2017
Global Nutrition Report, Country Profile The Gambia <sup>63</sup>	Global Nutrition Report, Independent Expert Group	2018
Gambia Migration Profile	UNU-Merit	2017
Gambia Country Profile	IFPRI	2019

<sup>63</sup> The new 2019-2020 Global Nutrition Report will become available towards the end of the first quarter of 2020.

## Annex 11: Financial Overview Definitions<sup>64</sup>

### Needs Based Plan

Latest annual approved version of operational needs as of December of the reporting year. WFP's needs-based plans constitute an appeal for resources to implement operations which are designed based on needs assessments undertaken in collaboration with government counterparts and partners.

### Available Resources

Represents the annualized values which consists of the unspent balance of allocated contributions carried forward from previous year, new allocated contributions, locally generated funds and other income and outstanding advances from internal lending facilities. Allocated contributions include all multilateral and directed multilateral contributions (programmed and unprogrammed) with an exception of those contributions that are stipulated by donor for use in future periods (i.e. contributions stipulated by donor for use in 2020 will not be reported in 2019 available resources).

### Direct Operational Costs

The budget structure for WFP projects segregates a project budget into three tools, with their respective associated costs:

**Food Tool:** Activities which use food transfers to beneficiaries to address food insecurity.

**Cash and Voucher (C&V) Tool** (now referred to as Cash-Based Transfers (CBT)): Activities which provide cash-based transfers to beneficiaries to address food insecurity.

**Capacity Development and Augmentation (CD&A) Tool:** Integrated activities which establish, enhance or augment the institutions, infrastructure and processes necessary to manage food security programmes.

Each tool will have direct implementation costs- called Direct Operational Costs (DOC) – which are further broken down into Cost Components.

Figure 1: CPB Budget Cost Components

<b>Food and Related Costs</b>	<b>Direct Operational Costs (DOC)</b>	<b>Direct Project Costs</b>	<b>Total WFP Costs</b>
Food Transfer Value			
External Transport			
Landside Transport, Storage and Handling (LTSH)			
Other Direct Operational Costs (ODOC)			
<b>C&amp;V and Related Costs</b>			
Transfer Value			
Related Costs: Delivery and Other			
<b>CD&amp;A</b>			
Capacity Development and Augmentation			
Direct Support Costs			
Indirect Support Costs			

Blue - Tools

Green – Cost Components

Source: WFP Budget and Programming Manual

### Direct Support Costs

This category covers costs that are managed at the country level and directly support activities related to transfer of assistance and implementation of programmes. These costs are relevant to WFP's presence in a country and are influenced by the scale of activities in the country. DSC costs should not be provided by Activity. Examples of costs under DSC include, but are not limited to: country office management costs, such

<sup>64</sup> Source: Country Portfolio Budget Guidelines, 16.11.2018 version, and Budget and Programming Officer Manual, Section 2.1 How is the budget structured?

as heads of cross activity functional units; rental costs for the Country Office; overhead security costs, country-wide assessments and country portfolio evaluations which are not directly linked to a specific activity.

***Indirect Support Costs***

ISC includes costs that support the execution of CSPs and associated activities however cannot be directly linked with their implementation. The ISC recovery rate is determined by the Executive Board (EB) and approved annually in WFP's Management Plan. In November 2017, the EB approved the reduction of the ISC recovery rate from 7.0 percent to 6.5 percent beginning in 2018.

**Annex 12: Template for Evaluation Matrix**

<b>Evaluation Question - text from TORs</b>					
<b>Sub questions</b>	<b>Dimensions of Analysis</b>	<b>Operational Component</b>	<b>Lines of inquiry and/or indicators (as appropriate)</b>	<b>Data source</b>	<b>Data collection technique</b>
Evaluation sub-question - text from TORs	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]

## Annex 13: Approved CSP Document – GM02 (2019-2021)



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

**Executive Board**  
Second regular session  
Rome, 26–29 November 2018

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Distribution: General	Agenda item 8
Date: 30 October 2018	WFP/EB.2/2018/8-A/3
Original: English	Operational matters – Country strategic plans For approval

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

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### The Gambia country strategic plan (2019–2021)

Duration	1 January 2019–31 December 2021
Total cost to WFP	USD 25,650,581
Gender and age marker*	3

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

#### Executive summary

The Gambia has made remarkable progress towards the Millennium Development Goals, notably with respect to primary education. Poverty, food insecurity and malnutrition, however, remain unchanged or have worsened in the last decade. Agriculture is a major contributor to gross domestic product but the sector barely meets local demand and is constrained by weak investment and limited access to capital. The new Government is committed to addressing chronic social and development issues despite high levels of national debt.

The National Development Plan (2017–2021) combines with sector-specific strategic plans and prioritizes investment in drivers of gross domestic product such as agriculture, tourism, infrastructure and the empowerment of young people. WFP will support the Government in reaching the plan's goals through investments in sectors relevant to Sustainable Development Goal 2. A critical new focus area will be support for development of a social protection system focused on mainstreaming the national school meals programme as a national safety net.

To guarantee continuity in the face of government financial and capacity constraints, this country strategic plan combines direct implementation and capacity support in the enhancement of the national transition process. WFP and its United Nations partners will continue to harmonize their work under the country's United Nations development assistance framework for 2017–2021.

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World Food Programme, Via Cesare Giulio Viola, 68/70, 00148 Rome, Italy



A 2018 zero hunger strategic review calls for the harmonization of policies, improved coordination and investment in agriculture and enhanced social protection mechanisms. This country strategic plan positions WFP as an enabler for the Government through direct operational support, knowledge transfer and technical assistance that contribute to WFP's Strategic Results 1, 2, 3 and 5 in line with the National Development Plan (2017–2021), the National Social Protection Policy and the United Nations development assistance framework for 2017–2021.

- Strategic outcome 1 will focus on contingency plans for response to shocks.
- Strategic outcomes 2, 3 and 4 will complement the work of the Government in building the resilience of vulnerable populations through nutrition-sensitive and gender-responsive social safety nets for children in primary and early childhood education, pregnant and lactating women and girls, children under 5 and smallholder farmers.
- Strategic outcome 5 involves capacity strengthening to facilitate the alignment of national policies through an integrated approach to food and nutrition security that includes the school meals programme, nutrition interventions, social protection, disaster risk reduction and early-warning systems.

#### **Draft decision\***

The Board approves the Gambia country strategic plan (2019–2021) (WFP/EB.2/2018/8-A/3) at a total cost to WFP of USD 25,650,581.

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\* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

## 1. Country analysis

### 1.1 Country context

1. The Gambia is at a cross-roads in its development. The Government that was in power since 1994 was replaced in 2016 elections, sparking a renewed sense of optimism. Although The Gambia ranks 173<sup>rd</sup> of 188 countries in the 2016 Human Development Index, the new Government is optimistic that it can lift half of its 2 million people out of poverty, address food security needs and combat global acute malnutrition (GAM) rates as high as 10.3 percent.<sup>1</sup> To meet the Sustainable Development Goals (SDGs) by 2030 and the goals of Vision 2020 – the Gambian development plan adopted in 1996 – the Gambia must significantly reduce national debt. Currently 50 percent of the national budget is devoted to repayments<sup>2</sup> to enable investment in social programmes. The National Development Plan (2017–2021) (NDP) will support this by promoting investment in sectors that contribute to gross domestic product (GDP) such as agriculture and tourism to provide opportunities for a young workforce, including women in particular.
2. Clear sector-specific policies are in place, but a 2018 zero hunger strategic review (ZHSR) revealed a critical lack of policy coherence, coordination or alignment with the NDP. Almost 60 percent of the population resides in towns<sup>3</sup> and 66 percent is below the age of 25 and employed in the informal sector, which constitutes 63 percent of the economy.<sup>4</sup> Young people are the driving force behind rising migration; young Gambian men are the second largest national group attempting to enter Europe illegally in search of employment.<sup>5</sup> In view of the Gambia's high population growth rate of 3 percent<sup>6</sup> this could constitute an opportunity to empower young people, especially women, and increase access to employment, thereby enhancing economic growth and leveraging progress towards the SDGs.
3. Food insecurity has increased over the last five years, largely due to structural issues such as a weak agriculture sector consisting primarily of smallholder subsistence farmers – mostly men – limited access to resources and exposure to food price fluctuations and climate shocks such as the 2012 and 2017 floods. The Gambia produces only 50 percent of the food it needs and depends on food imports; the most vulnerable people are constantly at risk of being unable to purchase sufficient food. Considering the large number of people at risk of falling into phase 3 crisis, as defined in a 2017 *cadre harmonisé*, the Gambia is now prioritized in the 2018 United Nations Integrated Strategy for the Sahel (UNISS).

<sup>1</sup> Integrated household survey 2016 and standardized monitoring and assessment of relief and transitions (SMART) survey 2015.

<sup>2</sup> Gambia 2018 national budget.

<sup>3</sup> See: <http://www.worldbank.org/en/country/gambia/overview>.

<sup>4</sup> Altai Consulting (for the International Organization for Migration (IOM) and Free Movement and Migration in West Africa). 2017. *Migration Profile: the Gambia*.

<sup>5</sup> IOM. 2016. *Flow to Europe Overview dataset*.

<sup>6</sup> See <https://data.worldbank.org/indicator/SP.POP.GROW?locations=GM>

4. Women and girls account for 50 percent of the population, but only 10.3 percent of the members of parliament.<sup>7</sup> There is gender parity in primary education enrolment and retention,<sup>8</sup> but 38 percent of women are unemployed compared with 21 percent of men.<sup>9</sup> The ZHSR showed that rural women lack access to credit and land. Even though women are recognized as the main rice producers on swamp lands, a review of an irrigation project found that only 10 percent of improved land was registered to women.<sup>10</sup> Such discrimination makes it harder for women to compete in the agricultural sector, which is the largest employer in the country. Social indicators for women are worrying. The Gambia ranked 148<sup>th</sup> of 159 countries in the 2016 Gender Inequality Index,<sup>11</sup> with 46 percent of women married before the age of 18.<sup>12</sup> An estimated 20,000 people, including pregnant women and girls, were living with HIV in 2016, of whom only 30 percent were receiving anti-retroviral therapy.<sup>13</sup>

## 1.2 Progress towards SDG 2

### Progress towards SDG 2 targets

#### Access to food

5. The poverty rate remains at 48 percent,<sup>14</sup> and food insecurity has risen from 5 percent to 8 percent in the last five years.<sup>15</sup> These trends can be explained in part by weak food systems and the effects of the 2012 drought and floods. A 2016 comprehensive food security and vulnerability assessment found that people mainly dependent on agriculture were the most food-insecure. Major shocks such as the reduction of tourism following the 2015 Ebola outbreak also affected GDP. According to the *cadre harmonisé* 45,000<sup>16</sup> people were reported to be at food insecurity phase 3 – crisis – in March 2018 because household food reserves were low during the lean season. Crop production fell by 26 percent because of long dry spells in 2017, and fluctuating market prices<sup>17</sup> had detrimental effects for the most vulnerable households, who spend half their income on food.<sup>18</sup>

<sup>7</sup> Inter-Parliamentary Union. 2018. *Women in parliament in 2017 The year in review*. Available at <https://www.ipu.org/fr/file/4313/download?token=xjtH6WR>.

<sup>8</sup> 2017 primary school gross enrolment rate: girls: 91 percent, boys: 84 percent. Primary school completion/retention rate 2017: girls: 80 percent; boys 77 percent. People aged 15–24 – literacy 2008–2012: men 72 percent; women 63 percent. See: [https://www.unicef.org/infobycountry/gambia\\_statistics.html](https://www.unicef.org/infobycountry/gambia_statistics.html).

<sup>9</sup> 2016 integrated household survey.

<sup>10</sup> World Bank. 2013. *Improving Access to Land and Strengthening Women's Land Rights in Africa*.

<sup>11</sup> United Nations Development Programme. *Human Development Report 2016: Human Development for Everyone*.

<sup>12</sup> See: [https://www.unicef.org/gambia/children\\_1266.html](https://www.unicef.org/gambia/children_1266.html).

<sup>13</sup> Joint United Nations Programme on HIV/AIDS (UNAIDS) country overview for the Gambia. See <http://www.unaids.org/en/regionscountries/countries/gambia>.

<sup>14</sup> 2016 integrated household survey. Poverty rates for heads of household – women 47.6 percent; men 57.5 percent.

<sup>15</sup> 2016 comprehensive food security and vulnerability analysis (CFSVA): – food insecurity in Kantaur 18 percent, Basse 14.5 percent, janjanbureh and Mansakonko 12 percent. Households headed by women were less vulnerable to food insecurity than those headed by men, a reversal from the 2011 CFSVA.

<sup>16</sup> Sex and age disaggregated figures are not available.

<sup>17</sup> 2018 *cadre harmonisé*.

<sup>18</sup> 2016 CFSVA.

*End malnutrition*

6. Child and maternal mortality rates<sup>19</sup> have been reduced under the Millennium Development Goals (MDGs). Child obesity is only 0.5 percent but GAM rates increased from 9.9 percent in 2012 to 10.3 percent in 2015, reaching 13.9 percent in Basse and other areas.<sup>20</sup> The prevalence of acute malnutrition was 11.1 percent for boys and 9.4 percent for girls and highest among children aged 6–17 months.<sup>21</sup> Stunting rates remained high, at 23 percent, and 64 percent of children under 5 were found to be vitamin A deficient; 73 percent of children suffered from some form of anaemia in 2015.<sup>22</sup>

*Smallholder productivity and incomes*

7. Agriculture is largely rain-fed smallholder subsistence farming. It accounts for 20 percent of GDP, employing 46 percent of the national population and 80 percent in rural areas.<sup>23</sup> Agricultural growth in 2016 was 4 percent, half of the 8 percent annual national target.<sup>24</sup> The agriculture sector is in a vicious cycle of low investment and inputs and low output, and the ZHSR identified other serious problems, including systemic and persistent gender inequalities in access to water, post-harvest losses, inadequate storage, limited value-addition and weak marketing.

*Sustainable food systems*

8. Food systems are weak as a result of systemic challenges and recurrent climate shocks, especially erratic rainfall affecting the productivity of farmers and hence food availability and prices. This results in reliance on rice and livestock imports, meagre and erratic grain production and declining harvests of groundnuts, the principal cash and income crop.<sup>25</sup>

**Macroeconomic environment**

9. Gross domestic product was USD 960 million in 2008 and in 2016.<sup>26</sup> Growth of 4.8 percent is forecast for 2018, driven by economic reforms.<sup>27</sup> The agriculture, service and tourism sectors are expected to receive significant investment under the NDP, which also focuses on gender equity, with a view to providing access to employment for almost half of the country's workforce; this would have significant positive effects on GDP.
10. The prices of basic foods have risen in the past five years because of the high dependence on imports and increased interest rates as exports have stagnated, leading to depreciation of the Gambian *dalasi* (currently USD 1.0 = *dalasi* 48.2).<sup>28</sup> Inflation fell, however, from 8.8 percent in 2017 to 6.4 percent in 2018 following the political transition in 2016.<sup>29</sup>

<sup>19</sup> 2015 Millennium Development Goals status report. Between 2005 and 2014, mortality among children under 5 fell from 131/1,000 live births to 67/1,000; infant mortality fell from 93/1,000 to 42/1,000. Both exceeded the MDG targets.

<sup>20</sup> 2016 National Nutrition Agency (NaNA) SMART survey. GAM – Basse 13.9, Kantaur 11.4, Kerewan 10.6, Janjanbureh 10.5 percent.

<sup>21</sup> *Ibid.* Gender disaggregated data: child obesity – boys 0.5; girls 0.6; children aged 6–59 months boys 11.1; girls 9.4. SMART Survey, NaNA 2016.

<sup>22</sup> 2015 SMART survey.

<sup>23</sup> 2016 integrated household survey.

<sup>24</sup> African Union. Malabo Declaration, June 2014.

<sup>25</sup> 2018 zero hunger strategic review (ZHSR).

<sup>26</sup> Gambia Bureau of Statistics, 2016.

<sup>27</sup> <http://www.africaneconomicoutlook.org/en/country-notes/gambia>.

<sup>28</sup> 2018 ZHSR. Consumer price index for food increased from 100 in 2004 to 206 in 2016.

<sup>29</sup> International Monetary Fund, 2018.

**Key cross-sector linkages**

11. Primary education targets including gender parity have largely been achieved under the MDGs, but GAM rates and micronutrient deficiencies among children in pre-school and primary school remain high, compromising progress towards high quality education under SDG 4. Achieving gender equality and women's empowerment are ongoing challenges, as reflected in the prevalence of under-18 marriages; gender-based violence; low rates of ownership and control of land, assets and financial services; and under-representation in public governance. This has negative effects on individual and community food security and on sustainable development. In view of the cross-cutting nature of these challenges, WFP and other United Nations agencies will work with the Women's Bureau to contribute to the achievement of SDG 5 as stipulated in the National Women's Council Act.

**1.3 Hunger gaps and challenges**

12. A wide range of policies and programmes contribute to SDG 2, but the ZHSR notes that they are not fully coordinated with the NDP and highlighted the following gaps:
  - i) The macroeconomic environment is not conducive to private-sector investment. High bank lending rates, for example, restrict investors' access to credit and limit growth and job creation, especially for young people.
  - ii) Investment in agriculture is low, particularly in terms of crop variety, post-harvest services, price stabilization, inputs, storage facilities, food reserves and marketing networks.
  - iii) Gender inequalities, particularly in agriculture, are aggravated by a lack of alignment of gender policies. Women farmers have limited access to matching grants because they lack collateral and equity, which in turn restricts access to financial and other services.
  - iv) The national social protection policy (NSPP) is not yet fully operational and there is no coordination mechanism for social protection programmes. The process of shifting the school meals programme to national ownership needs to be strengthened to ensure long-term sustainability and universal coverage; this must include a home-grown component to benefit smallholder farmers.
  - v) Vulnerability to external shocks is aggravated by the absence of a national early-warning system. Early-warning initiatives are fragmented in spite of support from numerous public-sector agencies. The timeliness and completeness of the available information are insufficient to facilitate timely responses to shocks.

**1.4 Country priorities****Government**

13. The NDP sets out the investments necessary to enable the government to fund sustainable development. The NSPP is aimed at supporting the most vulnerable groups by prioritizing food and nutrition objectives, with a focus on people living with HIV (PLHIV) and disabled people. A review of social protection coordination mechanisms currently under way will lead to the development of a social registry, followed by the harmonization of social safety nets.
14. Gender empowerment is a government focus area. The National Women's Council Act became law in 1980 and the Women's Bureau was mandated to implement and coordinate gender-related interventions under the responsibility of the Office of the Vice President.
15. The school meals programme was started in the 1970s. Jointly implemented by WFP and the Government, it reaches 42 percent of children in pre-school and primary school – 139,000 children – in all six regions of the Gambia. The school meals programme was

entirely funded by donors and implemented by WFP until 2014, when the Government allocated USD 640,000 to fund two of the six regions for four years starting in 2018. Currently 20 percent of the national budget is allocated to education, including support for the school meals programme – a strong indication of the priority accorded to the sector.

16. The Nutrition Policy (2018–2025) will support the achievement of the SDG 2 and 3 targets. The Government currently coordinates the planning and implementation of nutrition interventions through the Ministry of Health and Social Welfare and the National Nutrition Agency (NaNA), focusing on the most vulnerable regions in terms of nutrition and maternal health. The nutrition interventions are part of an NSPP minimum nutrition package supporting the establishment of a nutrition-focused social safety net for vulnerable groups.
17. Support for smallholders is a prominent element of the Agriculture and Natural Resources Policy (2009–2015).<sup>30</sup> The national school meals policy<sup>31</sup> prioritizes a home-grown component, and the new National Alliance for Food Fortification run jointly by the Ministry of Health and Social Welfare, the Directorate of Social Welfare and the Food and Agriculture Organization of the United Nations (FAO) aims to enhance the availability of fortified foods.
18. The National Disaster Management Agency (NDMA) operates under the Office of the Vice-President with a mandate to manage early-warning and disaster risk reduction (DRR) systems.

#### ***United Nations and other partners***

19. The United Nations development assistance framework for the Gambia for 2017–2021 (UNDAF) coordinates activities supporting the Government in its efforts to achieve the SDG targets. Under its auspices FAO supports the enhancement of agricultural production and food fortification; the United Nations Development Programme (UNDP) supports poverty-reduction programmes and DRR; the United Nations Children's Fund (UNICEF) focuses on treating severe acute malnutrition, improving the quality of education programming, establishing measures such as social and behaviour change communication (SBCC) to protect women and girls, reducing gender-based violence and traditional practices harmful to women and girls and ensuring that adolescent girls attend school; the World Bank supports the establishment of a national social protection system; and the International Organization for Migration (IOM) and the International Trade Centre (ITC), new partners in the country, support the reintegration of returnees and the creation of employment opportunities for returning and potential migrants.

## **2. Strategic implications for WFP**

### **2.1 WFP's experience and lessons learned**

20. WFP established its presence in the Gambia in 1970, supporting school meals and livelihood programmes from then through the 2000s. In response to the Sahel crisis in 2010–2011 WFP led humanitarian efforts in the country, introducing DRR activities and increasing the focus on nutrition; it subsequently introduced cash-based transfers and local procurement and helped to strengthen national capacities and policies aimed at long-term sustainability, particularly with regard to the school meals programme.

<sup>30</sup> The policy is currently being updated.

<sup>31</sup> As of May 2018 the policy had not been officially approved. It is expected to be validated at the cabinet level in 2018.

21. Several evaluations suggest that WFP should continue to support the Government in identifying viable and cost-efficient school meals programme modalities,<sup>32</sup> with a view to eventual hand-over, and in enhancing national monitoring and evaluation capacities and gender responsiveness.
22. Recent evaluations have also highlighted the positive effects of the joint FAO/WFP project (MDG 1c) for smallholder farmers<sup>33</sup> as an area for expansion.<sup>34</sup> Lessons learned have fed into the design of this country strategic plan (CSP) with a view to leveraging WFP's comparative advantage to address bottlenecks in the food value chain, for example by enabling farmers – particularly women – to meet market quality standards and by improving linkages between producers and markets. The school meals programme features a strong home-grown component in line with the Government goal of reducing reliance on food imports.

## 2.2 Opportunities for WFP

23. *Streamlining the country portfolio under the social protection umbrella.* Nutrition and the school meals programme feature prominently in the NSPP.<sup>35</sup> As shown in a 2018 paper on social protection,<sup>36</sup> WFP is well positioned to contribute to three of the four NSPP objectives through seasonal transfers, school meals, nutrition programming, food assistance for assets (FFA) and early-warning systems. WFP will prioritize vulnerable groups such as households headed by women, PLHIV and people with disabilities; this could include schools for children with disabilities under the school meals programme. WFP and its partners will address the vulnerabilities of individual household members – mothers, babies, children under 5, children in pre-school and primary school, young people and adults in agriculture. In response to consistently high GAM rates, WFP will engage with FAO to extend food fortification, SBCC and related activities.
24. *Consolidating the school meals programme in a nationally owned social protection flagship.* The first national budget allocation to the school meals programme reflects the Government's commitment. WFP will continue to support children in pre-schools<sup>37</sup> and primary schools and will extend value chain opportunities to smallholder farmers. In view of the limitations of the Government's investment caused by high levels of national debt, the CSP includes a phased transition plan that envisages the hand-over of two regions in 2019 and another in 2021. UNICEF will support the Government in addressing the needs of secondary-school-aged children, especially girls.
25. *An enhanced focus on resilience building.* In line with various recommendations and evaluations, the CSP will involve expansion of resilience activities, with a focus on the needs of vulnerable populations during lean seasons, particularly women, through FFA and capacity support for smallholders in line with ZHSR recommendations. Support for smallholders will involve leveraging expertise in supply chains, food safety management and market access in partnership with FAO, the International Fund for Agricultural Development (IFAD), IOM and ITC.

<sup>32</sup> The ZHSR, the 2018 decentralized evaluation report and the reports of technical missions, including by the WFP Centre of Excellence in Brazil, all include recommendations in support of the use of cash-based transfers.

<sup>33</sup> *Improving food security through crop production intensification and school feeding programme (MDG 1c)*, funded by the European Union 2013–2016.

<sup>34</sup> MDG 1c evaluation, 2017.

<sup>35</sup> In line with operational evaluations, the ZHSR and government consultations.

<sup>36</sup> [https://docs.wfp.org/api/documents/WFP-0000073283/download/?\\_ga=2.156190835.970215055.1534143026-1929962497.1531135551](https://docs.wfp.org/api/documents/WFP-0000073283/download/?_ga=2.156190835.970215055.1534143026-1929962497.1531135551)

<sup>37</sup> Recommendation in the 2011 ZHSR.



26. *Crisis response and government support on preparedness and early warning systems.* Given the likelihood of recurrent natural hazards, WFP's support for crisis response will be maintained. Evaluations and consultations<sup>38</sup> have highlighted a role for WFP in partnership with UNDP in empowering the NDMA and supporting the development of an integrated early-warning system to replace the current fragmented system involving various ministries.

### 2.3 Strategic changes

27. Major shifts in the CSP include its alignment with the NSPP; greater focus on capacity strengthening and national ownership of the school meals programme to enable the Government to improve modalities and absorb part of the caseload; coordinated resilience and nutrition interventions support for smallholder farmers and FFA activities to enhance community assets, with conditional transfers provided for people at risk during lean seasons; and changing DRR assistance from field-level implementation to technical capacity strengthening in the NDMA for early-warning systems and preparedness.
28. The CSP will expand the use of technology and innovation to address monitoring and evaluation and operational bottlenecks. The use of WFP's beneficiary and transfer management system – SCOPE – will be scaled up, and reliable new technologies will be explored to address data-quality issues in the school meals programme.

## 3. WFP strategic orientation

### 3.1 Direction, focus and intended impacts

29. This CSP is aligned with the UNDAF and will enable WFP to support the Government in reaching the food security and nutrition goals of the NDP and achieving SDGs 2 and 17. It supports the national social protection agenda by promoting sound and predictable safety nets for targeted vulnerable groups. WFP will adopt gender-transformative approaches to achieving the CSP's strategic outcomes, support sustained food security and nutrition and advocate for the mainstreaming of gender in policy and normative frameworks. The three-year CSP will contribute to WFP's Strategic Results 1, 2, 3 and 5 in line with the NDP, NSPP and UNDAF.
30. The CSP is informed by lessons learned, recommendations from evaluations and the ZHSR, consultations with the Government and donors – particularly the European Union – and with FAO, IFAD and other United Nations agencies and recommendations from technical missions covering social protection, smallholder agriculture and market support, home-grown school meals and supply chains. It is aligned with WFP's regional resilience strategy and was designed in line with donors' priorities with a view to complementing the work of other development partners in a cost-effective manner.

### 3.2 Strategic outcomes, focus areas, expected outputs and key activities

***Strategic outcome 1: Crisis-affected populations in targeted areas, including those affected by seasonal shocks, are able to meet their basic food and nutrition needs during and in the aftermath of crises.***

31. This outcome is a contingency measure to enable WFP to respond rapidly to shocks. Modalities and rations and the duration and targeting of the assistance will be informed by an emergency food security assessment.

#### ***Focus area***

32. This strategic outcome focuses on crisis response.

<sup>38</sup> 2016 protracted relief and recovery operation (PRRO) evaluation and government and United Nations partner consultations.



**Expected outputs**

33. Strategic outcome 1 will be achieved through the following three outputs:
- Crisis-affected beneficiaries receive timely and adequate food or cash-based transfers that meet their food and nutrition requirements.
  - Crisis-affected beneficiaries receive SBCC messaging to improve nutrition practices.
  - Crisis-affected targeted populations benefit from the strengthened capacity of national partners to ensure safe and adequate access to food and nutrition.

**Key activities**

*Activity 1: Provide food assistance and SBCC training for crisis-affected populations and strengthen the capacity of national partners to respond to crises.*

34. With its government partners WFP will provide food or cash-based transfers equivalent to 1,770 kcal per person per day for 10,000 crisis-affected beneficiaries, prioritizing vulnerable groups such as households headed by women, people with disabilities and PLHIV. A gender-sensitive beneficiary complaint and feedback system (telephone hotline) will make it possible to identify and rectify protection-related issues. SBCC activities and training in gender and protection matters will be provided for partners and affected populations with a view to enhancing food diversity and nutrition practices.
35. WFP and its partners will plan and implement the response with NDMA, which will also be supported by capacity strengthening related to gender mainstreaming, project planning and monitoring and supply chain management. This activity will be complemented by the preparedness capacity support for NDMA under strategic outcome 5. WFP will continue to lead and coordinate emergency responses and will expand its role as supply chain service provider for partners (see section 4.3).

**Strategic outcome 2: Food-insecure populations in targeted areas, including school-aged children, have access to adequate and nutritious food all year.**

36. WFP will continue to support the Government in the implementation of the school meals programme, which is the largest and oldest social safety net in the country, with a view to promoting national ownership. The school meals programme will reach 40 percent of primary schoolchildren in all six regions; coverage will be extended to early childhood development (ECD) schools for children up to age 5. The children will receive a balanced and nutritious daily meal to encourage parents to send them to school. The extension to ECD schoolchildren responds to ZHSR recommendations and preliminary findings from the 2018 decentralized evaluation of the school meals programme, which reiterated the positive effects of the cash modality on local economies.

**Focus area**

37. This strategic outcome focuses on resilience building.

**Expected outputs**

38. Strategic outcome 2 will be achieved through the following two outputs
- Children attending pre-schools and primary schools receive a safe and nutritious meal every day they attend school, contributing to their basic food and nutrition needs and increasing enrolment and attendance.
  - Food-insecure people benefit from enhanced capacities in local government and communities to implement home-grown school feeding and nutrition programmes to meet food and nutrition requirements.

**Key activity**

*Activity 2: Provide school meals for pre-school and primary schoolchildren vulnerable to food insecurity during the school year and strengthen the capacity of local governments to manage school meals programmes as a national safety net.*

39. All six regions will be assisted by WFP and the Government: WFP will reach 115,000 children in pre-school and primary school, while the Government will assist 24,000; half of the children will be girls. This covers 42 percent of the children in pre-school and primary school nationwide. Districts will be selected on the basis of food security and nutrition indicators. The targeting of schools will continue to be informed by their ability to provide water and sanitation facilities with separate latrines for boys and girls to encourage girls to stay at school. All participating schools will communicate national nutrition SBCC messages. Food management committees, in which mothers' clubs will participate, will be established to enable women to earn daily incomes in return for contributing to the management of the programme; community ownership will be promoted.
40. The operational modalities of this activity will be in-kind, with food procured and delivered to the schools by WFP or the Ministry of Basic and Secondary Education, and cash-based transfers allowing the schools to manage food procurement and logistics, enabling local procurement of fresh, diverse and nutritious foods such as fish and green vegetables and increasing dietary diversity.<sup>39</sup> The activity will be linked to activity 4 in promoting procurement from smallholder farmers, thereby providing them with a reliable market; women smallholders will be prioritized. WFP aims to increase the use of cash-based transfers from 13 percent of the participating schools to 30 percent of schools by 2021.
41. Capacity support for the Government in school meals programme management will include all aspects of the project cycle at the community, regional and central levels; it will cover planning, supply chain, monitoring and evaluation, information management, coordination and gender mainstreaming. The transition of two regions to government management, followed by another by 2021, will enable WFP to adjust government capacity enhancement as required. A particular focus will be to ensure that sound data are collected for analysis and reporting, in line with the preliminary findings of the 2018 school meals programme decentralized evaluation.

***Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children, pregnant and lactating women and girls, have improved nutritional status in line with national targets.***

42. In response to the alarming GAM rates, WFP and its nutrition partners UNICEF and NaNA will work to integrate holistic community-based prevention and treatment programmes in the most affected regions with a view to creating a sustainable structure.
43. Because malnutrition rates vary by region, targeted assistance is needed. Correlations between high stunting rates and food insecurity justify treatment and prevention assistance for pregnant and lactating women and girls and children under 5. The findings of ongoing multiple indicator cluster surveys will further inform nutrition interventions during the CSP period.

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<sup>39</sup> The cash ration for schools is calculated and reported for eight foods, including foods rich in micronutrients such as fish and green vegetables.

**Focus area**

44. This strategic outcome focuses on resilience building.

**Expected outputs**

45. Strategic outcome 3 will be achieved through the following three outputs:
- Targeted children aged 6–59 months and pregnant and lactating women and girls receive adequate and timely specialized nutritious foods to treat moderate acute malnutrition.
  - Targeted children aged 6–23 months and pregnant and lactating women and girls receive adequate and timely specialized nutritious foods to prevent moderate acute malnutrition.
  - Targeted beneficiaries – children aged 6–59 months, adolescent girls, pregnant and lactating women and girls and other nutritionally vulnerable individuals – receive SBCC messaging to improve nutrition practices and prevent malnutrition.

**Key activity**

*Activity 3: Provide comprehensive nutrition programming including nutritious foods for pregnant or lactating women and girls and children under 5 to prevent or treat acute and chronic malnutrition, complemented by support for the Government in the management of nutrition programmes.*

46. Nutrition-specific support will reach 55,200 beneficiaries in regions with the highest GAM and stunting rates. WFP will provide blanket supplementary feeding for children aged 6–23 months during lean seasons to prevent moderate acute malnutrition and treatment for children under 5 and moderately malnourished pregnant and lactating women and girls. Malnourished pregnant and lactating women living with HIV will also be supported by the targeted supplementary feeding programme. WFP and UNICEF will implement joint gender-transformative SBCC activities according to the SBCC module developed with the Government, which focuses on improving hygiene practices and diversifying diets with local foods. A cost of hunger analysis to be conducted in 2018 will feed into a cost of diet study during the CSP period if resources are available.
47. Partners in this activity will include UNICEF, NaNA, the Ministry of Health and Social Welfare, the National AIDS Secretariat and possibly the Joint United Nations Programme on HIV/AIDS. WFP will work on prevention activities with non-governmental organizations and community healthcare structures such as village health workers and village support groups. An integrated community-based nutrition approach will provide nutrition support, monitoring and screening activities in an equitable, inclusive and empowering manner. Partners will receive capacity support according to their roles and responsibilities; the main areas are supply chains; gender mainstreaming, which includes communicating the roles of men, community members and extended family members in childcare and nutrition; annual screening; SBCC; and community and government monitoring.

***Strategic outcome 4: Food-insecure smallholder farmers and communities in targeted areas have enhanced livelihoods and resilience that better meet their food security and nutrition needs all year.***

48. Building on lessons learned in the MDG 1c programme, WFP will continue to procure food for the school meals programme locally, thereby providing a reliable market for smallholders and capacity strengthening to enable them to overcome market constraints and mainstream a gender-transformative approach.
49. FFA activities implemented in collaboration with IOM and ITC will provide predictable income opportunities during lean seasons, including for vulnerable households headed by women and for potential migrants. The assets created will help to address agricultural infrastructure

gaps affecting smallholder farmers, strengthen resilience to natural hazards and shocks and ensure equitable ownership of, access to and control of the assets by women and men.

**Focus area**

50. This strategic outcome focuses on resilience building.

**Expected outputs**

51. Strategic outcome 4 will be achieved through the following four outputs:

- Smallholders benefit from access to value chains and markets that improves their income-earning opportunities and food security.
- Community members benefit from improved livelihoods and resilience derived from productive asset creation and repair to improve productivity and access to markets.
- Smallholders benefit from reliable large-scale procurement by WFP and the Government to incentivize increased production.
- Targeted beneficiaries receive adequate food or cash-based transfers that meet their food and nutrition requirements.

**Activity**

*Activity 4: Provide supply chain and market support (including for home-grown school meals) for farmers to increase productivity and access to markets, complemented by community asset creation through FFA activities.*

52. This activity will support smallholder farmers through direct purchases of food for the school meals programme, especially from women farmers or associations with a high proportion of women members; training to enable 1,500 smallholder farmers, of whom 50 percent are expected to be women, to move up the value chain producing, storing and selling food at market prices to reliable buyers such as WFP; the creation of linkages between smallholder farmers and local food producers to increase smallholders' sales; and predictable earning opportunities from FFA activities during lean seasons, through which 5,000 beneficiaries, of whom 50 percent will be women, will create or rehabilitate community or individually owned assets .
53. Smallholders will be selected through farmers' associations supported by the Government and partners, with preference for those with many women members. The FFA target areas will be selected in line with the Government's community-based planning system, whereby community members identify the assets required, such as storage facilities to reduce post-harvest losses and improved roads.
54. Household targeting criteria for FFA will include household income and vulnerability data. Priority will be given to households most likely to adopt negative coping strategies during lean seasons; households likely to resort to illegal migration; households headed by women and vulnerable to food insecurity; households with a high dependency ratio; and households with PLHIV and people living with disabilities.
55. Partners will include the Ministry of Agriculture on all aspects of planning, implementation and supply chains (see section 4.3); FAO to ensure that, where possible, farmers it supports are also supported with regard to increasing production; the Ministry of Trade, Industry, Regional Integration and Employment to implement FFA; the Department of Social Welfare; local governments; the Women's Bureau; the Standards Bureau; the Food Safety and Quality Authority; IOM; and ITC.

**Strategic outcome 5: National and subnational institutions have strengthened capacity to meet zero hunger targets.**

56. In line with WFP's commitment to supporting the Government in achieving the SDG 2 targets by 2030, activities under this strategic outcome will provide capacity support in various areas of the CSP, starting with support for policy coherence and alignment as recommended in the ZHSR.
57. WFP, the World Bank and UNDP will collaborate to support the Government in operationalizing the NSPP; this will include alignment of the school meals programme and nutrition activities with the NSPP and capacity support for transition to national ownership.

**Focus area**

58. This strategic outcome focuses on addressing the root causes.

**Expected outputs**

59. Strategic outcome 5 will be achieved through the following three outputs:
- Food-insecure people benefit from the Government's strengthened capacity to align policies under the NDP to meet their basic needs, including food security and nutrition.
  - Food-insecure people benefit from the Government's strengthened capacity to scale up safety nets to meet their basic food security and nutrition needs.
  - Food-insecure people benefit from enhanced local government and community capacity to implement nutrition programmes.

**Key activity**

*Activity 5: Provide technical support to the Government on coherence between relevant policy instruments under the NDP; implementation of the NSPP, with a focus on a gradual transition to government ownership of the home-grown school meals programme; national management of nutrition programmes; and disaster preparedness and shock response systems.*

60. Capacity support for the Government will ensure coordinated work on gender-responsive national planning and monitoring of work on the SDG 2 targets. WFP and its partners will help the Government to develop the social protection agenda: this will involve the establishment of a social protection secretariat, the development of a single beneficiary registry and the alignment of nutrition programmes and the school meals programme with the NSPP. Where programmes such as the school meals programme are already institutionalized, the Ministry of Basic and Secondary Education will be supported to ensure alignment with national plans, to establish institutional accountability and to increase national ownership and management capacities. Technical support for supply chains, food safety, information management and monitoring and evaluation will continue. With regard to home-grown school meals, the Ministry of Basic and Secondary Education and the Ministry of Agriculture will be supported in the strengthening of procurement from local smallholder farmers and supply chain capacity in an approach that is equitable and that supports women's economic empowerment. Similar support will be provided to nutrition-mandated agencies such as the Ministry of Health and Social Welfare and NaNA with a view to institutionalizing nutrition activities in national work plans.
61. In line with the ZHSR recommendations, consultations with stakeholders and its experience working with the Government on DRR, WFP will shift from its current support for local contingency planning to empowering national agencies in a common DRR approach and early-warning system. This may include a capacity assessment regarding national logistics infrastructure; maintenance and repair of storage facilities; planning of humanitarian logistics and supply chain networks; procurement and improved contracting for food, non-food items and transport services; and a system for pre-positioning and tracking relief

food supplies. These activities will support the Government in enhancing its capacities for coordinating responses to shocks.

62. In this activity WFP will work directly with the Ministry of Basic and Secondary Education, the Ministry of Health and Social Welfare, NaNA, African Risk Capacity and NDMA. Will seek partnerships with UNDP, FAO, UNICEF, the World Bank and other development partners to support the Government in achieving common objectives.

### **3.3 Transition and exit strategies**

63. WFP aims to contribute to the development of an inclusive gender-transformative and nutrition-sensitive social protection agenda by 2021 with a view to promoting national ownership under the school meals programme and establishing nutrition activities as part of a national minimum nutrition package. In subsequent CSP cycles WFP hopes to hand the school meals programme over to the Government and help it to create the conditions that will allow it to increase the resources that it can devote to nutrition, early-warning systems and sustainable agriculture. The most vulnerable people will hence benefit from a national system that meets their needs, from pregnancy and infancy to youth and adulthood. The development of this national system and the outcomes of the next NDP and UNDAF will help the Government to reach SDG targets by 2030.
64. A phased approach to the school meals programme is planned during the CSP to support the Government in strengthening its operational capacities and absorbing the caseload currently managed by WFP. In 2019 the Government will begin to take full ownership of the school meals programme in two of the six regions. In 2021 an additional region will be transferred to government management. WFP and the Government will implement the school meals programme in all six regions, and WFP will continue to provide technical support to the Government in all regions.

## **4. Implementation arrangements**

### **4.1 Beneficiary analysis**

65. The CSP will assist 183,000 beneficiaries annually. SBCC and gender training will complement activities 1, 2, 3 and 5. Participatory gender analyses will inform targeting to ensure that women, men, girls and boys benefit equitably and that the special needs of the elderly and disabled people are addressed. WFP's beneficiary and transfer management system – SCOPE – will be scaled up and used in all activities.

<b>Strategic outcome</b>	<b>Activity</b>	<b>Women</b>	<b>Men</b>	<b>Girls</b>	<b>Boys</b>	<b>Total</b>
1	Provide food assistance and SBCC training for crisis-affected populations and strengthen the capacity of national partners to respond to crises.	2 550	2 450	2 550	2 450	<b>10 000<sup>40</sup></b>
2	Provide school meals for pre-school and primary schoolchildren vulnerable to food insecurity during the school year and strengthen the capacity of local governments to manage school meals programmes as a national safety net.	1 237	1 188	61 287	56 928	<b>120 640<sup>41</sup></b>
3	Provide comprehensive nutrition programming including nutritious foods for pregnant or lactating women and girls and children under 5 to prevent or treat acute and chronic malnutrition complemented by support for the Government in the management of nutrition programmes.	5 940	0	26 608	22 665	<b>55 214<sup>42</sup></b>
4	Provide supply chain and market support (including for home-grown school meals) for farmers to increase productivity and access to markets, complemented by community asset creation through FFA activities.	3 000	2 000	0	0	<b>5 000<sup>43</sup></b>
<b>Total</b>		<b>12 727</b>	<b>5 638</b>	<b>86 198</b>	<b>78 327</b>	<b>182 890<sup>44</sup></b>

<sup>40</sup> Annual figure, including beneficiaries receiving SBCC.

<sup>41</sup> The annual total for 2019 and 2020 will be 116,756, falling to 112,600 in 2021 as one other region is handed over to the Government.

<sup>42</sup> Breakdown: children aged 6–23 months – 41,310; children aged 24–59 months – 7,964; pregnant and lactating women – 5,940. Each year 55,213 new beneficiaries will be targeted. Hence by the end of the CSP period 165,642 beneficiaries will have been assisted.

<sup>43</sup> Five thousand FFA beneficiaries to be assisted in 2020 and 2021. Training for 1,500 smallholders is not reflected here. FFA will start in 2020 because the country office needs time to prepare and align with partners.

<sup>44</sup> Beneficiary overlap: strategic outcome 1 + strategic outcome 2 + strategic outcome 3 – only pregnant and lactating women and children aged 6–23 months – + strategic outcome 4. The total CSP beneficiaries will be 238,928.

## 4.2 Transfers

### Food and cash-based transfers

Strategic outcome	1	2	3		4	
<b>Activity</b>	Provide food assistance and SBCC training for crisis-affected populations and strengthen the capacity of national partners to respond to crises	Provide school meals for pre-school and primary schoolchildren vulnerable to food insecurity during the school year and strengthen the capacity of local governments to manage school meals programmes as a national safety net	Provide comprehensive nutrition programming including nutritious foods for pregnant or lactating women and girls and children under 5 to prevent or treat acute and chronic malnutrition, complemented by support for the Government in the management of nutrition programmes		Provide supply chain and market support (including for home-grown school meals) for farmers to increase productivity and access to markets, complemented by community asset creation through FFA activities	
<b>Beneficiary type</b>	<b>Emergency response</b>	<b>School meals</b>	<b>Nutrition</b>		<b>FFA</b>	
			<b>Children 6-23 months (BSF)</b>	<b>Children 6-59 months (TSF)</b>	<b>PLW (BSF)</b>	
<b>Modality</b>	<b>CBTs</b>	<b>Food and CBTs</b>	<b>Food</b>		<b>CBTs</b>	
Cereals		60				
Pulses		12				
Oil		7.2			25	
Salt		3				
Supercereal (CSB ++)			200	200		
Supercereal (CSB +) with sugar					200	
Kcal/day	1 770	1 216 <sup>45</sup>	787	787	984	1 770
% Kcal from protein	84	21.5	14.5	14.5	14.5	84
Cash (USD/person/day)	2	0.12				2
No. of feeding days per year	120	196	180	360	360	128

BSF: blanket supplementary feeding; CSB: corn-soya blend; PLW: pregnant and lactating women; TSF: targeted supplementary feeding;



<b>Food type/CBTs</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Rice	3 582.61	<b>1 719 651</b>
Beans	429.421	<b>317 772</b>
Oil	271.018	<b>332 810</b>
Salt	201.826	<b>32 292</b>
Mixed corn-soya blend and Supercereal with sugar and Supercereal plus	4 233.816	<b>4 140 228</b>
<b>Total (food)</b>	<b>8 718.687</b>	<b>6 542 752</b>
CBTs)		<b>9 248 095</b>
<b>Total (food and CBT value)</b>		<b>15 790 847</b>

66. The ration and transfer values have been calculated on the basis of a typical basket of diverse locally grown foods and their average lean-season prices. Monthly price monitoring will inform any required changes to the transfer values. The country office will carry out a cost of hunger analysis in 2018 and if resources are available a cost of diet analysis.
67. The kilocalories of the rations<sup>45</sup> vary according to activity and objectives (see table 2). The food basket takes into account local preferences and the availability of nutritious local foods such as dark green leaves, fish, cereals, *nyebeh* (Gambian black-eyed beans) and iodized salt.

#### **Capacity strengthening including South-South cooperation**

68. WFP plans to strengthen the capacity of the Ministry of Basic and Secondary Education to manage half of the school meals programme regions and to establish the foundation for gradual transfer of the disaster preparedness and response and nutrition elements to government institutions in subsequent CSP cycles.
69. Capacity strengthening at the regional and village levels will also be a focus. For example, WFP will provide procurement and management support for school management committees of schools assisted through the school meals programme cash modality, as well as monitoring oversight support for regional staff of the Ministry of Basic and Secondary Education. For activity 3, the regional and community health staff of the Ministry of Health and Social Welfare will receive training on screening, prevention and treatment in respect of moderate acute malnutrition.
70. Stakeholders not involved in programme implementation will also be supported. They will include government bodies responsible for social protection, agriculture, the Women's Bureau, members of the national assembly and local government staff.
71. The Gambia will continue to implement the CBT modality as part of its school meals programme in line with the Kenya model; this will involve the use of South-South technical and knowledge exchanges. The improvement of school meals programme modalities will be informed by the recommendations resulting from the 2018 decentralized evaluation and lessons learned from the Continental Education Strategy for Africa 2016–2025 model being used in Senegal and the African Union. The Gambia will continue to exchange best practices

<sup>45</sup> Pre-school children are also covered under strategic outcome 3 because they fall within the 1,000 days, especially in areas with high GAM rates; assistance under strategic outcome 3 will therefore provide a supplementary meal.

<sup>46</sup> NutVal (a spreadsheet application for planning and monitoring the nutrition content of food assistance) is used to determine rations and nutrient makeup, with a view to rations providing 80 percent of daily requirements.

through regional and pan-African school meals networks, WFP's regular regional home-grown school meals workshops, the African Union and WFP's continental workshops on school meals and the Global Child Nutrition Forum; advocacy and capacity support for the Government will be sought from the WFP Centre of Excellence in Brazil. Knowledge management and documentation of innovations in the CBT school meals programme modality will be strengthened to support other countries exploring similar modalities.

#### 4.3 Supply chain

72. In 2017, 15 percent of WFP's food requirement in the Gambia was procured locally, injecting USD 500,000 into the rural economy. WFP will continue to procure locally from smallholder farmers and farmers' associations during the CSP and will prioritize women smallholders. A supply chain gap assessment in 2018 identified bottlenecks in local procurement processes, a lack of food inspection and monitoring and tracking systems, insufficient supply chain planning and ineffective external and internal coordination.
73. Under strategic outcome 1, WFP will be ready to deliver supply chain services for direct food or cash-based transfer assistance for affected populations and will support supply chain capacity enhancement for national partners in crises.
74. Under strategic outcome 2, WFP will continue direct deliveries of food assistance and will establish linkages with smallholder farmers through local purchases and training (see also strategic outcome 4). The Government, schools and local committees will receive capacity building relevant to in-kind assistance, which will include technical materials on food procurement, central warehouse facilities, storage management, packaging and handling, food tracking and transport planning and management; and cash-based transfers, which will include analysis of procurement options, retail and logistics assessments, contracting and supply chain continuity monitoring.
75. Under strategic outcome 4, WFP will work with partners<sup>47</sup> to enhance the supply chain capacities of smallholder farmers and farmers' associations: this will include technical or material assistance to improve storage management at the farm level and larger scales; planning and contracting; food quality and safety in supply chains; and market access, including market information sharing and improved access to transport to WFP and other buyers. The aim is to improve agricultural productivity, reduce post-harvest losses and strengthen the management of farmers' associations.
76. Supply chains will also be a focus under strategic outcome 5. This will involve the provision of technical and material assistance through partnerships with national institutions and through South-South cooperation to enhance capacities, knowledge management and supply chain practices and policies for the school meals programme (with the Ministry of Basic and Secondary Education), nutrition activities, early warning, DRR and emergency preparedness (with the NDMA).

#### 4.4 Country office capacity and profile

77. To ensure that it is ready for the changes in this CSP, the country office will:
  - create the required level of awareness and engagement among staff through regular communication;
  - review its organizational structure to ensure that it fits the purposes of the CSP and that the positions needed to implement CSP activities and achieve the strategic outcomes are filled. The number of staff will remain approximately the same, but changes in reporting lines will mean that control is exercised at a higher level in the country office

<sup>47</sup> The Ministry of Agriculture, FAO, ITC, the Standards Bureau, the Food Safety and Quality Authority and NaNA.

and thus more efficiently. The country office will, when possible, address gaps related to employees' contract modalities, and additional staff will be embedded in the Ministry of Basic and Secondary Education;

- ensure that the required skills are available, that staff are trained to use the new systems, tools, processes and deliverables required to implement the CSP and that a clear talent recruitment strategy that addresses gender issues is in place;
- continue to work towards gender parity, given that 37 percent of its employees are women;
- continue to train staff with a view to building a robust performance culture; this will include learning interventions, coaching and clear definitions of roles and responsibilities. A strategy for young employees will be developed with a focus on empowerment and capacity development with a view to improving the retention of staff.

#### **4.5 Partnerships**

78. In line with the WFP corporate partnership strategy the country office will work with partners committed to achieving national zero hunger targets by 2030, including central and local governments, United Nations agencies, non-governmental organizations and community and village organizations.
79. WFP will continue to collaborate with traditional donors such as the European Union and Japan and will engage with new partners such as the United Nations Peace Building Fund, the European Commission Humanitarian Office, the United Nations Integrated Strategy for the Sahel (UNISS) and the United Kingdom Department for International Development.
80. Memorandums of understanding will be signed with government counterparts and duties will be reflected in national annual plans. For other partners, field-level agreements will guide implementation to ensure that partners adhere to WFP rules on gender equality, protection and accountability. Potential private sector partnerships will be explored under the CBT modalities of strategic outcomes 2 and 4.
81. Government partners will include the Ministry of Basic and Secondary Education, the Ministry of Health and Social Welfare, the Ministry of Agriculture, the Social Protection Secretariat and NDMA. Under strategic outcome 4, partnerships with FAO and IFAD will ensure that support for smallholder farmers and food value chains is complementary. Other partnerships will include UNICEF, UNDP and possibly IOM and ITC.

### **5. Performance management and evaluation**

#### **5.1 Monitoring and evaluation arrangements**

82. WFP will support the Government in working to strengthen its monitoring and reporting structures. This will involve support for gender-responsiveness and the enhancement of staff capacities in monitoring and accounting for progress towards SDG targets.
83. Baseline data and targets for outcome and cross-cutting indicators, which will be disaggregated by sex and age, will be established at least three months before the start date of each activity. Output data, such as beneficiary data disaggregated by sex and age and data on beneficiaries receiving in-kind food and CBTs, will be collected from partners' distribution reports. Outcomes and cross-cutting indicators will be monitored through twice-yearly post-distribution monitoring. The baseline data for nutrition indicators will be collected through standardized monitoring and assessment of relief and transitions (SMART) surveys in collaboration with UNICEF, NaNA and the Ministry of Health and Social Welfare.

84. WFP's country office monitoring and evaluation tool and other online monitoring software will enable the efficient collection, analysis and storage of data.
85. In line with WFP's strategy for accountability to affected populations, a gender-sensitive complaint and feedback mechanism using a toll-free telephone number will be set up to address complaints and feedback and thus facilitate the refinement of WFP's procedures. Implementing partners and beneficiaries will be trained in the use of the mechanism, with a focus on the importance of reporting sexual harassment and misconduct.
86. A country portfolio evaluation of the CSP by the Office of Evaluation in 2020 will inform the subsequent CSP cycle. WFP is planning a joint decentralized evaluation with the Ministry of Basic and Secondary Education in 2020<sup>48</sup> to cover the school meals programme, with a focus on support for capacity development, which will facilitate assessment of the preparation of transition strategies for the next CSP.
87. The monitoring, review and evaluation plan will guide monitoring and evaluation, for which adequate resources have been budgeted.

## **5.2 Risk management**

### ***Contextual risks***

88. Contextual risks include political tensions among ethnic groups associated with civil rights and governance issues under the previous regime, which could affect WFP's ability to deliver food assistance to vulnerable populations, especially during the next national elections. Changes in government priorities could affect the transition to national ownership and the enhancement of government capacities in various areas. Such risks are beyond WFP's control but regular security analyses and communication with government counterparts will be pursued to minimize their effect on operations. Hyperinflation in local markets is another contextual risk, which will be minimized through regular market and price monitoring

### ***Programmatic risks***

89. Programmatic risks include the limited capacity of cooperating partners in some areas, which could compromise the quality and timeliness of programmes. WFP will work with the Government and United Nations agencies to identify gaps and develop the capacities of government counterparts and partners as necessary.
90. Structural gender inequalities and discrimination that could prevent achievement of the strategic outcomes will be addressed in a gender analysis study in 2019. Operational risks associated with CBTs will be addressed through regular assessments of markets, cost efficiency and the use of appropriate modalities.

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<sup>48</sup> A second evaluation is planned for 2020, focusing on capacity gaps to inform the subsequent hand-over of the school meals programme.

## 6. Resources for results

### 6.1 Country portfolio budget

Strategic outcome	Year 1	Year 2	Year 3	Total
1	2 900 213	0	0	2 900 213
2	3 588 479	4 083 139	3 681 533	11 353 150
3	2 807 104	2 624 198	2 599 145	8 030 448
4	253 475	985 416	939 850	2 178 740
5	542 631	331 277	314 122	1 188 030
<b>Total</b>	<b>10 091 901</b>	<b>8 024 030</b>	<b>7 534 650</b>	<b>25 650 581</b>

91. Budget allocations for the strategic outcomes reflect the direction of the CSP, with the main focus on the continuation of the school meals programme. Direct implementation of nutrition activities in targeted areas with high levels of malnutrition is the second largest budget component along with a safety net targeting the window of opportunity presented by the first 1,000 days of life. Strategic outcome 5 will complement these direct implementation activities with a view to empowering the Government in the gradual integration of the activities into national social safety nets. Resources have been allocated to ensure the promotion of gender equality.
92. The average yearly budget for the CSP is slightly higher than the budget for the Gambia's transitional interim CSP for 2018. The increase is largely driven by the inclusion of new crisis-response measures under strategic outcome 1, which do not feature in the transitional intermediate CSP.

### 6.2 Resourcing outlook

93. The CSP budget is aligned with funding analyses, donors' interests and resource mobilization prospects. Between 2011 and 2017, the country office received USD 35 million, 60 percent of total funding requirements. A large contribution by the European Union sharply increased funding for the last two years, and the European Union is expected to be the largest contributor to the CSP. WFP will continue to work with traditional and non-traditional donors to mobilize additional resources. The budget foresees a gradual decrease in costs in 2021, as more of the school meals programme comes under direct government management. In case of funding shortfalls, WFP and the Government will prioritize assistance for the most vulnerable groups.
94. Funds for the contingency measures under strategic outcome 1 will be mobilized through discussions with the European Union's Directorate General for Humanitarian Aid and Civil Protection, and with other partners following emergencies.

### 6.3 Resource mobilization strategy

95. WFP is confident about mobilizing resources for all five strategic outcomes, and it has already identified funding for the first year and part of the second. Funding is expected mainly from:
- contributions from the Government;
  - continuous funding from traditional donors such as Canada and Japan;
  - joint resource mobilization with the Government and potential donors;

- international financial institutions such as the African Development Bank and the World Bank; and
- joint resource mobilization with the other Rome-based agencies for food systems and with UNICEF for nutrition.

## ANNEX I

## LOGICAL FRAMEWORK FOR THE GAMBIA COUNTRY STRATEGIC PLAN

<b>Strategic Goal 1: Support countries to achieve zero hunger</b>	
<b>Strategic Objective 1: End hunger by protecting access to food</b>	
<b>Strategic Result 1: Everyone has access to food</b>	
<b>Strategic outcome 1: Crisis-affected populations in targeted areas, including those affected by seasonal shocks, are able to meet their basic food and nutrition needs during and in the aftermath of crises</b>	Outcome category: nutrition sensitive
	Maintained/enhanced individual and household access to adequate food
	Focus area: crisis response

## Assumptions

Donors and government provide support and funding  
 Partners have sufficient capacity and resources to implement activities as intended  
 Governmental coordination mechanisms for food assistance, nutrition and education work effectively  
 Markets function in targeted communities for cash distributions  
 Political and security conditions remain stable

## Outcome indicators

Consumption-based Coping Strategy Index (Average)  
 Dietary Diversity Score  
 Food Consumption Score  
 Food Expenditure Share

Proportion of children 6–23 months of age who receive a minimum acceptable diet  
 Proportion of eligible population that participates in programme (coverage)  
 Proportion of target population that participates in an adequate number of distributions (adherence)

#### Activities and outputs

### 1. Provide food assistance and SBCC-training for crisis-affected populations and strengthen the capacity of national partners to respond to crises. (URT: Unconditional resource transfers to support access to food)

Crisis-affected beneficiaries receive SBCC-messaging to improve nutrition practices. (E: Advocacy and education provided)

Crisis-affected beneficiaries receive timely and adequate food or CBTs that meet their food and nutrition requirements. (A: Resources transferred)

Crisis-affected targeted populations benefit from the strengthened capacity of national partners to ensure safe and adequate access to food and nutrition. (C: Capacity development and technical support provided)

#### Strategic outcome 2: Food-insecure populations in targeted areas, including school-aged children, have access to adequate and nutritious food all year

Outcome category: nutrition sensitive  
 Maintained/enhanced individual and household access to adequate food  
 Focus area: resilience building

#### Assumptions

Sufficient resources (human, logistical, financial) for food and nutrition assistance  
 No pipeline breaks due to funding opportunity  
 Supplementary activities of Water, Sanitation and Hygiene for All (WASH) and Nutrition  
 No security crisis and further deterioration of the security situation in the Gambia  
 Partners have sufficient capacity and resources to implement planned activities  
 Active community participation



**Outcome Indicators**

Enrolment rate  
 Gender ratio  
 Retention rate

**Activities and outputs**

- 2. Provide school meals for pre-school and primary schoolchildren vulnerable to food insecurity during the school year and strengthen the capacity of local governments to manage school meals programmes as a national safety net. (SMP: School meal activities)**

Food-insecure people benefit from enhanced capacities in local government and communities to implement home-grown school feeding and nutrition programmes to meet food and nutrition requirements. (C: Capacity development and technical support provided)

Children attending pre-schools and primary schools receive a safe and nutritious meal every day they attend school, contributing to their basic food and nutrition needs and increasing enrolment and attendance. (A: Resources transferred)

**Strategic Objective 2: Improve nutrition****Strategic Result 2: No one suffers from malnutrition**

**Strategic outcome 3: Nutritionally vulnerable populations in targeted areas, including children, pregnant and lactating women and girls, have improved nutritional status in line with national targets.**

Outcome category:  
 Improved consumption of high-quality, nutrient-dense foods among targeted individuals  
 Focus area: resilience building

#### Assumptions

Partners have sufficient capacity and resources to implement planned activities  
 Adequate health centres are available for the treatment of malnourished children and women  
 Government coordination mechanisms for nutrition work effectively  
 Funding is available in time to ensure the timely arrival of nutritional needs  
 No major epidemics during the period  
 Supplementary activities of WASH and Nutrition

#### Outcome indicators

Moderate acute malnutrition (MAM) Treatment Default rate  
 MAM Treatment Mortality rate  
 MAM Treatment Non-response rate  
 MAM Treatment Recovery rate  
 Minimum Dietary Diversity – women  
 Proportion of children 6–23 months of age who receive a minimum acceptable diet  
 Proportion of eligible population that participates in programme (coverage)  
 Proportion of target population that participates in an adequate number of distributions (adherence)

#### Activities and outputs

- 3. Provide comprehensive nutrition programming including nutritious foods for pregnant or lactating women and girls and children under five to prevent or treat acute and chronic malnutrition, complemented by support for the Government in the management of nutrition programmes.**  
 (NTA: Nutrition treatment activities)

Targeted beneficiaries - children aged 6–59 months, adolescent girls, PLW/G and other nutritionally-vulnerable individuals - receive SBCC messaging to improve nutrition practices and prevent malnutrition. (E: Advocacy and education provided)  
 Targeted children aged 6–59 months, and PLW/G receive adequate and timely specialized nutritious food to treat moderate acute malnutrition. (A: Resources transferred)

Targeted children aged 6–23 months and PLW/G receive adequate and timely specialized nutritious foods to prevent moderate acute malnutrition. (B: Nutritious foods provided)

**Strategic Objective 3: Achieve food security**

**Strategic Result 3: Smallholders have improved food security and nutrition**

**Strategic outcome 4: Food-insecure smallholder farmers and communities in targeted areas have enhanced livelihoods and resilience that better meet their food security and nutrition needs all year.**

Outcome category:  
Increased smallholder  
production and sales

Focus area: resilience  
building

**Assumptions**

Governmental coordination mechanisms for food assistance, nutrition and education work effectively.  
Markets function in targeted communities for cash distributions.  
Political and security conditions remain stable.

**Outcome indicators**

Percentage of WFP food procured from pro-smallholder farmer aggregation systems

Proportion of the population in targeted communities reporting benefits from an enhanced asset base

**Activities and outputs**

**4. Provide supply chain and market support (including for home-grown school meals) for farmers to increase productivity and access to markets, complemented by community asset creation through FFA activities. (SMS: Smallholder agricultural market support activities)**

Community members benefit from improved livelihoods and resilience derived from productive asset creation and repair to improve productivity and access to markets.  
(D: Assets created)

Smallholders benefit from reliable large-scale procurement by WFP and the Government to incentivize increased production. (F: Purchases from smallholders completed)

Smallholder's benefit from access to value chains and markets that improve their income-earning opportunities and food security, (C: Capacity development and technical support provided)

Targeted beneficiaries receive adequate food or CBTs that meet their food and nutrition requirements. (A: Resources transferred)

**Strategic Goal 2: Partner to support implementation of the SDGs**

**Strategic Objective 4: Support SDG implementation**

**Strategic Result 5: Countries have strengthened capacity to implement the SDGs**

**Strategic outcome 5: National and subnational institutions have strengthened capacity to meet zero hunger targets**

Outcome category:  
Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations  
Focus area: root causes

**Assumptions**

Government and partners have sufficient capacity and resources to implement activities as intended  
Government effective coordination mechanisms for zero hunger  
Political and security conditions remain stable

**Outcome indicators**

Zero Hunger Capacity Scorecard

**Activities and outputs**

5. **Provide technical support to the Government on coherence between relevant policy instruments under the NDP; implementation of the NSPP, with a focus on a gradual transition to government ownership of the home-grown school meals programme; national management of nutrition programmes; and disaster preparedness and shock response systems. (CSI: Institutional capacity strengthening activities)**

Food-insecure people benefit from enhanced local government and community capacity to implement nutrition programmes. (C: Capacity development and technical support provided)

Food-insecure people benefit from the Government's strengthened capacity to scale up safety nets to meet their basic food security and nutrition needs. (C: Capacity development and technical support provided)

Food-insecure people benefit from the Government's strengthened capacity to align policies under the NDP to meet their basic needs, including food security and nutrition. (I: Policy engagement strategies developed/implemented)

**Strategic Goal 1: Support countries to achieve zero hunger****C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

- C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)
- C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

- C.2.1: Proportion of targeted people accessing assistance without protection challenges

**C.3. Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

- C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/Vouchers, disaggregated by transfer modality
- C.3.2: Proportion of food assistance decision-making entity – committees, boards, etc. – members who are women
- C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

**C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment****Cross-cutting indicators**

- C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)								
Focus area	Strategic result 1/ SDG target 2.1		Strategic result 2/ SDG target 2.2		Strategic result 3/ SDG target 2.3	Strategic result 5/ SDG target 17.9	Total	
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 5		
	Crisis response						Root causes	
Transfer	2 540 600	9 460 788	6 300 159	1 588 000	830 824		20 720 371	
Implementation	69 787	639 897	853 602	344 908	229 022		2 137 215	
Adjusted direct support costs	112 818	559 551	386 566	112 857	55 675		1 227 467	
Subtotal	2 723 204	10 660 235	7 540 327	2 045 765	1 115 521		24 085 052	
Indirect support costs (6.5%)	177 008	692 915	490 121	132 975	72 509		1 565 528	
<b>Total</b>	<b>2 900 213</b>	<b>11 353 150</b>	<b>8 030 448</b>	<b>2 178 740</b>	<b>1 188 030</b>		<b>25 650 581</b>	

#### Annex 14: The Gambia CSPE - Proposed Internal Reference Group (IRG)

Name	CO/RB/HQ	Title
Wanja Kaaria	WFP CO The Gambia	Country Director
Dawda Samba	WFP CO The Gambia	Programme Officer
Mam-yassin Ceesay	WFP CO The Gambia	VAM/M&E Officer
Duncan Ndhlovu	WFP CO The Gambia	Programme Officer, <i>Evaluation focal point</i>
William Affif	RB Dakar	Senior Regional Programme Advisor/ Head of Programme
Isabelle Mballa	RB Dakar	Regional Supply Chain Officer
Miranda Sende	RB Dakar	Regional Programme and Policy Advisor, Deputy Head of Programme (focal point for CSP)
Eric Branckaert	RB Dakar	Regional Head of VAM
Abdi Farah	RB Dakar	Regional School Feeding Officer
Mahamadou Tanimoune	RB Dakar	Senior Regional Nutrition Advisor
Saidou Magagi	RB Dakar	Regional Nutrition Consultant
Moustapha Toure	RB Dakar	Regional Monitoring Advisor
Lucie Odile Ndione	RB Dakar	Regional Emergency Preparedness & Response Officer
Cecilia Roccato	HQ- GEN	Gender Officer (covering RBD)
Michela Bonsignorio	HQ- PRO	Protection Advisor
Maria Lukyanova	HQ- OSZI	Capacity Development Advisor



## Acronyms

### Acronyms used in the document

CFSVA	comprehensive food security and vulnerability analysis
CSP	country strategic plan
DRR	disaster risk reduction
ECD	early childhood development
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GAM	global acute malnutrition
GDP	gross domestic product
IFAD	International Fund for Agricultural Development
IOM	International Organization for Migration
ITC	International Trade Centre
MDG	Millennium Development Goal
NaNA	National Nutrition Agency
NDMA	National Disaster Management Agency
NDP	National Development Plan (2017–2021)
NSPP	national social protection policy
PLHIV	people living with HIV
SBCC	social and behaviour change communication
SDG	Sustainable Development Goal
SMART	standardized monitoring and assessment of relief and transitions
UNDAF	United Nations development assistance framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNISS	United Nations Integrated Strategy for the Sahel
WASH	water, sanitation and hygiene for all
ZHSR	zero hunger strategic review

