



WFP EVALUATION



World Food Programme

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Evaluation of The Gambia WFP Country Strategic Plan 2019–2021

Centralized Evaluation Report

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Executive Summary

INTRODUCTION

Evaluation features

1. The evaluation of the transitional interim country strategic plan (T-ICSP) and the country strategic plan (CSP) for the Gambia was conducted between May 2020 and April 2021. It covered WFP's strategy, interventions and systems for the period between January 2018 and September 2020. It served the dual purpose of accountability and learning by assessing results achieved against plans while creating opportunities for learning at the national, regional and corporate levels. The results of the evaluation informed the preparation of the revision for the extension of the CSP and the design of a new CSP for the Gambia.
2. The evaluation took a utilization-focused and consultative approach when defining the lines of inquiry around the four standard evaluation questions used for WFP country strategic plan evaluations. Due to the COVID-19 pandemic, the evaluation was conducted using a hybrid approach: two international team members engaged with stakeholders remotely and three national team members met stakeholders in person in the Gambia. The main evaluation mission in the Gambia took place over three weeks, between mid-September and early October 2020. Findings on nutrition were mostly drawn from the decentralized evaluation on nutrition that was conducted just before the CSP evaluation. Gender was taken into account throughout all phases of the evaluation process. The evaluation findings and recommendations were discussed with internal and external stakeholders during two online workshops in March 2021.
3. Limitations of the evaluation were largely linked to COVID-19 related restrictions. Also, complete and validated performance data for 2020 was published in March 2021, several months after data collection and when report drafting was already at an advanced stage; this limited opportunities for triangulation and analysis of 2020 data. Finally, some stakeholders were unavailable during the data collection stage. However, the evaluation team considers that the data available and sites visited were sufficient to allow for evidence-based analysis.

Context













4. The Gambia is the smallest country on mainland Africa and has an estimated population of 2.3 million (World Bank, 2018). Although poverty is concentrated in rural areas,¹ it is increasingly seen in the capital and surroundings. The Human Development Report 2019 by the United Nations Development Programme reports rates of severe multidimensional poverty as high as 32 percent. An important feature of poverty is gender inequality, as women constitute the majority of the poor. Gender-based violence is an important issue.
5. Agriculture is the main economic activity, employing 70 percent of the population. Production is predominantly from subsistence farming and has stagnated or even declined,² currently covering 50 percent of domestic food requirements. This trend has been attributed to macroeconomic conditions, poor infrastructure, recurrent droughts and floods, and soil degradation.
6. Food insecurity remains a major economic and social problem in the Gambia, disproportionately affecting rural households. In the 2020 Global Hunger Index the country ranks 67 out of the 107 countries for which sufficient data were available to permit calculation of 2020 scores.³ Malnutrition is also a major public health problem, with the national stunting level at 19 percent.⁴ The data reveal significant regional and gender disparities, with stunting levels over 5 percent higher among males and in rural areas.

¹ [The Gambia Bureau of Statistics. 2020. Population and Demography. The national bureau of statistics estimates the urban poverty rate at 31.6 percent in 2015/16, while rural poverty stands at 69.5 percent.](#)

² Food and Agriculture Organization of the United Nations. 2020. [Gambia at a glance webpage.](#)

³ Concern Worldwide and Welthungerhilfe. 2020. [Global Hunger Index. The Gambia.](#)

⁴ United Nations Children's Fund. 2019. [The Gambia Multiple Indicator Cluster Survey 2018.](#)

TABLE 1: SOCIOECONOMIC INDICATORS			
	Indicator	Year	Value
	Total population (2)	2018	2 280 102
	GDP per capita (2)	2018	USD 716.10
	Agriculture as share of GDP (2)	2019	16.7 percent
	Share of population in urban areas (1)	2018	61.3 percent
	Human Development Index (score) (1)	2018	0.466
	Share of population vulnerable to multidimensional poverty (1)	2018	21.8 percent
	Population in severe multidimensional poverty (1)	2018	32 percent
	Prevalence of moderate and severe stunting (height-for-age), children age 0–4 (3)	2018	19 percent
	Prevalence of HIV in population age 15–49 (2)	2018	0.3 percent
	Gender Inequality Index (score) (1)	2018	0.620
	Share of population age 25+ with at least secondary education (1)	2018	Both sexes: 36.8 percent Women: 30.7 percent Men: 43.6 percent
	Labour force participation (share of population age 15+) (modelled International Labour Organization estimate) (2)	2019	59.6 percent

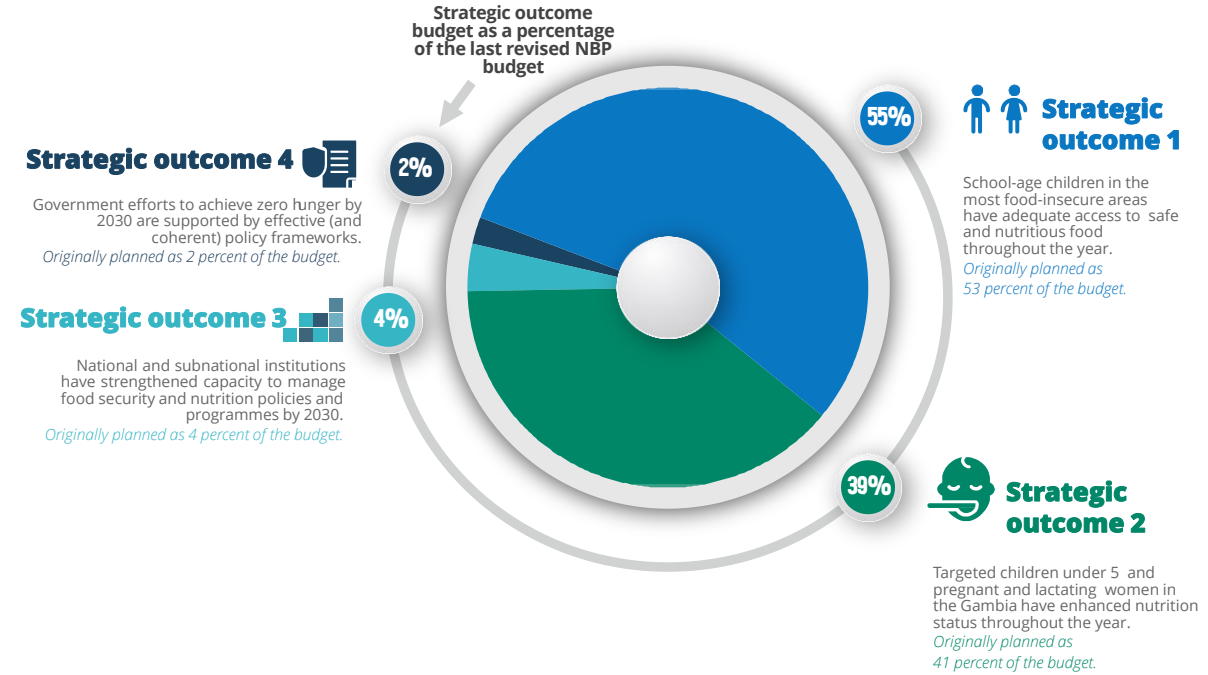
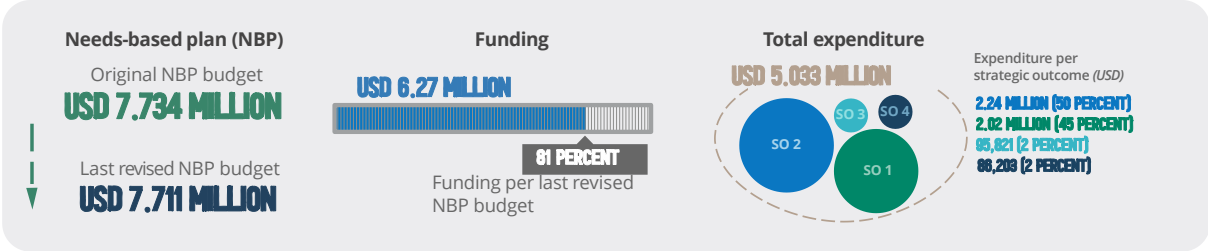
Sources: (1) United Nations Development Programme. *Human Development Report, 2017 and 2019*; (2) World Bank. *World Development Indicators*; (3) United Nations Children's Fund. *The State of the World's Children*.

Country strategic plans

7. Since 1970 WFP has supported school meals, livelihood programmes, nutrition activities and emergency preparedness and response for drought and floods under various projects in the Gambia.

8. With the introduction of WFP's Integrated Road Map (IRM), the T-ICSP was developed in 2018 with four strategic outcomes (figure 1). Initially, the T-ICSP had a budget of USD 7.734 million to cover assistance for 164,000 beneficiaries. Following evidence of a fall in acute malnutrition rates among children under 5, WFP subsequently revised the T-ICSP to reduce the budget to USD 7.711 million, reflecting a reduced planned beneficiary caseload of 146,000. The T-ICSP was funded with USD 6.27 million, which covered 81 percent of the needs-based plan presented in the revision.

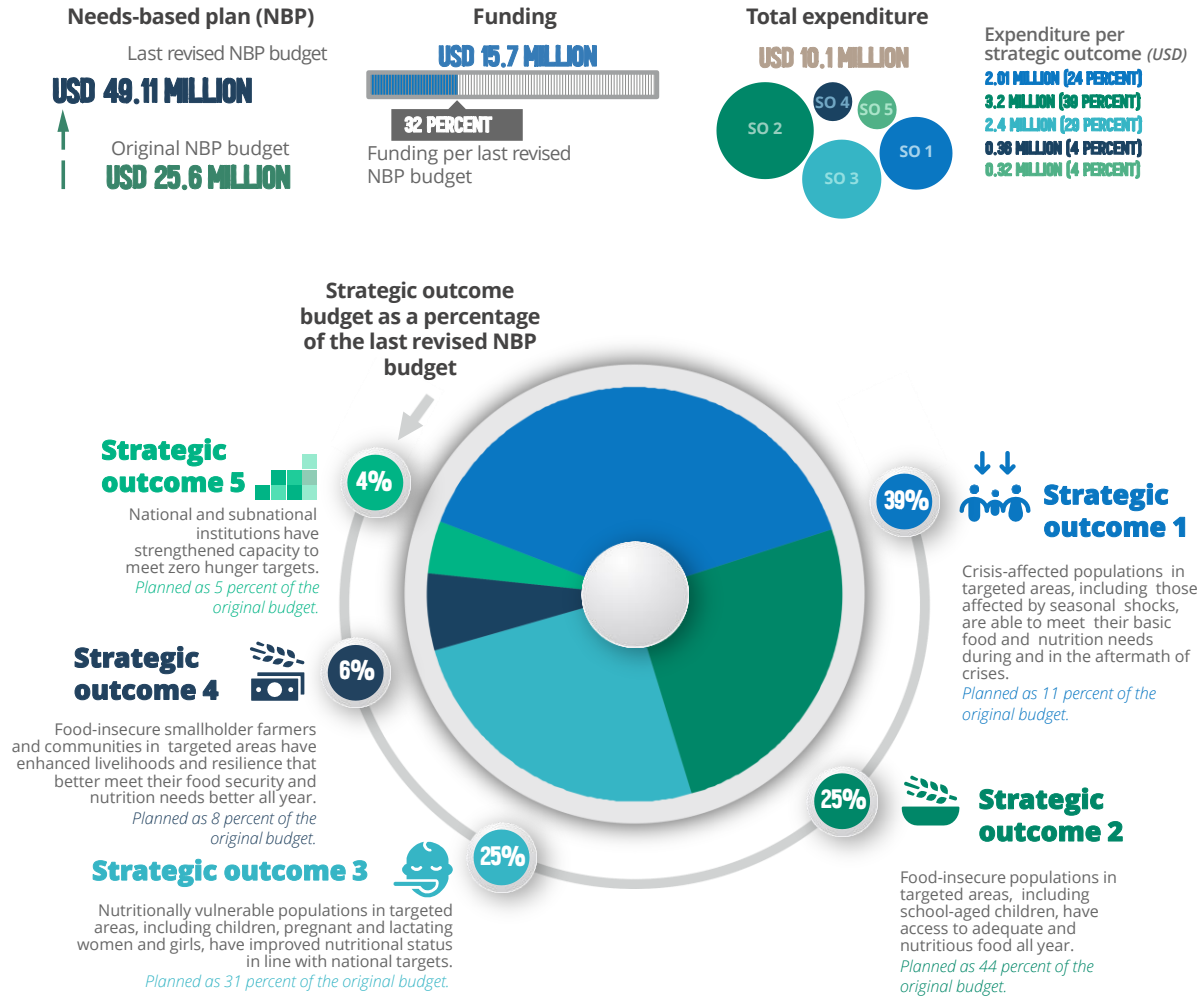
Figure 1: The Gambia T-ICSP (2018): strategic outcomes, budget, funding and expenditures



Sources: T-ICSP country portfolio budget (January 2018); CSP revision 1 (April 2018); FACTory CSP resource situation (December 2018).

9. The CSP for 2019–2021 was informed by a government-led zero hunger strategic review undertaken in 2018. It is a continuation of T-ICSP activities, with greater emphasis on capacity strengthening in all its strategic areas. It also includes strategic outcomes related to emergency response and support for smallholder farmer livelihoods and resilience (figure 2). Implementation of the CSP commenced with an initial budget of USD 25.6 million and plans to reach 159,000 beneficiaries, but it was revised twice, mainly to address drought in July 2019 and the COVID-19 pandemic in July 2020. The revisions increased the country portfolio budget to USD 49.11 million, with the aim of reaching 733,000 beneficiaries and resulted in activities under strategic outcome 1 constituting a much larger share of the CSP than originally planned. Resource mobilization was satisfactory in 2019 but funding was particularly low in 2020, covering just 32 percent of the revised needs-based plan. This is partly due to the late confirmation and availability of resources to meet the large budget increase, which covered COVID-19 response activities under strategic outcomes 1 and 3. Funding sources for the CSP include the European Commission, the Government of the Gambia, the Republic of Korea, the United Nations Peacebuilding Fund, other United Nations funds, the Emerging Donor Matching Fund and additional flexible funds.

Figure 2: CSP for the Gambia (2019–2021): strategic outcomes, budget, funding and expenditures⁵



Sources: CSP country portfolio budget (30 October 2018); CSP revision 2 (24 June 2020); annual country reports for 2019 and 2020; FACTory CSP resource situation (extracted on 10 October 2020).

EVALUATION FINDINGS

To what extent are WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?

10. The design of the CSP is largely informed by the zero hunger strategic review, which was led by government agencies and included extensive consultations with national and regional institutions. With the review as its foundation, the CSP is strongly aligned with the national development plan and national policies on social protection, disaster risk management, climate change, gender equality and the empowerment of women (GEWE), education, nutrition and school feeding. The evaluation identified two gaps in CSP alignment with national policies: the CSP does not address overweight or obesity issues; and it omits activities in support of agricultural processing, in which women play a particularly important role.

11. Well aligned with WFP policies, the CSP shifted the organization’s focus towards capacity and national system strengthening. However, it was not based on a comprehensive capacity gap assessment and the corresponding long-term objectives were not clearly defined.

12. The CSP strategic outcomes and activities are justified by clearly identified and evidence-based needs related to food insecurity, malnutrition, recurrent shocks and access to education. WFP is present in

⁵ Activities were classified under different strategic outcomes for the T-ICSP and the CSP. For ease of reference, the classification in the CSP has been used throughout this report.

the four regions with the highest levels of food insecurity and malnutrition and the lowest educational performance.

13. Overall, WFP has proven highly capable of adapting to change in context and has succeeded in keeping the CSP relevant to government priorities. Coverage of crisis response activities varied significantly over the years and has mostly been resource driven. While crisis response was absent from the T-ICSP, this was remedied in the CSP with a dedicated strategic outcome. Crisis response needs continued to be underestimated, but the country office was able to scale up its response through CSP revisions in 2019 and 2020.

14. Coverage of school feeding is adequate but targeting is based on feasibility and does not consider education or food security needs. The coverage of nutrition activities is consistent with identified needs. The CSP does not provide a clear targeting strategy for resilience building and does not include the consultative three-pronged approach, which is well adapted to resilience programming and widely used elsewhere by WFP.

15. The CSP shows a high level of coherence and alignment with the United Nations development assistance framework for the Gambia and the outcomes of United Nations studies and assessments. Moreover, WFP has played an active role in the United Nations country team and in several joint initiatives. The evaluation found potential for further collaboration with the Food and Agriculture Organization of the United Nations (FAO) supporting agricultural value chains linked to home-grown school feeding (HGSF).

What is the extent and quality of WFP's specific contribution to T-ICSP and CSP strategic outcomes in the Gambia?

Delivery of outputs and contribution to outcomes

16. Performance related to CSP output delivery and outcome-related achievements varied between 2018 and 2020.

TABLE 2: T-ICSP BENEFICIARY DATA FOR 2018 BY STRATEGIC OUTCOME AND ACTIVITY*							
Strategic outcome	Activity	Planned		Actual		% achieved	
		M	F	M	F	M	F
1: School feeding	School meals	41 167	58 579	63 988	68 680	155	117
2: Nutrition programming	Malnutrition prevention	14 700	15 300	13 407	15 738	91	103
	Malnutrition treatment	2 400	10 100	1 488	21 168	62	210

Source: 2018 annual country report.

* The table only presents strategic outcomes with beneficiaries, i.e. outcomes 1 and 2.

TABLE 3: ACTUAL VERSUS PLANNED BENEFICIARIES REACHED, BY STRATEGIC OUTCOME, 2019-2020*								
Strategic outcome	2019 planned		2019 actual		2020 planned after CSP revision 2		2020 actual after CSP revision 2	
	M	F	M	F	M	F	M	F
1: Crisis Response	62 195	64 33	62 178	66 022	349 113	384 153	24 093	25 063
2: School feeding	55 736	61 020	73 545	77 456	39 053	40 648	71 673	84 138
3: Nutrition programming	17 069	20 532	18 516	24 160	51 980	77 849	3 949	15 725

4: Smallholder resilience	0	0	0	0	22 510	23 510	20 510	20 510
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Sources: CSP revision 2; CM-R002b; WFP COMET.

* The figures included in this table may reflect overlaps in terms of beneficiaries.

Note: There were no planned beneficiaries in 2019 under strategic outcome 4.

Crisis response (strategic outcome 1)

17. In line with the T-ICSP, WFP did not assist crisis-affected populations in 2018. However, support was provided to the national disaster management agency for the development of contingency and community action plans. The CSP did include a strategic outcome related to crisis response, although its budget was initially underestimated. Nevertheless, WFP managed to scale up food and cash transfers to assist people affected by erratic rainfall and windstorms. Good quality outputs were delivered thanks to good coordination among partners. WFP also used an innovative e-money mechanism with the support of a mobile money network to deliver cash in a timely manner. The reach of the social and behaviour change communication (SBCC) activities that accompanied distributions fell short of expectations, partly because the village support groups undertaking them had too many households to visit. At the outcome level, WFP assistance did not prevent a slight worsening of food consumption and dietary diversity in 2019 compared to 2018, although there was a partial recovery in 2020. There was no notable change over these three years in the frequency with which beneficiaries had to resort to negative food-related coping strategies. In 2020, technical assistance provided for the Government's COVID-19 response was largely effective, although related WFP household transfers were delayed due to the slow confirmation and arrival of resources, with distributions under strategic outcome 1 taking place in late 2020. This explains the very low proportion of beneficiaries reached before year-end compared to the target. On the positive side, the delay helped to avoid duplicating assistance provided through the major response initiatives of other actors.

School feeding (strategic outcome 2)

18. Under strategic outcome 2, clear progress on output performance was recorded during the CSP periods. Cash-based transfers (CBTs) to schools and local procurement resulted in more diversified meals using local fresh food items adapted to the local diet, thus improving the nutritional value of school meals. The evaluation identified further opportunities for enhancing nutrition-sensitive approaches, in addition to a promising food fortification pilot project already under way. Communities expressed high satisfaction with the quality of school meals and the usefulness of the take-home rations provided as part of the COVID-19 response but voiced concerns about the size of rations and how often they were distributed.

19. The evaluation team could not draw conclusions regarding WFP's specific contribution to outcome performance across the CSP due to a lack of data and the impossibility of disaggregating monitoring data for government- and WFP-supported schools. However, the aggregated data indicate increased enrolment and primary level completion, a reduction in school dropouts and an almost complete elimination of gender disparities at lower levels of basic education. Furthermore, information collected through key informants during the evaluation suggests that better learning outcomes are being achieved at WFP-assisted schools.

20. Although WFP was not able to deliver all technical assistance planned under strategic outcome 2, significant progress has been made in strengthening the capacity of the Ministry of Basic and Secondary Education since 2017 in the areas of planning, budgeting, supply chains, information management, coordination, monitoring and evaluation, and handover preparations. Formally, the school feeding programme has been handed over to the Government in two of the six regions assisted by WFP. However, more capacity strengthening is required to facilitate the transition to full government ownership of the HGSP programme (see paragraph 28).

Nutrition (strategic outcome 3)

21. Targeted and blanket supplementary feeding and SBCC activities under strategic outcome 3 met or even exceeded targets in 2018 and 2019; however, 2020 targets for food distribution could not be achieved

because of the late arrival of funding. Training was delivered effectively, although topics such as monitoring and evaluation, reporting and stock management were not covered.

22. The contribution of WFP outputs to the achievement of targets formulated at the outcome level under strategic outcome 3 varied. The target of achieving a beneficiary recovery rate of over 75 percent for moderate acute malnutrition treatment activities was achieved in 2018; the target was almost achieved in 2019 but could not be met in 2020 because of insufficient supplies of ready-to-use supplementary food and fortified food. Programme coverage and adherence scored highly in 2018 and 2019. However, the percentage of children with a minimum acceptable diet was only reported for 2018 and fell significantly short of targets.

23. The synergistic implementation of WFP activities and those of the United Nations Children's Fund (UNICEF) and FAO helped to reduce global acute malnutrition and stunting rates. WFP activities implemented under the post-crisis response programme were complemented by UNICEF SBCC activities and activities for people with severe and acute malnutrition; meanwhile, FAO complemented WFP nutrition programming with activities that sought to enhance food security.

Smallholder farmer support and community resilience (strategic outcome 4)

24. Activities in support of food-insecure smallholder farmers met expectations under the T-ICSP; however, from 2019 onwards the activity portfolio under strategic outcome 4 was limited and implementation in the field only started in the last quarter of 2020, once funding was available. Support provided to farmers through the school feeding programme was considered very productive and innovative, although there were a number of bottlenecks at the field level: administrative requirements for local suppliers to access the HGSF programme were excessively complex and there were inadequacies in the design of pricing and payment mechanisms. However, women were involved in gardening activities supplying vegetables to schools and local markets.

25. The sole contribution that was received for strategic outcome 4 in 2019 was earmarked for technical support under the African Risk Capacity. Early warning activities are a critical part of African Risk Capacity support; opportunities to work through government systems for these activities have not been fully grasped.

Capacity strengthening (strategic outcome 5)

26. Activities under strategic outcome 5 seek to strengthen the capacity of national and subnational institutions by providing capacity support in the various areas of the CSP portfolio. WFP does not have a clearly laid-out capacity development strategy for all strategic outcomes or a comprehensive map of country capacity gaps or predictable requirements that could be used to define a strategic capacity strengthening approach. WFP also lacks a suitable framework and system for monitoring processes and results in this area.

27. Notable achievements in capacity strengthening included WFP's contribution to the formulation and review of the school feeding policy, the nutrition policy, the social protection strategy and the natural disaster preparedness and response strategy. WFP also supported the Cost of Hunger in Africa study; provided technical and financial contributions for the Gambia micronutrient survey; promoted rice and salt fortification; supported Scaling Up Nutrition processes; advised on the formulation of an Adaptation Fund project; and helped streamline methodologies for and conduct national food security vulnerability assessments, among other activities.

28. WFP handed over the HGSF programme to the Government in two regions but with considerable gaps in terms of budget, food quality and monitoring, which were not clearly identified in the handover road map. Functional committees at the middle and senior management levels of the Ministry of Basic and Secondary Education required further support.

29. Capacity strengthening in the area of nutrition would have benefitted from a clearer formulation of goals and objectives and a better description of how the implementation of WFP nutrition programming related to national needs. There are opportunities to broaden the scope of capacity strengthening related to nutrition, including through activities that enhance national monitoring, evaluation and reporting systems, and improve stock management.

Gender equality and the empowerment of women

30. Although the country office had limited capacity for gender mainstreaming, the arrival of an experienced gender focal point in the second half of 2019 facilitated the start of an internal capacity strengthening process and the development of a GEWE action plan in 2020. WFP supported the revision of the national gender policy, which began in 2020.

31. As with other cross-cutting issues, performance on gender-related approaches and activities was only partially measured and achievements were mixed. Relatively good results were achieved regarding gender mainstreaming in schools and on school feeding committees. Other activities included an assessment of the impact of COVID-19 on urban women and the development of a project with the Government to benefit women at fish-landing sites, which could be replicated in other situations in which women are involved in food processing.

32. Gender was well mainstreamed in funding proposals related to strategic outcome 4; however, nutrition activities were not informed by gender analysis. GEWE objectives in the CSP did not take gender-based violence into account.

Accountability to affected populations, protection and environment

33. Although WFP came close to achieving its targets related to communication with beneficiaries about its programmes, beneficiaries would have appreciated a more consultative approach before assistance was delivered. A beneficiary complaint and feedback system functioned with gender-sensitive standard operating procedures and was effective in swiftly addressing issues during the distribution of rations during the lean season and at schools.

34. WFP included protection considerations in country capacity strengthening (CCS) activities and applied protection measures during distributions, taking into account particularly vulnerable groups. It paid limited attention to environmental considerations.

Sustainability and the triple nexus approach

35. Although gains achieved through the capacity strengthening activities conducted with the National Disaster Management Agency could be sustained, the capacity of the Government is still insufficient to support a complete handover of the management and the operational responsibility of the school feeding programme. Additional capacity strengthening would be needed to sustain the CBT and local procurement modalities. Ensuring the long-term benefits of nutrition activities would require an exit strategy, priority setting and resource mobilization.

36. As a well-respected leader in the humanitarian field, WFP has increasingly facilitated understanding of the links between crisis response, disaster risk reduction and nutrition-sensitive activities. Its work with CBTs, reconciliation-oriented food-for-asset activities and local procurement involving smallholder farmers have helped to connect humanitarian work with development and peacebuilding and address community tensions caused by climate change impacts.

To what extent has WFP used its resources efficiently in contributing to T-ICSP and CSP outputs and strategic outcomes?

Timeliness

37. Crisis and lean season response activities were implemented in a timely manner, except for transfers for the 2020 lean season and the COVID-19 response. No major delays were recorded for other strategic outcomes, although timeliness could be improved for activities such as SBCC and CBTs to schools. For the latter, the frequency and promptness of transfers did not always allow for the full participation of local smallholder farmers.

38. It took close to two years for WFP to draw up detailed plans for certain elements of the CSP, notably the integration of strategic outcomes and activities and a more ambitious gender approach.

Cost efficiency

39. The level of utilization of received resources was relatively high in 2018, but a large proportion of funds allocated to 2019 and 2020 became available late and had to be carried over to the following years.

40. In 2018 and 2019, the relatively stable direct support costs were slightly lower than those for CSPs for comparable countries in the region. Food and CBT costs per quantity and amount distributed rose significantly in 2019 due to higher supply chain costs triggered by the decision to distribute smaller quantities and amounts to more beneficiaries. Despite the increase, the cost per beneficiary was still lower than originally planned throughout the three years under evaluation. The choice of transfer modality was not based on a systematic cost-effectiveness analysis but on the situation of markets (strategic outcome 1) and government capacity for the distribution of CBTs (strategic outcome 2).

Figure 3: Food transfers 2018–2020: cost per metric ton (mt)

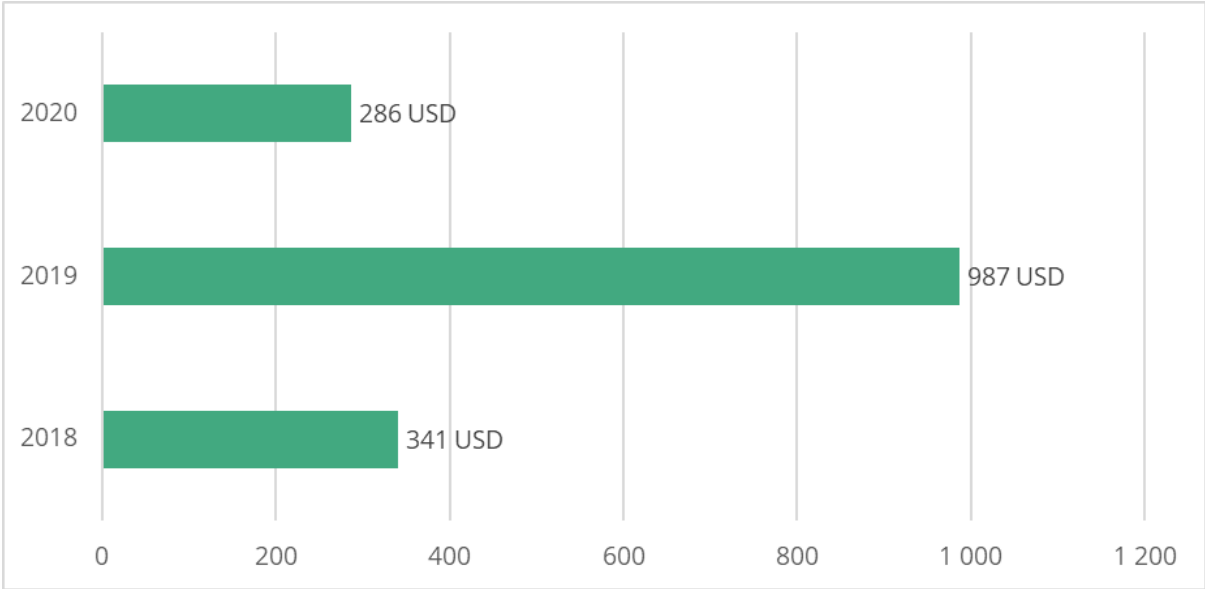
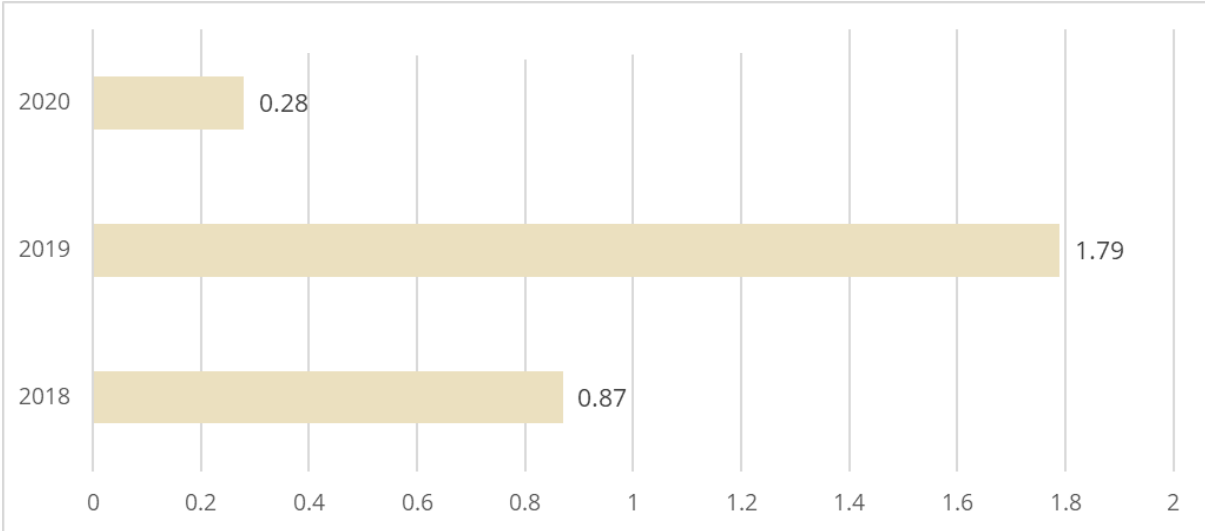


Figure 4: Cash-based transfers 2018–2020: average transfer value (USD)



Sources: Annual country reports for 2018, 2019 and 2020 for quantity and amount values; country portfolio budget plan vs. actual report, IRM funds management software, for cost values.

What are the factors that explain WFP performance and the extent to which the T-ICSP and CSP have resulted in the expected strategic shift?

41. Under each of the five strategic outcomes, WFP has strengthened and diversified its strategic partnerships with existing and new government agencies and with other United Nations entities. WFP participates fully in the United Nations “Delivering as One” approach. However, the evaluation team found that the Ministry of Agriculture and FAO were insufficiently involved in the HGSP programme at the national and regional levels.

42. The main sources of funding for the CSP have been the European Commission, the governments of the Gambia and the Republic of Korea, the United Nations Peacebuilding Fund and other United Nations funds, the Emerging Donor Matching Fund and additional flexible funds. These contributions have adequately supported the T-ICSP and CSP. While CCS activities were overfunded, resilience activities under the CSP encountered funding challenges in 2019. The scale-up in response to the COVID-19 pandemic was not funded sufficiently or swiftly enough. WFP activities in the Gambia were largely supported by multi-year contributions, which allowed for long-term planning; however, most funding was heavily earmarked by donors, reducing flexibility.

43. Implementation of the CSP was also hampered by COVID-19-related restrictions imposed by the Government; the slow pace of staff capacity alignment, which started in 2018 and continued until the first quarter of 2020; and deficient performance monitoring, in particular with regard to capacity strengthening outcomes.

CONCLUSIONS

44. The T-ICSP and CSP for the Gambia had strategic objectives and activities that were highly relevant to country priorities and to the needs of the most vulnerable; the plans also served to position WFP as an important player in efforts to achieve zero hunger in the country. The CSP also allowed WFP to strengthen and diversify its partnership with key national institutions and with sister United Nations agencies.

45. WFP has played an enabling role in the policy sphere through the stronger emphasis on CCS introduced through the CSP. Connections were established between activities that address root causes and those emanating from WFP's comparative advantage as a humanitarian actor.

46. With recurrent shocks affecting the country, it was appropriate to include a strategic outcome related to crisis response in the CSP. However, the volume of crisis response activities was underestimated, leading WFP to revise the CSP budget twice in response to increased needs.

47. Notwithstanding overstretched response capacity, WFP proved able to adapt on various fronts, especially during the COVID-19 crisis. WFP successfully changed its working procedures to accommodate COVID-19-related restrictions by introducing remote working systems and rolling out the WFP mobile vulnerability analysis and mapping data collection tool. Its programmatic response included the provision of technical assistance in support of the Government's COVID-19 response to assist all food-insecure people; WFP also prepared additional transfers for the food-insecure population. Due to delayed funding, these activities only started in late 2020; however, the delay helped to avoid duplication of partner initiatives. Unclear progress was made towards the food security outcomes planned for the crisis-affected populations who received assistance. Technological innovations were commendable, but a system for determining the most effective transfer modality (food or cash) was still being developed.

48. Coverage of the Gambia's school feeding programme, the largest safety net in the country, was close to set targets, yet the selection of schools did not consider educational or food security criteria. School meals became more diversified under the CSP and take-home rations distributed during the COVID-19 pandemic were highly appreciated, even though beneficiaries considered that the rations had fallen short of household needs.

49. Resource shortfalls and insufficient coordination with United Nations and government partners prevented the country office from adequately supporting smallholder farmers in supplying food to schools. Support for those farmers would require a more comprehensive approach, including helping women to play a more prominent role in food value chains.

50. The handover of two regions to the national HGSP programme was commendable, yet capacity gaps remain. The handover of an additional region to the Government as planned in the CSP has been hampered by critical capacity and financial constraints. Capacity gaps in the areas of management, planning, finance, human resources, monitoring and evaluation, and resource mobilization must be properly assessed, and planned coverage should reflect available resources.

51. WFP's nutrition activities were deemed relevant to national priorities and needs, except for the omission of overweight and obesity. Although output targets were reached, reporting, albeit incomplete, pointed at uneven outcome performance. The synergistic approach combining WFP's nutrition activities with partner interventions seemed to have contributed to reduced global acute malnutrition rates. However,

poor results were achieved in terms of the percentage of children consuming a minimum acceptable diet.⁶ Funding shortfalls since 2020 have driven the country office to prioritize resource mobilization for nutrition activities.

52. No community resilience activities were planned for the first year of the CSP and in 2020 the implementation of such activities was delayed due to the COVID-19 pandemic. For the remainder of the CSP, the prospects for diversified funding are good and should allow WFP to address needs in terms of protecting livelihoods and building resilience.

53. Despite the strategic importance of WFP's contribution to CCS, the CSP lacked a well-articulated capacity strengthening strategy with clearly identified gaps, long-term objectives and intervention pathways. The absence of an adequate monitoring and evaluation system for measuring progress in this area made it difficult for the evaluation team to draw conclusions regarding CSP achievements beyond the output level.

54. Apart from gender-based violence, GEWE objectives were well mainstreamed into the CSP design and a number of approaches and activities were conducted, with mixed results. Country office capacity was initially inadequate for implementing its ambitious plans; however, in 2020 a gender focal point and GEWE action plan were put in place to help mainstream gender across activities.

55. Slow alignment of staff capacities with those needed to deliver on CSP priorities may have contributed to the late development of certain key elements of the CSP such as the integrated approach to the five strategic outcomes at the regional and community levels and the GEWE action plan.

56. Despite some exceptions, WFP's country office in the Gambia has been relatively well resourced, with generous contributions received in support of WFP's shift towards an enabling role, assisting the Government in addressing food security and nutrition needs. However, funding was low in 2020 due to the late confirmation and availability of resources to support the large scale-up of crisis response and nutrition programming required to respond to the COVID-19 crisis.

⁶ Data on minimum acceptable diet were only reported for 2018.

RECOMMENDATIONS

#	Recommendation	Type	Responsibility	By when
1	<p>Continue to support the thematic areas in the CSP for 2019–2021, with a strong focus on strengthening national capacity and systems, introducing some adjustments to increase their alignment with national priorities and needs.</p> <p>1.1 Expand the strategic outcome related to crisis response to cover a higher caseload than provided for in the original country portfolio budget in order to ensure that appropriate country office structures are in place to respond to shocks and simultaneously implement activities that improve resilience and address root causes.</p> <p>1.2 Continue to support the handover of the school feeding programme, with an emphasis on consolidating the HGSF programme with CBTs and national resource mobilization. Assess capacity gaps with the Government in order to strengthen the technical skills required to support Ministry of Basic and Secondary Education structures, systems and procedures related to management, planning, finance, human resources, monitoring and evaluation and resource mobilization. Engage with other partners who have been on the periphery such as the Ministry of Agriculture and FAO. Engage in policy dialogue with sectors involved in the school feeding programme on the appropriate and realistic coverage of the programme and targeting criteria.</p> <p>1.3 Integrate the challenge of overweight and obesity into the nutrition package and across the CSP and promote collaboration with actors working on the issue.</p> <p>1.4 Integrate food processing as a key potential element of value chains in which women can play an important role. Continue to support the local production of nutritious food products and mainstream nutrition into agriculture and food systems.</p> <p>1.5 Continue to support the social protection agenda as a broad framework for integrating WFP activities and promote the construction of national systems for addressing food insecurity and malnutrition.</p> <p>1.6 Promote a lesson-learning exercise on the response to COVID-19 in order to strengthen relations and coordinated programming with key actors.</p>	Strategic	<p>Country office (Regional Bureau for Western Africa (RBD), Nutrition Division (NUT))</p> <p>Country office (RBD)</p> <p>Country office</p> <p>Country office (RBD, NUT)</p> <p>Country office</p> <p>Country office</p> <p>Country office</p>	<p>Next CSP</p> <p>Next CSP</p> <p>Next CSP</p> <p>Next CSP</p> <p>From 2021 into next CSP</p> <p>2021</p>

#	Recommendation	Type	Responsibility	By when
2	<p>Draw up a capacity strengthening strategy for the next CSP.</p> <p>2.1 Devise theories of change and identify long-term objectives and pathways for the national systems supported by WFP: disaster risk management, nutrition systems and social protection, in particular school feeding programmes.</p> <p>2.2 Carry out capacity assessments rooted in the theories of change in order to identify capacity gaps that need to be addressed in the short, medium and long term.</p> <p>2.3 Draw up a capacity strengthening strategy that includes a coherent combination of resources, partners and methods.</p> <p>2.4 Improve the coherence and clarity of the structure of the CSP: consider fully mainstreaming CCS into thematic strategic outcomes in order to integrate capacity strengthening with direct implementation and increase reporting clarity.</p> <p>2.5 Strengthen country office CCS expertise by creating a position for an experienced CCS specialist and with continued support from the regional bureau and headquarters.</p>	Strategic	<p>Country office (RBD, Technical Assistance and Country Capacity Strengthening Service - PROT)</p> <p>Country office (RBD, PROT)</p> <p>Country office</p> <p>Country office (RBD, PROT)</p>	<p>2021-2022</p> <p>Next CSP</p> <p>From 2021 into next CSP</p>
3	<p>Continue to strengthen the gender approach used in the CSP in order to make progress towards its gender-transformative objectives.</p> <p>3.1 Continue to develop country office capacity in gender programming; include dedicated budgeting for gender equality activities and consider making the gender officer a full-time role. Reinforce gender mainstreaming as being “everyone’s business”, such as by emphasizing management commitment to GEWE and through the active engagement of CSP activity managers.</p> <p>3.2 Conduct a gender assessment focused on nutrition and household and community practices and norms that affect nutrition outcomes.</p> <p>3.3 Assess the participation of women in value chains, particularly in processing activities, in order to identify potential that can be developed under strategic outcome 4 and possible links with the HGSP programme. Based on the results, develop an activity that</p>	Strategic	<p>Country office (RBD, NUT, Gender Office (GEN))</p> <p>Country office</p> <p>Country office (RBD, GEN, NUT)</p> <p>Country office</p>	<p>From 2021 into next CSP</p> <p>2022</p> <p>2021 and 2022</p>

#	Recommendation	Type	Responsibility	By when
	supports the participation of groups of women involved in value chains by giving them the opportunity to supply produce for the HGSP programme.			
4	<p>Strengthen the CSP monitoring and evaluation system to ensure appropriate analysis and reporting of the CSP outputs and outcomes.</p> <p>4.1 Ensure continuity in the measurement of all output and income indicators by maintaining the same indicators throughout the CSP implementation period and through appropriate planning and resources.</p> <p>4.2 Create a comprehensive monitoring and evaluation system for CCS aimed at measuring progress based on the theories of change recommended above.</p>	Operational	<p>Country office (RBD, Corporate Planning and Performance Division (CPP), PROT)</p> <p>Country office (RBD, CPP)</p> <p>Country office (RBD, CPP, PROT)</p>	<p>From 2021 into next CSP</p> <p>2022</p>
5	<p>Improve the approach and processes related to local purchases in the HGSP programme in order to increase the opportunities for smallholder farmers to participate in the programme.</p> <p>5.1 In collaboration with FAO and the Ministry of Agriculture, develop the approach for supporting value chains and smallholder farmers by conducting value chain analyses in order to identify bottlenecks that hamper farmer participation in supplying the HGSP programme and take action to address those bottlenecks.</p> <p>5.2 In collaboration with the Ministry of Basic and Secondary Education, carry out a cash flow assessment in respect of payment mechanisms with the Government and identify bottlenecks affecting the frequency and timeliness of payments.</p> <p>5.3 In collaboration with the Ministry of Basic and Secondary Education and the Ministry of Agriculture, review and simplify the administrative requirements for suppliers.</p> <p>5.4 In collaboration with the Ministry of Basic and Secondary Education and the Ministry of Agriculture, review the contracting and pricing system and consider adopting a farming contract approach that includes the negotiation of a fair price for farmers.</p> <p>5.5 Engage with key specialized institutions, in particular the Ministry of Agriculture and FAO, and promote their participation in agriculture-related activities under strategic outcome 4. Involve the Ministry of Agriculture regional directorates in field activities and monitoring.</p>	Operational	<p>Country office</p> <p>Country office</p> <p>Country office</p> <p>Country office</p> <p>Country office</p>	<p>2021 and 2022</p> <p>2022</p> <p>2022</p> <p>2022</p> <p>From 2021 into next CSP</p>

1. Introduction

1.1 EVALUATION FEATURES

1.1.1 Objectives and scope

1. The Office of Evaluation of the World Food Programme (WFP) commissioned The KonTerra Group for the conduct of an independent evaluation of the WFP Country Strategic Plan (CSP) in The Gambia. The coverage of the evaluation includes the Transitional Interim CSP (T-ICSP) 2018 and the CSP 2019–2021. The time coverage of the evaluation was from January 2018 to the period of data collection for the evaluation in October 2020. The general term ‘CSP’ used in this report includes both the T-ICSP and the CSP. On request of WFP, this report includes information on WFP activities until the end of 2020. However, as not formally part of the scope of the evaluation, information corresponding to activities implemented between October and December 2020 has not been triangulated as it comes from a single source (Annual Country Report 2020), which was published in 2021 and therefore after the data collection phase.

2. The T-ICSP was included in the evaluation as the first move away from the former project-based approach towards the Integrated Road Map (IRM) framework. It represented the starting point, followed by the CSP, for analysing the appropriateness of the IRM adoption.

3. As per standard procedure, CSP evaluations are conducted in the penultimate year of CSP with the aim of contributing to the design of subsequent country support. As stated in the Terms of Reference (ToR), the evaluation has two objectives:

- **Accountability:** The evaluation is expected to provide accountability on CSP performance and results to WFP stakeholders, including the Government of The Gambia, CSP beneficiaries, donors and institutional and cooperating partners.
- **Learning:** The evaluation is expected to provide evidence and learning on CSP performance so as to inform strategic decision making and the formulation of the next CSP in The Gambia, which was initially planned to take place in 2021. During the evaluation, WFP decided to extend the duration of the CSP for an additional year. As a result, short- and medium-term recommendations will support the planning of the one-year extension of the CSP, while long-term recommendations will feed the formulation of the next CSP. The evaluation is also expected to contribute to wider corporate learning at regional and global levels.

4. The evaluation assessed the relevance, effectiveness, efficiency, sustainability, coherence, coverage and connectedness of the T-ICSP and CSP, including the cross-cutting themes of gender equality and women’s empowerment (GEWE), protection, the environment and accountability to affected populations. It included the changes (benefits or disadvantages) originated by the adoption of the CSP model in The Gambia and the strategic positioning of WFP regarding the Sustainable Development Goals (SDGs). The evaluation examined if and how GEWE was considered in CSP design and implementation. The evaluation was implemented throughout and covered a period where the context and the activities of WFP have been significantly affected by the COVID-19 pandemic. Specific attention has been given to the pandemic as a factor affecting CSP performance and as a shock from which real-time observations and lessons could be drawn. The evaluation builds on a decentralized evaluation of WFP nutrition activities from 2016–2020 commissioned by the WFP country office and implemented in 2020 as well.

5. The expected users of the evaluation are the WFP country office in The Gambia and its stakeholders, which include the WFP regional bureau in Dakar, headquarter technical divisions, the Government of The Gambia and other partners. Main government partners of WFP in The Gambia are the Ministry of Basic and Secondary Education; the National Nutrition Agency; the National Disaster Management Agency; the Ministry of Agriculture; the Ministry of Environment, Climate Change and Natural Resources; the Ministry of Finance and Economic Affairs; the Ministry of Women, Children and Social Welfare; and the Ministry of Trade, Industry, Regional Integration & Employment. Other partners are the United Nations country team (UNCT) and particularly The United Nations Children’s Fund (UNICEF), the Food and Agriculture Organization (FAO), the United Nations Population Fund (UNFPA) and the International Trade Center (ITC), and cooperation partners such as the Gambia Red Cross Society (GRCS)

and the Foni Ding Ding Federation. The beneficiaries of the CSP will also benefit from the evaluation's contribution to strengthen the CSP relevance and effectiveness.

1.1.2 Methodology and limitations

6. This section summarizes information on the evaluation's methodology. Detailed information is provided in Annex 4. The evaluation was conducted by a team of four core team members with complementary backgrounds and expertise relevant to the subject of evaluation. In addition, five local researchers were in charge of data collection at the community and field levels.

7. The methodology was designed to respond to evaluation questions defined in the ToR. The evaluation adopted a mixed-method approach based on qualitative and quantitative methods for data collection and analysis. It applied the evaluation criteria of the Development Assistance Committee of the Organisation for Economic Co-operation and Development, which included relevance, effectiveness, efficiency and sustainability, as well as coverage, coherence and connectedness. A theory of change of the CSP was reconstructed by the evaluation team during the inception phase to support the analysis of effectiveness.

8. Evaluation questions have been disaggregated into sub-questions, lines of inquiry and indicators in an evaluation matrix (Annex 2) that also identifies the main sources of information and the methods of data collection. These methods are: (1) literature review of secondary data (Annex 3);⁷ (2) semi-structured interviews applied to CSP stakeholders; (3) household mini surveys; and (4) direct observation. The data collection tools applied for those methods are presented in Annex 11.

9. The evaluation adopted a gender approach that included an analysis of the extent to which GEWE objectives were integrated into the T-ICSP/CSP design, implementation and monitoring and evaluation. The evaluation also assessed how activities conducted by WFP in The Gambia were aligned with WFP corporate commitments and standards on gender. The gender lens was applied when determining evaluation (sub)questions, the design of evaluation data collection and tools and when performing data analysis.

10. The evaluation covered the six regions of the country⁸ and selected a sample of implementation sites for field visits based on criteria aimed at capturing the diversity of situations included in the CSP.⁹ The evaluation included 40 communities and consulted 629 people, including 263 women. Stakeholders consulted included WFP country office and regional bureau, government institutions at national and regional levels, United Nations agencies, cooperating partners, community-based organizations involved in WFP activities and beneficiaries (see Annex 5 for a list of persons met).

11. The evaluation took place a few weeks after a decentralized evaluation of WFP nutrition activities in The Gambia from 2016–2020. Because the T-ICSP and the CSP were included in the scope of this decentralized evaluation, the CSP evaluation did not carry out additional data collection on nutrition activities and used the decentralized evaluation as the main source of information in relation to nutrition. The CSP and the decentralized evaluation team coordinated to ensure that all necessary data would be available for the CSP evaluation.

12. The ToR of the evaluation were shared with an internal reference group composed of WFP country office, regional bureau and headquarters staff. The KonTerra Group and the WFP Office of Evaluation conducted quality assurance of process and deliverables.

13. The evaluation is compliant with ethical principles through the application of the United Nations Evaluation Group Code of Conduct for Evaluation and Ethical Guidelines for evaluation. The evaluation adheres to the ethical considerations related to safety, confidentiality and data protection and to Accountability to Affected Populations commitments and humanitarian principles in its treatment of

⁷ Literature review included WFP policies and corporate documents related to areas covered by the CSP in The Gambia, government policies and national programmes, documents on WFP operations in The Gambia, needs assessments and situation analysis, evaluations of past operations, United Nations strategic and programming documents in The Gambia and documents related to the COVID-19 pandemic.

⁸ The Gambia is officially divided into five regions and two municipalities, but the literature and stakeholders often mention six regions, counting the two municipalities together as a region. See Chapter 1.2.1.

⁹ In terms of periods of intervention (T-ICSP and CSP), types of activities, partners and modalities of assistance.

participants in the evaluation process. The evaluation team adhered to all government regulations and WFP policies regarding COVID-19 protection measures.

14. The main constraints and limitations faced during the evaluation were:

- **The evaluation could not analyse the educational outcomes of the School Feeding Programme due to the lack of disaggregation of data:** This is being addressed by WFP and the Ministry of Basic and Secondary Education.
- **COVID-19 restrictions:** Two core members of the evaluation team, including the team leader, could not travel to The Gambia and could only conduct data collection with national stakeholders remotely. This limited their perception of key elements of the context and the interventions of WFP. An additional Gambian team member was hired to mitigate this constraint and ensure the same field coverage as if all team members had accessed the country.
- **Inactive activities during the data collection phase:** Due to the pandemic, schools were closed from March to October 2020 and the evaluation team could not make direct observations on school feeding activities. Data collection could not be conducted at the field level on WFP beneficiaries of the 2020 lean season and COVID-19 response, which was initially planned to start in September 2020 but was then delayed.
- **Unavailability of some stakeholders identified for interviews:** The evaluation team could not obtain interviews with key donors, despite attempts supported by the WFP country office and the Office of Evaluation. This limited the triangulation of evidence in relation to the relevance of the CSP to the priorities of the country and the comparative advantage of WFP. In addition, there had been a large turnover of both WFP and external stakeholders since 2018, affecting information collection related to 2018 and, to a certain extent, to 2019.

The evaluation team does not consider that these limitations have materially affected the findings or recommendations of this report.

1.2 COUNTRY CONTEXT

1.2.1 General overview

15. The Gambia comprises five administrative regions and two municipalities.¹⁰ The geography is predominantly drought prone Sahelian shrubland with sparse natural vegetation of woodland savannah, undergoing rapid degradation.

16. The 2019 population has been estimated at 2,347,706 (with 50.4 percent female¹¹). The under-15 population was at 44 percent. The growth rate was at 3.1 percent per annum (2010–2019).¹² In 2018, the fertility rate (women aged 15–49 years) was at 4.4 percent and adolescent birth rate (for women aged 15–19 years) was estimated at 67 per 1,000 women.¹³ The proportion of rural population has constantly decreased in the last decades due to migration to urban areas. In 2018, the rural population represented 38.7 percent of the total population.¹⁴ The Gambia is a multi-ethnic society with Mandinka, Wollof, Fula, Jola, Serer and Sarahule groups as the main ethnicities.

17. The government changed in 2016 after 22 years of the same regime. The Gambia is reviewing its 1997 constitution, which gave excessive powers to the executive branch, to strengthen democratic principles. Nevertheless, the country is faced with a troubled economy arising from the poor performance of industries, economic mismanagement, massive corruption inherited from the past regime and volatile oil and commodity prices.¹⁵

¹⁰ The regions are West Coast Region, Lower River Region, Central River Region, Upper River Region and North Bank Region; the municipalities are Banjul and Kanifing. Literature and stakeholders often count the two municipalities together as a sixth region and so are reflected as such in this report.

¹¹ The World Bank. 2019. The Gambia Country Profile.

¹² UNFPA. 2020. Data Overview of The Gambia.

¹³ MICS. 2018. The Gambia MICS Report 2018.

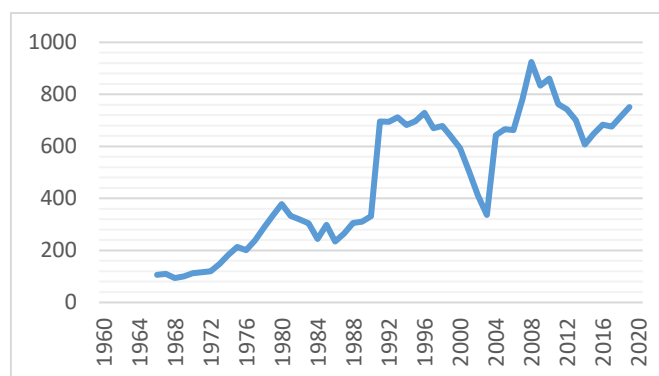
¹⁴ Index Mundi. 2019. The Gambia Rural Population.

¹⁵ The Gambia Ministry of Finance and Economic Affairs. 2017. *The Gambia National Development Plan (2018–2021)*.

1.2.2 Socioeconomic conditions

18. Over the last 10 years, The Gambia faced challenging moments of sharp economic downturn, with several dips of the annual growth rate of the gross domestic product (GDP) (see Figure 1).¹⁶ In 2017–2018, the macroeconomic situation started to recover and the GDP annual growth rate per capita reached 3.45 percent in 2018 and 2.92 percent in 2019. The recorded inflation declined from 8.8 percent in January 2017 to 6.6 percent in the corresponding month of 2018, resulting in the stabilization of the dalasi, the local currency, and a decline in general food prices.¹⁷ Despite the progress, the current global pandemic and related safety restrictions are placing a burden on the global economy, including in The Gambia. It is unclear how socioeconomic gains in The Gambia will be negatively affected by COVID-19 (see Chapter 1.2.9).

Figure 1: GDP per capita (current USD)



Source: World Bank, 2020.

19. The main contributing sectors to the economy are services, representing 61 percent of the GDP in 2017.¹⁸ The agriculture sector contributed 16.7 percent of GDP and the industry sector contributed 16 percent in 2019.¹⁹ A hefty public debt burden (81 percent of GDP in 2019²⁰) classified the country as being in debt distress. Consequently, The Gambia continues to rely heavily on development assistance, while remittances amount to almost one fifth of GDP.²¹

1.2.3 Poverty and inequality

20. The Human Development Report 2019 indicated severe multidimensional poverty for The Gambia as high as 32 percent.²² Poverty levels (households living on less than \$1.90 per day) were at 10.10 percent in 2015.²³ Rural poverty is on the rise, showing an increase from 60 percent of the rural population considered poor in 2003 to 62.1 percent in 2010.²⁴ This rose to 69 percent in 2016 (IHS report, 2017). The factors driving poverty suggest that rural poverty and food insecurity are closely associated with low productivity, particularly in rain-fed agriculture. Income inequality is a prominent feature of the poverty profile of The Gambia, with a Gini coefficient of 35.9 points in 2015.²⁵

¹⁶ The World Bank. 2019. Trend of The Gambia GDP Per Capita.

¹⁷ The Government of Gambia. 2018. Gambia National Agriculture Investment Plan (GNAIP) II (2019–2026).

¹⁸ GBoS. 2018. Rebasement and Compilation of Gross Domestic Product – 2013 Base Year.

¹⁹ The World Bank. 2019. The Gambia Country Profile.

²⁰ International Monetary Fund. *Gambia General Government Gross Debt at Data Mapper*. www.imf.org/en/Countries/GMB, (accessed in January 2020).

²¹ The World Bank. 2019. World Development Indicators.

²² The 2010 Human Development Report introduced the Multidimensional Poverty Index (MPI), which identifies multiple overlapping deprivations suffered by individuals in three dimensions: health, education and standard of living. All the indicators needed to construct the MPI for a country are taken from household surveys. UNDP. 2019.

²³ The World Bank Group. 2020. Poverty and Equity Brief, The Gambia.

²⁴ UNDP. 2010. MDG Accelerated Framework (MAF).

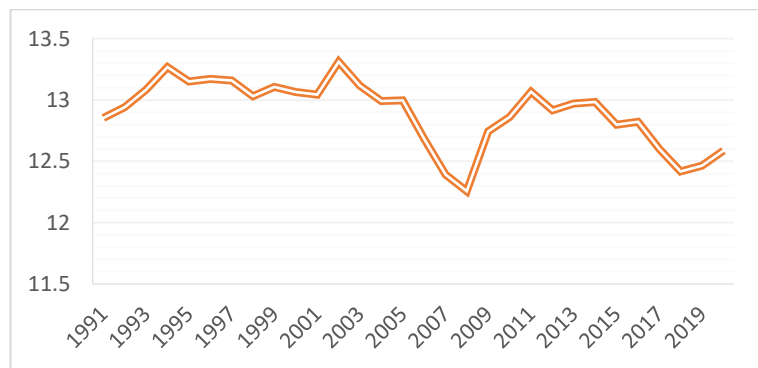
²⁵ Most recent World Bank estimate. A measure of degree of inequality in income distribution: The Gambia is better performing than Senegal with Gini index of 40.30 in 2011, Ghana – 43.50 in 2016 and Guinea Bissau – 50.70 in 2010; but performing worse than Sierra Leone with Gini Index of 34.00 in 2011, Guinea Conakry – 33.70 in 2012, and Mali – 33.00 in 2009 (World Bank updated estimates, December 28, 2019).

21. An important feature of poverty in The Gambia is gender inequality. Women constitute the majority of the poor and extremely poor. The patriarchal society, hegemony of men and other sociocultural factors influence gender relationships, resulting in a Gender Inequality Index value of 0.612, ranking it 148 of 162 countries in the 2019 index.²⁶ The 2019 Human Development Index (HDI) value for The Gambia is 0.448 for females, in contrast to 0.530 for males.

22. Fifty-nine percent of Gambian women have no schooling, compared to 38 percent of men.²⁷ Mainly related to cultural factors and childcare, women's overall participation rate in the workforce is lower than men's, with 57 percent of women economically inactive.²⁸ Inequalities in access to and control of land and productive capital limit women's access to financial services.²⁹ Gender-based violence (GBV) remains a serious challenge in The Gambia. Gender-based violence takes various forms, including female genital mutilation/cutting (FGM/C), child marriage and domestic violence. Although formally banned by the Government, the practice of FGM is still widespread in The Gambia. Data from the Multiple Indicator Cluster Surveys (2018) suggested that 75.7 percent of all women aged 15–49 had undergone FGM, while 50.6 percent of girls between 0–14 years had some form of FGM.³⁰

23. In 2019, youth unemployment was estimated at 12.32 percent (8.89 percent for males and 16.74 percent for females).³¹ This, combined with unattractive living conditions and work opportunities, has resulted in a youthful rural-urban exodus, with steadily increasing numbers of Gambian nationals, including highly skilled people, migrating to Europe.

Figure 2: Unemployment, youth total (% of total labour force aged 15–24) (modelled ILO estimate)



Source: World Bank, 2019

1.2.4 Agriculture and food and nutrition security

24. Agriculture is a major economic activity in The Gambia and is the source of livelihood for 80 percent of the rural population.³² However, the country only produces about 50 percent of its domestic food requirements,³³ making it dependent on imports and vulnerable to international market price fluctuations. Crop agriculture is no longer profitable for small farmers, with declining trends in productivity resulting from recurrent climatic shocks (droughts and floods), outdated farming methods, limited value addition and price spikes. Due to low agricultural production, the cost of food increased by 7.26 percent in

²⁶ UNDP. 2020. Human Development Report 2020.

²⁷ UNESCO. 2015. Education and Literacy.

²⁸ UNCDF. 2019. *Power Assessment, Women's Economic Empowerment*.

²⁹ Ibid.

³⁰ WHO classifies four types of FGM that lead to the partial or total removal of external female genitalia or other injury to the female genital organs.

³¹ The World Bank. 2019. *The Gambia Youth Unemployment Indicator*.

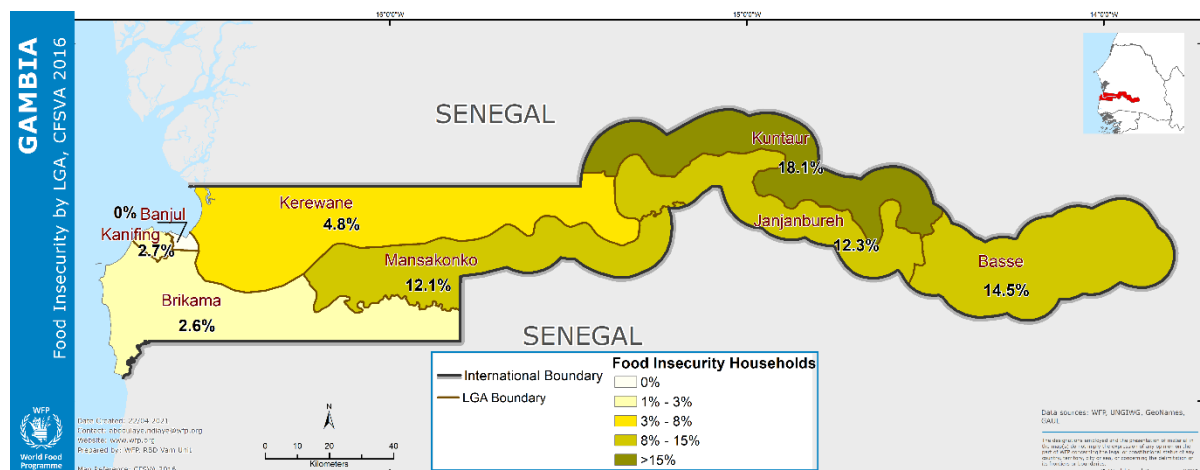
³² GBoS. 2015/16. The Gambia Integrated Household Survey (IHS).

³³ FAO. 2020. *Gambia at a Glance*, www.fao.org/gambia/gambia-at-a-glance/en, (accessed on 17 February 2020).

October 2019 compared to price levels in the same month the previous year.³⁴ This triggered an Alert for Price Spike.³⁵

25. Food and nutrition insecurity remain a major economic and social concern in The Gambia, ranking the country 67th out of the 107 qualifying countries in the 2020 Global Hunger Index (GHI). With a GHI score of 17.8, The Gambia has a level of hunger that is moderate.³⁶ Food insecurity disproportionately distresses households residing in rural areas. Upper River Region, Central River Regions (North and South) and Lower River Region have the highest percentages of food-insecure households in the country, ranging from 12 to 18 percent (WFP, 2016).³⁷ These are the regions where WFP focuses its interventions.

Figure 3: Proportion of food-insecure households by local government area³⁸



Source: *Comprehensive Food Security and Vulnerability Analysis*, WFP, 2016

26. Recurrent shocks lead to an increase of acute food insecurity. The National Food Security Council declared an emergency food crisis situation for the lean season 2018/19, following a dry spell in 2017, to mobilize concerted efforts and roll out the Disaster Risk Reduction (DRR) plans. The situation has been exacerbated by the COVID-19 crisis and related restrictions taken by the government to limit the spread of the virus (see Chapter 1.2.9), with over 733,000 persons in need of urgent assistance or support for their resilience.³⁹

27. Malnutrition is a significant public health issue, especially among rural women and children. This is due to unstable incomes, poor dietary and sanitation habits, heavy workloads and frequent infections (Multiple Indicator Cluster Survey – MICS, 2018). Global Acute Malnutrition levels have been calculated at 6.2 percent (female 5.6 percent and male 6.8 percent), while Severe Acute Malnutrition levels reached 2 percent in the Upper River Region⁴⁰ due to the crop failures and food shortages during the 2018/19 lean season. According to the UNICEF State of the World's Children Report 2017 and 2019, prevalence of wasting among children aged 0 to 4 years in The Gambia increased from 11 percent in 2016 to 25 percent in 2018.

28. The Ministry of Health, in partnership with the National Nutrition Agency, carries out the following community outreach activities on nutrition: (i) active screening at the beginning of the year in all villages and every month at reproductive and child health clinics; (ii) nutritional surveillance twice a year around

³⁴ Trading Economics. 2020. *Gambia Food Inflation*, <https://tradingeconomics.com/gambia/food-inflation>, (accessed on 28 January 2020).

³⁵ 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.

³⁶ Global Hunger Index. 2020. *Gambia's Global Hunger Index*.

³⁷ WFP. 2016. *Comprehensive Food Security and Vulnerability Analysis*.

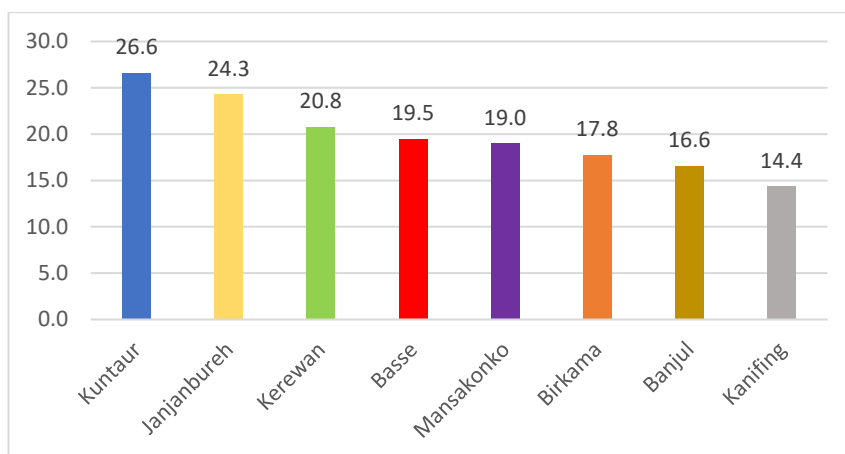
³⁸ Local government areas (LGAs) are named after their capitals. Their boundaries broadly correspond with the regions, except for Central River Region, which is divided into two LGAs (Janjanbureh and Kuntaur). Brikama LGA broadly corresponds with West Coast Region, Kerewan with North Bank, Mansakonko with Lower River and Basse with Upper River.

³⁹ WFP. 2019. *CSP Budget Revision 01*.

⁴⁰ MICS. 2018. *The Gambia MICS Report 2018*.

March and September; and (iii) monthly food supplementation at community level.⁴¹ The prevalence of stunting in children aged 0 to 59 months is 19 percent. Stunting is higher in rural areas (22 percent) compared to urban areas (17 percent) and was highest in the following local government areas: Kuntaur, Janjanbureh and Kerewan (see Figure 4 below).⁴² Compared with the areas most affected by food insecurity (see Figure 3), the areas of Kuntaur and Janjanbureh show a high prevalence of food insecurity but this is not the case with Kerewan. Since 2010, the prevalence of stunting has decreased slightly in rural areas, where it was 27.8 percent, while it has remained at the same level in urban areas (MICS, 2010). It has decreased significantly in Janjanbureh (33.3 percent in 2010) and Kerewan (31.7 percent). It has remained at similar levels in Kuntaur and Kanifing and has increased in Banjul (13 percent in 2010). The Global Nutrition Report (2018) showed that around 64 percent of children under 5 are vitamin A-deficient and over 73 percent of children and women suffer from some form of anaemia. With the rate of exclusive six months' breastfeeding of infants at 46.8 percent,⁴³ The Gambia is on course to reach its SDG target 2.2.

Figure 4: Prevalence of stunting among children aged 0–59 months across local government areas⁴⁴



Source: MICS, 2018.

1.2.5 Climate change and vulnerability

29. Phenomena associated with climate change occur with higher frequency and intensity in The Gambia and the country is highly vulnerable to recurring droughts and floods and rises in sea level. The Gambia was classified as a country with low-resilience to climate variability and change (143 of 188 countries) in the Notre Dame Global Adaptation Initiative (ND-GAIN) Index 2017,⁴⁵ which illustrates the comparative climate change resilience of countries.

30. Catastrophic seasonal floods can occur along the River Gambia because the country is low-lying and dissected by a deep estuary, with tidally inundated swamps covering 20 percent of the country. Cima Research Foundation (2018) estimated that on average 12,700 people are affected by annual losses from floods, especially in Upper River and West Coast Regions and Kanifing Municipality. On average, 216,000 people (14 percent) are potentially affected every year by severe droughts, which impact an average 15 percent of the GDP (\$108 million) annually.⁴⁶ A study⁴⁷ on assessing knowledge of adaptation strategies to alleviate food insecurity found that women had greater knowledge about crop strategies and integrated

⁴¹ Information provided by the WFP Gambia country office, Nutrition Team.

⁴² Multiple Indicator Cluster Survey (MICS). 2018. Local government area boundaries broadly correspond with the regions, except for Central River Region which is divided into two LGAs (Janjanbureh and Kuntaur). Kerewan LGA broadly corresponds with North Bank Region.

⁴³ Global Nutrition Report. 2018. *Country Profile: The Gambia*.

⁴⁴ Brikama LGA corresponds with West Coast Region, Kerewan LGA with North Bank, Mansakonko with Lower River and Basse with Upper River. Central River Region is divided in two LGAs: Janjanbureh and Kuntaur.

⁴⁵ ND-GAIN Country Index. 2020. *The Gambia Country Profile*, (date of extraction 18 February 2020).

⁴⁶ Cima Research Foundation. 2018. *Disaster Risk Profile: The Gambia*.

⁴⁷ Sonko, E., Florkowski, W. J., Agodzo, S. and Antwi-Agyei, P. 2020. Subsistence Farmer Knowledge of Strategies Alleviating Food Insecurity in the Context of Climate Change in the Lower River Region of The Gambia. *Food Security* 12: 607–624.

past management and benefited from remittances (due to the migration of men in the household). This indicates the central role Gambian women play in adaptation to climate change.

1.2.6 Education and gender

31. Only 42 percent of adult men and women in The Gambia are literate.⁴⁸ Education levels are increasing among the youth: 62.9 percent of females aged between 15–24 and 61.9 percent of males in the same age group have had secondary education.¹³ Net primary school enrolment stands at 77 percent,⁴⁹ with gender parity index of 1.108 in primary schools in 2019,⁴⁹ suggesting a higher access to primary and secondary education for girls compared to boys. The national completion rate for primary education in 2018 (Grade 6) stands at 65.5 percent (69.2 percent for girls and 61.3 percent for boys⁵⁰). However, the completion rate for primary education stands at 73.3 percent in urban areas and 46.2 per cent in rural areas.

32. Government policies provide for universal access to pre-primary and primary education until age 12, but the quality of education remains of concern.⁵¹ There has been significant progress in achieving the education outcomes in basic and secondary schools during the last decade, with a steady rise in investment in the education sector. Around Gambian dalasi (GMD) 3,063.39 million (11.45 percent of total national budget) and GMD 3,602.14 million (10.24 percent of total national budget) were invested in 2019 and 2020 respectively.⁵²

1.2.7 National policies and the SDGs

33. The Gambia adopted the 2030 Agenda and Sustainable Development Goals (SDGs) in September 2015 and committed to working towards targets 1, 2, 3 and 4 of SDG 2.⁵³ The SDGs, in combination with sector-specific strategic plans, constituted a framework for the National Development Plan (2018–2021), which is the overarching plan for the country (see paragraphs 54 and 55 below). The Government of The Gambia presented its first SDG report in July 2020, covering the period 2016–2019, as its Voluntary National Review (VNR).

34. The VNR reported significant progress in the social service sector: school enrolment and retention; improved access to water sources; reduction in the prevalence of underweight children under 5; reduction in the prevalence of stunting and wasting among children under 5; reduction in undernourishment among children; and an increase in the proportion of women attended by skilled health personnel during delivery (Gambia VNR, Government of The Gambia 2020). However, while national poverty levels are stable at around 48 percent, rural poverty has increased (see paragraph 20 above). Information on sectorial policies relevant to the WFP CSP is presented in Chapter 2.1.1.

1.2.8 International development assistance

35. Between 2013 and 2019, The Gambia received annual average funding of USD 184.6 million from official development assistance (ODA).⁵⁴ The proportion of net ODA per Gross National Income increased between 2016 and 2017 from 7 percent (USD 92 million) to 19 percent (USD 278.4 million), and then decreased in 2018 to 14 percent (USD 232 million).⁵⁵

36. The top five ODA funding sources (2018–2019) were the International Development Association of the World Bank, European Union institutions, the United Kingdom, the African Development Fund and Kuwait. The Gambia benefits from ample contributions from the Green Climate Fund and the United

⁴⁸ UNDP. 2018.

⁴⁹ The World Bank. 2018. School Enrollment in The Gambia.

⁵⁰ MICS. 2018. The Gambia MICS Report 2018.

⁵¹ The Gambia Ministry of Basic and Secondary Education. 2016. *The Gambia Annual Education Yearbook*.

⁵² The Gambia Ministry of Finance and Economic Affairs. 2019 and 2020. *National Budget Speeches*.

⁵³ Target 1 refers to ending hunger and allowing access for all to safe, nutritious and sufficient food all year around. Target 2 refers to ending all forms of malnutrition. Target 3 refers to doubling the agricultural productivity and income of small-scale producers. Target 4 refers to ensuring sustainable food production systems and implementing resilient agriculture practices.

⁵⁴ OECD. 2020. Creditor Reporting System (CRS).

⁵⁵ International Monetary Fund. *Gambia General Government Gross Debt at Data Mapper*, www.imf.org/external/datamapper, (accessed in January 2020.)

Nations Peacebuilding Fund to support sustainable development initiatives to protect coastal lands, to adapt agriculture to climate change and to prevent and mitigate against climate change-induced conflicts.

37. The United Nations Development Assistance Framework (UNDAF) 2017–2021 establishes the strategic objectives and expected results of the cooperation between the United Nations Country Team (UNCT) and the government. An evaluation of the prior UNDAF (2012–2016) was conducted in 2016.⁵⁶ Among other recommendations, it proposed the development of an UNCT-wide gender strategy to better include gender in the UNDAF thematic areas and the development of an UNDAF-wide capacity building strategy based on the identification of gaps. UNDAF 2017–2021 includes three strategic areas of priority: (1) governance, economic management and human rights; (2) human capital development; and (3) sustainable agriculture, natural resources and environmental and climate change management. Considering the resources planned for each United Nations agency, WFP was expected to play a role in the implementation of priority 2, outcome 2.1 (education) and outcome 2.3 (nutrition) in rolling out the CSP. It was also to play a role in priority 3, outcome 3.1 (sustainable agriculture production) and outcome 3.3 (disaster risk management) and a more limited role in priority 2, outcome 2.2 (health) and outcome 2.4 (social inclusion and protection). The UNDAF 2017–2021 commits to adopt the Delivering as One approach.

Table 1: UNDAF priority areas where WFP contributes

Programme area	UNDAF strategic outcome	WFP SO
UNDAF Priority 2: Human capital development		
Education	Outcome 2.1: Increased access to inclusive and equitable quality and relevant education for all with special focus on the most vulnerable.	SO2
Health	Outcome 2.2: Increase equitable access to quality health for all including the most vulnerable.	SO3
Nutrition	Outcome 2.3: Increased equitable and quality access to nutrition specific and sensitive services including the most vulnerable.	SO3
Social inclusion and protection	Outcome 2.4: Access to integrated, inclusive and sustainable social protection services for vulnerable groups increased.	SO1, SO2, SO3, SO4
UNDAF Priority 3: Sustainable agriculture, natural resources, environmental & climate change management		
Agriculture and natural resource	Outcome 3.1: Sustainable agricultural production and productivity increased for enhanced food security, nutrition and income generation in rural and urban areas.	SO4
Climate change	Outcome 3.3: Effective national DRM system is in place to strengthen vulnerable communities' resilience to adverse shocks.	SO1, SO4, SO5

Source: UNDAF (2017-2021) and CSP The Gambia (2018-2020).

1.2.9 COVID-19

38. The first COVID-19 cases were reported in The Gambia at the end of March 2020. The number of cases increased every month through to August 2020. COVID-19 overwhelmed the health care system and the Government and its partners were forced to adopt a unified and singular focus on eradicating COVID-19. This led to a situation where “nothing else mattered”, thus diverting significant amounts of resources to ending the pandemic and posing problems for non-COVID-19 patients.

39. The Government responded with a state of public health emergency and a curfew from 22:00 to 05:00 every day. International borders — land and air— were closed. All public gatherings were banned and institutions, including mosques, churches and learning institutions, were closed as preventive measures.

40. The country's tourism industry was adversely affected by the closure of international borders, leaving many hoteliers jobless. Government revenues were also affected, with an estimated decline in import duties and other tax revenues of the Gambian dalasi (GMD⁵⁷) of GMD 2.7 billion⁵⁸ from April to September 2020. The pandemic affected normal economic activities, including the slowing down of

⁵⁶ Ittig, A. 2016. The 2012–2016 Gambia United Nations Development Assistance Framework. Final Evaluation Report.

⁵⁷ USD 57.4 million.

⁵⁸ 2.8 percent of GDP = USD 52 million (MoFEA, 2020).

operations of the informal sector, which resulted in further loss of employment and incomes and a slump in the GDP (Ministry of Finance and Economic Affairs, 2020). The pandemic and measures adopted have had a significant impact on households, specifically access to health, food and nutrition security and education. A substantial impact is felt in urban areas where people are net buyers of food. Temporary food shortages during the pandemic were caused by hoarding and restricted access to markets.

41. The National Assembly authorized the Government to respond with a budget allocation of GMD 500 million (approximately USD 10 million) to strengthen the medical system and increase access to food for vulnerable households. The Government and its partners, including WFP, responded with a food assistance operation targeting 84 percent of the population.

42. The number of COVID-19 cases started to decline in September 2020, but reached a total of 3,684 confirmed cases, 3,533 recoveries and 121 deaths as of 6 November 2020.⁵⁹ At the time of writing no new COVID-19 positive cases have been registered, no new related deaths recorded and no new tests returned indeterminate/inconclusive, according to the Ministry of Health.

1.3 THE COUNTRY STRATEGIC PLAN OF WFP IN THE GAMBIA

43. Prior to the introduction of the CSP framework, WFP had implemented interventions in different programme categories depending on the specific needs and context. In The Gambia, WFP has supported school meals and livelihood programmes for over five decades (since 1970). A development project (DEV 200327) was implemented in 2012–2017 to support the operationalization of a nationally owned homegrown school feeding (HGSP) programme. Evaluation findings from the implementation of the DEV 200327 project highlighted the importance of improving efficiencies in school feeding by avoiding pipeline breaks as well as strengthening government capacity through a sustainable handover plan.⁶⁰

44. A Protracted Relief and Recovery Operation (PRRO) was also implemented from June 2013 to March 2018 to support disaster emergency preparedness and nutrition activities during and after the Sahel drought (2011–2012) and floods.⁶¹ Recommendations from the evaluation of this operation⁶² identified the need to strengthen resilience and disaster risk capacity within the Government, develop markets for farmers, maximize nutritional benefits and promote GEEW. These recommendations were addressed in the design of the T-ICSP. The previous evaluations generally recommended the continuous transition of WFP towards a technical assistance role. In addition, an Immediate Response Emergency Operation in 2016–2017 provided almost five months of unconditional cash transfers to people affected by severe floods and windstorms, emphasizing saving lives, reducing malnutrition and strengthening the risk management and disaster response capacity of the Government.

45. The design of the CSP was informed by a 2018 government-led Zero Hunger Strategic Review (ZHSR) done and lessons from previous country evaluations.⁶³ The CSP is a continuation of T-ICSP activities, but with an emphasis on capacity-strengthening in all its strategic areas. A new cross-cutting priority area is the support for the development of a social protection system focused on mainstreaming the national school meals programme as a national safety net.

46. **CSP Scope.** The CSP is structured around five strategic outcomes focused on crisis response/emergency response (SO1), resilience building (SO2, SO3 and SO4) and root causes (SO5) (see Table 2). Together, these contribute to the WFP strategic results (SRs) 1, 2, 3 and 5 in line with SDG2 and SDG17. The logic of intervention of the CSP is presented in a recreated Theory of Change (see Annex 7).

⁵⁹ The Gambia Ministry of Health. 2020. *Epidemiology and Disease Control Unit*.

⁶⁰ Murphy et al. 2018. Decentralized Evaluation of Gambia DEV 200327: Establishing the Foundation for a Nationally Owned Sustainable School Feeding Programme in The Gambia.

⁶¹ WFP. 2018. The Gambia Protracted Relief and Recovery Operation: Targeted Nutrition and Livelihood Support to Vulnerable People Impacted by Floods and Drought in Gambia (2013–2015); 2018 Standard Project Report.

⁶² Tirivayi, N. et al. 2016. The Gambia Protracted Relief and Recovery Operation 200557: Targeted Nutrition and Livelihood Support to Vulnerable People Impacted by Floods and Drought in Gambia (2013–2015). Final Evaluation Report.

⁶³ Evaluations of DEV 200327 (2018) and PRRO 200557 (2016).

Table 2: CSP SOs and activities

Strategic Outcomes	Activities
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 after the crises.	Activity 1: Provide food assistance and Social and Behavioural Change Communication (SBCC) training for crisis-affected populations and strengthen the capacity of national partners to respond to crises.
SO2: Food-insecure populations in targeted areas, including school-aged children, have access to adequate and nutritious food all year.	Activity 2: Provide school meals for preschool and primary school children vulnerable to food insecurity during the school year and strengthen the capacity of local governments to manage school meal programmes as a national safety net.
SO3: Nutritionally vulnerable populations in targeted areas, including children, pregnant and lactating women and girls, have improved nutritional status in line with national targets.	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.
SO4: Food-insecure smallholder farmers and communities in targeted areas have enhanced livelihoods and resilience that meet their food security and nutrition needs better all year.	Activity 4: Provide supply chain and market support (including for homegrown school meals) for farmers to increase productivity and access to markets, complemented by community asset creation through Food Assistance for Assets (FFA) activities.
SO5: National and subnational institutions have strengthened capacity to meet zero hunger targets.	Activity 5: Provide technical support to the Government on coherence between relevant policy instruments under the NDP, implementation of the National Social Protection Policy (NSPP) with a focus on a gradual transition to government ownership of the homegrown school meals programme, national management of nutrition programmes and disaster preparedness and shock response systems.

47. The T-ICSP was structured around four SOs covering the same sectors and activities as the CSP, except for crisis response (SO1) which was not included in the T-ICSP. There is a clear continuation of school feeding, support to smallholder farmers and nutrition activities using direct implementation and capacity-strengthening modalities (see Table 3).

Table 3: Correspondence of thematic areas across the T-ICSP and the CSP

Thematic areas	T-ICSP	CSP
Crisis response	Not included	SO1, Activity 1
School feeding	SO1, Activity 1 (provide school meals)	SO2, Activity 2
Nutrition	SO2, Activity 4 (Targeted supplementary feeding), Activity 5 (Blanket supplementary feeding)	SO3, Activity 3
Support to smallholder farmers	SO1, Activity 3 (market support)	SO4, Activity 4
Food Assistance for Asset	Not included	SO4, Activity 4
Capacity strengthening	SO1, Activity 2 (CCS on school feeding) SO2, Activity 6 (CCS on nutrition) SO3, Activity 7 (Zero Hunger Strategic Review and CCS on DRR and social protection) SO4: Activity 8 (support to policy design)	SO5, Activity 5

48. Food assistance delivered by WFP in the T-ICSP and the CSP included a combination of in-kind assistance and cash-based transfers (CBT). During the T-ICSP, CBT and food transfers were provided under SO1. In addition, SO2 included food transfers. SO1 initially included only CBT, but BR01 introduced in-kind assistance to integrate a donation of food by the Government to respond to the 2019 food crisis. SO2 includes a combination of modalities; SO3, only in-kind; and SO4, CBT. WFP provided unconditional CBT under the school feeding for local procurement within the HGSF programme. Under SO1, there was also unconditional cash transfers to targeted households through e-money, in collaboration with the only two mobile money network operators.

49. The T-ICSP, with an initial budget of USD 7.7 million, supported the Government's national development priorities in nutrition, health, education and food security. Triggered by evidence of a reduction in acute malnutrition among children aged below 5, WFP revised the budget downwards to USD 7.7 million to reflect a reduction in the caseloads while maintaining the same four strategic objectives.⁶⁴ Implementation of the CSP started in January 2019 with an initial budget of USD 25.6 million through December 2021. After a budget revision (BR01) in July 2019, it was increased to USD 29.6 million to scale up SO1 activities in response to the food crisis and to support capacity strengthening activities for resilience building under SO2, SO3 and SO4. In July 2020, the budget (BR02) was increased again, this time to USD 49.1 million, to respond to the COVID-19 crisis.

Table 4: T-ICSP 2018 initial and revised budget per strategic objective

	Budget by SO (USD)		Change		% of SO on total	
	Original budget	Budget Revision 1	USD	% of original	Original budget	Budget Revision 1
SO1	3 851 999	3 987 454	136 000	3.5%	49.8%	51.7%
SO2	2 943 087	2 815 777	-127 310	-4.3%	38.2%	36.5%
SO3	300 608	308 099	7 491	2.5%	3.9%	4.0%
SO4	132 612	128 759	-3 853	-2.9%	1.7%	1.7%
Total	7 228 306	7 240 089	11 783	0.2%	100%	100%
Indirect support costs	505 982 (7%)	470 605 (6.5%)	-35 377	-7.0%		
Total needs-based budget	7 734 288	7 710 694	-23 594	-0.4%		

Source: T-ICSP 2018 formulation document and Budget Revision 1

Table 5: CSP 2019–2021 initial and revised budget per strategic objective

	Budget by SO (USD)		Change		% of SO on total	
	Original budget	Budget Revision 2	USD	% of original	Original budget	Budget Revision 2
SO1	2 753 204	18 154 325	15 401 121	559.4%	10.7%	37.0%
SO2	10 660 235	11 623 247	963 012	9.0%	41.6%	23.7%
SO3	7 540 327	11 691 201	4 150 874	55.0%	29.4%	23.8%
SO4	2 045 765	2 627 324	581 559	28.4%	8.0%	5.3%
SO5	1 115 521	1 718 801	603 280	54.1%	4.3%	3.5%
Total	24 085 052	46 114 898	22 029 846	91.5%	100%	100%
Indirect support costs (6.5%)	1 565 528	2 997 468	1 431 940	91.5%		
Total needs-based budget	25 650 581	49 112 366	23 461 785	91.5%		

Source: CSP 2019–2021 formulation document and Budget Revision 2

50. The T-ICSP received 77 percent of the budgeted resources in its needs-based plan (NBP), while the CSP received 32 percent (by October 2020).⁶⁵ This low percentage of CSP funding relates to the very large increase of its budget in July 2020. Detailed information on the level of funding of CSP strategic outcomes is provided in Chapter 2.4.2. Main donors of the T-ICSP were the European Commission, the Government of The Gambia and the Republic of Korea. These contributors also supported the CSP together with the United Nations Peacebuilding Fund (PBF), other United Nations funds, the Emerging Donor Matching Fund and additional flexible funds.⁶⁶ The European Commission contribution covered both the T-ICSP and CSP and included two parts: "Envelope A" supporting school feeding and DRR activities; and "Envelope B" supporting nutrition within a joint programming approach that involved WFP, UNICEF and FAO.

51. GEWE is integrated in the CSP design across all the SOs with targets in terms of the percentage of women beneficiaries, promotion of gender-transformative and gender-sensitive interventions to achieve zero hunger, capacity-strengthening activities on gender aspects for multiple populations groups, gender-

⁶⁴ T-ICSP Budget Revision 1, 2018

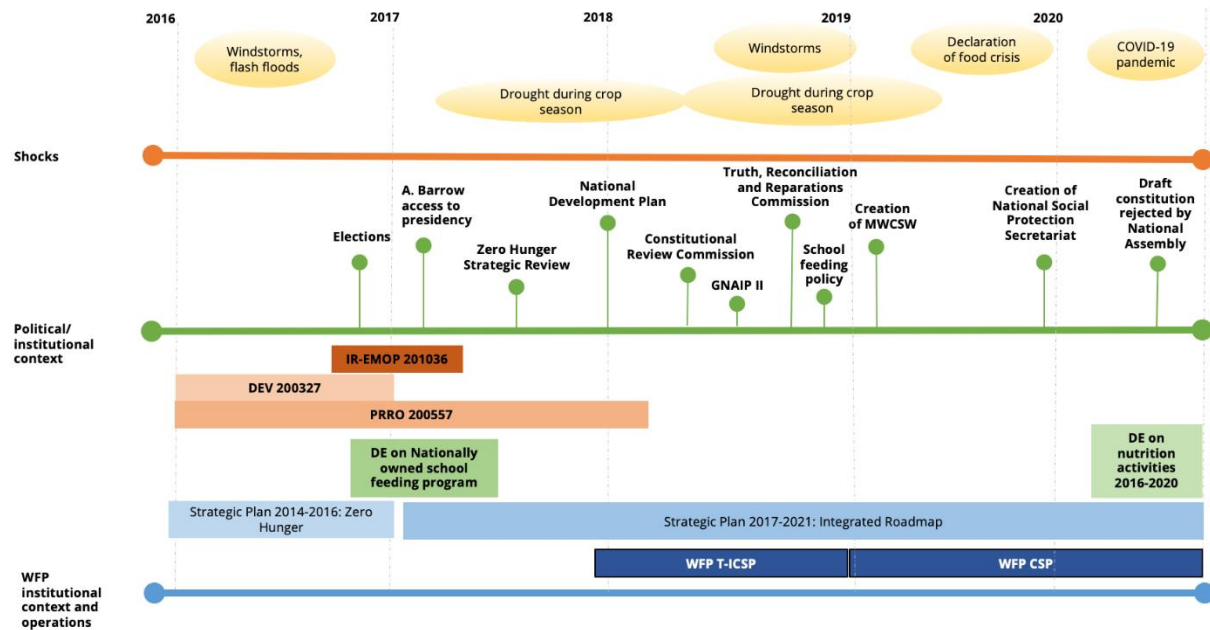
⁶⁵ CSP resource situation as of 10 October 2020, end of the data collection stage of the evaluation.

⁶⁶ Ibid.

sensitive SBCC activities, and gender-sensitive accountability mechanisms. The CSP received a gender and age marker of 3, indicating that gender had been fully integrated in the CSP design. A GEWE assessment was not conducted at the CSP design stage, but several gender needs assessments were completed during implementation.

52. The main changes in context since the T-ICSP and CSP design are the two large-scale shocks faced by the country in 2019 and 2020. A food crisis was declared by the Government in 2019 after a second consecutive failure of the 2018–2019 agriculture season. WFP increased the CSP budget to up-scale SO1 food assistance activities. The caseload of SO1 beneficiaries increased from 10,000 per year to 120,000 in BR01 and 733,000 in BR02. Detailed information on initially planned, modified and actual beneficiaries is provided in Chapter 2.2.1.

Figure 5: The Gambia CSP timeline



Source: Elaborated by the Evaluation Team.

2. Evaluation findings

2.1 EQ1 – STRATEGIC POSITIONING

To what extent are the strategic position, role and specific contribution of WFP based on country priorities and people’s needs as well as WFP strengths?

2.1.1 Relevance to country policies and priorities

Alignment with national Sustainable Development Goals (SDGs) and the National Development Plan (NDP)

53. The CSP design is informed by the Zero Hunger Strategic Review (ZHSR) 2017 and this supported its alignment with national policies and priorities, strengthening national capacities. The overall process of ZHSR was led by the Government through the Ministry of Agriculture and Ministry of Finance and Economic Affairs, with the co-leadership of FAO and WFP. Other United Nations agencies (such as UNICEF and UNDP), government institutions (including Ministry of Trade, Department of Social Welfare, Women’s Bureau, National Nutrition Agency) and all the municipalities and regional governments also participated in the process.

54. The SDGs, in combination with sector-specific strategic plans, constituted the framework for the NDP 2018–2021. The overarching goal of the NDP is to “deliver good governance and accountability, social cohesion and national reconciliation and a revitalized and transformed economy for the well-being of all Gambians”. It used the 2030 agenda to create eight strategic priorities. The plan aims to stabilize the economy and stimulate growth while prioritizing agriculture for poverty reduction, food and nutrition security in climate-resilient communities and improved access to social services. The plan further prioritized seven critical enablers and strengthened public institutions. The empowerment of women, the environment, natural resources management and the impact of climate change are of serious concerns to the Government.

55. As shown in Table 6, the CSP is aligned with the NDP and it specifically relates to SDG 2. In addition, the CSP is oriented towards the NDP enablers mentioned above, with a strong focus on the capacity-strengthening of public institutions and other stakeholders involved in school feeding, nutrition programming and disaster risk management (DRM), integrating a gender-transformative approach and supporting climate change adaptation and resilience. The CSP is also aligned with other SDGs (see Table 7).

Table 6: WFP CSP 2019–2021 alignment with NDP commitments

NDP priorities	CSP alignment
End hunger and ensure access for all people, particularly the poor and people in vulnerable situations, including women and children under 5, to safe, nutritious and sufficient food all year round.	SO1 aims to ensure access to food for vulnerable populations facing shocks. SO2 (SO1 of the T-ICSP) provides a safety net that contributes to accessing nutritious and diverse food for children at school and their households. SO3 (SO1 of the T-ICSP) contributes to access to nutritious food for vulnerable women and children under 5. SO4 strengthens livelihoods and capacity to access food. SO5 (SO3 and SO4 of the T-ICSP) supports the national DRM systems; the nationally owned School Feeding Programme (SFP); alignment of nutrition policies to the NDP and SDGs; and the development of the national social protection agenda.
End all forms of malnutrition, including achieving in 2025 the internationally agreed targets on stunting and wasting in children under 5 years, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.	SO3 has the objective of reducing acute malnutrition and stunting for children under 5, pregnant and lactating women and adolescent girls. SO5 supports the alignment of nutrition policies to the NDP and SDGs. The CSP addresses the special needs of older persons and disabled people.
Increase agricultural productivity and incomes of small-scale food producers,	SO2, through HGSP, aims at providing a stable market for smallholder farmers, especially for women farmers.

women, indigenous people, family farmers, pastoralists and fishermen, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.	SO4 aims to increase smallholder farmers' capacity to increase their productivity and marketing, including for vulnerable households headed by women and for potential migrants. No specific mention is made in the CSP of indigenous people, pastoralists and fishermen. However, it is understood that SO4 may benefit those population categories, where relevant, considering livelihoods.
Ensure sustainable food production systems and implement resilient agricultural practices that: increase productivity and production; help maintain ecosystems that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters; and progressively improve land and soil quality.	SO4 aims to support climate change adaptation and resilience.
Enhance access to early childhood education and improve the quality of learning at the basic, post-secondary/tertiary and higher education levels.	SO2 provides school meals as an incentive for increasing enrolment, attendance and completion at pre-school and lower basic school levels.
Promote gender equity, equality and the empowerment of women and girls for sustained socio-economic development, with gender integrated into national policies and programmes to support women's economic empowerment, among others.	Gender is integrated in the CSP as a cross-cutting element with an overall objective of "adopting gender-transformative approaches to achieving the CSP's strategic outcomes, supporting sustained food security and nutrition and advocate for the mainstreaming of gender in policy and normative frameworks".

Source: Prepared by the evaluation team based on the NDP and ZHSR.

Table 7: WFP CSP 2019–2021 alignment with NDP strategic priorities and SDGs other than SDG 2

WFP SOs	Relevant NDP strategic priorities	SDG alignment
SO1, SO2 and SO3	Human capital development (education, health and social protection)	SDGs 3, 4, 5, 6 and 10
SO2 and SO4	Modernizing agriculture, agribusiness and fisheries	SDGs 1, 2, 12, and 14
SO2	Youth development and empowerment	SDGs 1, 3, 4, 8 and 10
	Relevant NDP critical enablers	
SO1 and SO4	Environment, natural resource management and climate change	SDGs 11, 13, 14, 15 and 17
SO1, SO2, SO3, SO4 and SO5	Empowerment of women	SDGs 1, 3, 4, 5 and 10
SO5	Strengthening public institutions	SDGs 16 and 17
SO5	Civil society	SDGs 16 and 17

Source: Prepared by the evaluation team based on the NDP

Alignment with sector policies

56. Overall, the CSP is aligned with relevant sector policies in the areas of social protection, climate change, agriculture, education, gender and nutrition.

57. Aligned with the National Social Protection Policy (2015–2025), the CSP provides DRM and assistance to crisis-affected populations while providing technical capacity-strengthening to the National Disaster Management Agency (NDMA) on logistics planning, targeting, beneficiary data management, community engagement, distribution management and reporting, early warning systems and disaster preparedness.⁶⁷ Support for the establishment of an early warning system follows the recommendation of

⁶⁷ Interview with NDMA, and focus group discussions in affected communities.

the evaluation of the PRRO 200557. WFP also supports the Africa Risk Capacity (ARC).⁶⁸ The implementation plan for the National Social Protection Policy highlights the need to strengthen social protection support during disasters, emergencies and food price spikes.

58. WFP interventions are in line with the Strategic Programme on Climate Resilience (SPCR), particularly Pillars 1 and 4: developing a systematic process for climate change capacity development at the sub-national level and building community resilience through Food Assistance for Assets (FFA).⁶⁹ The CSP is further aligned to the Agricultural and Natural Resource Policy (2017–2026) and the Gambia National Agricultural Investment Programme (GNAIP) Phase 2, aiming to transform the agricultural sector by supporting communities moving from subsistence farming to farming as a business. This plan puts the emphasis on value-chain development and climate-smart agriculture. The CSP is aligned with this through SO4, supporting smallholder farmers, value chains and climate resilience through FFA.

59. The CSP is aligned with government commitments and priorities on increasing educational outcomes. WFP supports both the Education Policy (2016–2030) and National School Feeding Policy approved in 2018. WFP prioritizes capacity development of the Government to improve existing school feeding modalities and absorb part of the caseload. The Government demonstrated its commitment to the takeover of school feeding⁷⁰ by increasing its budget allocation from USD 600,000 in 2018 to USD 1.8 million in 2019. The CSP is further aligned with other elements of the school feeding policy, such as the development of a scheme of local procurement of food for school canteens and the promotion of good nutrition.

60. The National Gender and Women Empowerment Policy 2010–2020 aims to ensure a society with gender equality and equity in all national development processes. The policy advocates for mainstreaming gender-transformative actions and processes in all national and sectoral policies, programmes, plans and budgets, and establishes the objective to eliminate all forms of discrimination and gender-based violence (GBV). WFP supports the objective of equitable access to education for boys and girls through SO2 of the CSP. It also supports capacity-strengthening of the new Ministry of Women, Children and Social Welfare to: (a) improve gender analysis and reporting; (b) strengthen engagement with women and men in crisis response; and (c) empower women and girls by mainstreaming gender perspectives and promoting equal participation in food and nutrition security programmes. The national gender policy is currently being reviewed with the support of WFP. There is no mention of GBV in the objectives and activities of the CSP but the Peacebuilding Fund project will address GBV issues through complementary activities implemented by UNFPA and ITC. The draft WFP country office GEWE action plan mentions the objective for all WFP beneficiaries to be protected from GBV. All SO activities are being implemented with a gender and protection lens through joint assessments and advocacy activities with partners.

61. According to the decentralized evaluation on nutrition activities, WFP nutrition activities were aligned with The Gambia nutrition policy framework. This framework, particularly the National Nutrition Policy 2010–2020, includes several elements addressed by the CSP, such as the support for community-based nutrition interventions and food-basket interventions, improvement of maternal nutrition and reduction of pregnancy-related anaemia, strengthening of SBCC, improving gender equity and increasing knowledge and awareness and skills on maternal and infant nutrition.⁷¹ The Gambia joined the Scaling Up Nutrition Movement (SUN) in 2011. WFP, as the global co-convenor for SUN Business Network (SBN) is the co-convenor of SBN in The Gambia. The CSP is also aligned with nutrition-sensitive agriculture, another priority of the Gambia National Agricultural Investment Plan 2 (GNAIP2).

62. The evaluation identified elements of policies where alignment could be strengthened:

- In relation to the agriculture and natural resources policy, the CSP focuses on agricultural productivity and marketing and does not mention processing, which is a key element of adding

⁶⁸ The African Risk Capacity (ARC) is a specialized Agency of the African Union established to help African governments improve their capacities to better plan, prepare and respond to extreme weather events and natural disasters. It provides ARC Member States with capacity building services and access to early warning technology, contingency planning, risk pooling and transfer facilities.

⁶⁹ SDGs, SPCR and focus group discussions in communities where FFA is being implemented.

⁷⁰ The Government's commitment to handover by 2020 is reflected in section 3.8 of the school feeding policy.

⁷¹ Decentralized evaluation of WFP's nutrition activities.

value. Processing could fit well with the approach of linking smallholder farmers with the SFP and involves women.

- The decentralized evaluation detected a NDP priority area that is not covered by the CSP: overweight and obesity.

Alignment with WFP corporate policies

63. The evaluation analysed WFP corporate policies relevant to the CSP.

64. The CSP is aligned with some of the objectives and principles of the Emergency Preparedness Policy 2017. It shows an engagement in supporting national preparedness and response capacities, such as contingency planning, early warning and food supply and management. The CSP is aligned with the principles of national leadership, applied in the three emergency operations conducted since 2019. Accountability to affected populations is clearly referenced in the CSP.

65. The CSP includes the main strategic objectives of the revised school feeding policy, covering 2014–2019, and the new strategy for 2020–2030. It is oriented toward supporting a nationally owned school feeding programme as part of a long-term handover strategy to the Government. Both T-ICSP and CSP provide continuity to this process through capacity strengthening and the objective of handing over two more regions in 2021. The model promoted in The Gambia includes HGSF and nutrition mainstreaming.

66. The decentralized evaluation found that the CSP contributes to three of the four focus areas of the WFP nutrition policy, including stunting, acute malnutrition and micronutrient deficiencies. The CSP targets all the priority groups of the policy. The remaining focus area of the policy (obesity) is not addressed by the CSP.

67. The CSP approach includes a strategic objective on resilience and integrates the holistic approach promoted by the WFP Policy on Building Resilience for Food Security and Nutrition 2015. Several elements of the policy are present in the CSP: SO4 targets a high proportion of women for promoting empowerment of women; the CSP looks for links between DRR, nutrition programming and safety nets; resilience objectives are related to climate risks; and SO4 includes support to livelihoods through asset creation. One notable gap in the CSP is that it does not mention the three-pronged approach (which was not adopted in the country).⁷²

68. The CSP is aligned with several priorities of the 2012 Safety Net Policy update. WFP provides technical support and practical expertise for safety nets, including through its support of government disaster management systems. WFP is supporting the social protection agenda in The Gambia through progressive support to national safety net systems, support to the recently created Social Protection Secretariat's capacity development and to social protection coordination.

69. The CSP is aligned with WFP Gender Policy 2015–2020 with a high level of gender mainstreaming into all the strategic outcomes. The CSP document was rated at 3 on a scale of 4 in the WFP Gender and Age Marker. The CSP included elements that contributed to objectives I, II and IV of WFP gender policy. Objective III, which is related to decision-making by women and girls, is not explicit in the CSP but has been included within the WFP country office activities since 2019.⁷³

70. The CSP is aligned with the objectives of the Updated WFP Capacity Development Policy (2009), with a shift toward supporting national capacities and systems to achieve zero hunger. It includes activities aimed at improving the enabling environment (support to policy alignments, see Chapter 2.2.1) and for the purpose of strengthening capacities of both institutions and individuals. Those actions are both mainstreamed into thematic strategic outcomes and there is a dedicated SO for capacity strengthening. While the shift to national capacity and systems building is clear and well recognized by national stakeholders and the proposed activities are well defined, the CSP lacks a clear strategy based on an assessment of capacity gaps that defines long-term objectives and pathways to reach those objectives. This

⁷² The three-pronged approach is a multi-level analysis and planning approach designed by WFP. It includes a national-level analysis of food insecurity, nutrition and shock recurrence (integrated context analysis), a sub-national-level analysis of livelihoods and coordination tool (seasonal livelihood programming) and a community-level participatory programming tool (community-based participatory planning).

⁷³ Objective I: Food assistance adapted to different needs. Objective II: Equal participation. Objective IV: Gender and protection.

made it difficult to understand what WFP intended to achieve beyond a series of thematic areas on which trainings and technical assistance were proposed. The evaluation of the PRRO 200557 recommended a holistic DRR capacity building strategy that has not been developed until now. According to the decentralized evaluation on nutrition activities, capacity strengthening on nutrition was focused on supporting partners' capacity to implement WFP activities rather than adopting the overall shift towards supporting national capacities and systems holistically.

Summary of findings

- The CSP is aligned with national priorities and SDGs, in particular the NDP and national sector policies related to social protection, DRM, climate change, GEEW, education, nutrition and school feeding.
- The evaluation identified two gaps in the CSP in relation to national policies:
 - Lack of measures to address the issues of overweight and obesity.
 - Lack of support to agricultural processing, where women play an important role.
- The design of the CSP is largely informed by the ZHSR, which was led by government agencies and allowed for an extensive consultation process with national and regional institutions and strengthened alignment of the CSP with national priorities.
- The CSP is aligned with relevant WFP policies. It operates a shift toward capacity and national system strengthening but lacks a clear definition of the identified gaps and the long-term and immediate objectives to which capacity strengthening activities aim to contribute.

2.1.2 Relevance to the needs of the most vulnerable

Relevance to the identified needs

71. The CSP addresses a variety of food and nutrition security needs of the most vulnerable people in line with the primary aims of the NDP. Food and nutrition insecurities remain a major social concern of The Gambia, as described in Chapter 1.2.5.

72. SO1 of the CSP represents a contingency plan that can be activated at any moment when shocks occur. During the implementation of the CSP, several major shocks affected food security. An emergency food crisis was declared in September 2018 following a dry spell in 2017.⁷⁴ In July 2019, a windstorm affected 8,000 individuals in Upper River Region and Central River Region. The country is seriously affected by the COVID-19 crisis with the food security of 730,000 persons compromised. This development of the context justifies the inclusion of SO1 in the design of the CSP. SO1 was activated in these three cases. Budget revisions approved in July 2019 and July 2020 allowed up-scaling of the SO to respond to the needs. This allowed for timely responses (see Chapter 2.3.1). However, the balance between crisis response, resilience and root-cause activities was modified. The CSP included 10,000 beneficiaries per year but also stated that a large number of people were at risk of falling into Cadre Harmonisé (CH) Phase 3 (crisis), according to an analysis conducted in 2017. The evaluation considers that this SO has been underestimated in the initial CSP.

73. The T-ICSP did not include such a mechanism and there was no Lean Season Response (LSR) in 2018 despite what the CH estimated in its analysis in March 2018. It projected for June to August that 317,416 people would be in CH Phase 2 (stressed) and 36,401 in CH Phase 3 (crisis). Those numbers are lower than in 2019 and 2020 but would have justified an LSR.

74. The ZHSR found that agriculture production has declined over the years, due mainly to climate change, with extreme weather events and rising sea levels. This undermines the resilience of vulnerable populations. The CSP design is relevant to this situation. SO4 is dedicated to strengthening the resilience of

⁷⁴ The National Food Security Council, 2019

a population exposed to recurrent shocks through FFA. Support to smallholder farmers through a value-chain approach and their links with the HGSP programme is expected to allow for income increase and therefore contribute to the resilience of participants. As mentioned in Chapter 2.1.1, the CSP does not include the three-pronged approach, particularly an integrated context analysis, to target areas most recurrently affected by shocks and food insecurity.⁷⁵ The CSP document does not provide information on how targeting was to be conducted. These gaps are likely to be addressed through the Comprehensive Food Security and Vulnerability Analysis (CFSVA), Seasonal Livelihood Programming and Community Based Participatory Planning, which will be undertaken under the Adaptation Fund.

75. As mentioned in section 1.2.6, the country still faces challenges in universal access to primary education. The continuity of school feeding to support universal access and completion of primary education in the CSP is therefore justified. As mentioned in section 2.1.1, the Government is strongly committed to the SFP. The WFP contribution to school feeding targets the four regions more affected by food insecurity. Targeting of schools inside those regions is also based on vulnerability to food insecurity.

76. The decentralized evaluation of nutrition activities found that implementing nutrition programming since 2016 was relevant and justified by the high rates of global acute malnutrition (GAM) and stunting. The food and nutrition security situation in 2019 and 2020 justified the continuation of nutrition activities during the CSP implementation period. Blanket supplementary feeding is found appropriate to cover or mitigate the food gap faced by children and pregnant and lactating women and girls (PLW/G) during the lean season and to prevent undernutrition. In addition, the context of high micronutrient deficiencies, low percentage of exclusive breastfeeding and low level of minimum acceptable diet in young children justifies the combination of blanket and targeted supplementary feeding, SBCC and fortified blended food activities. Nutrition activities were targeted in the four regions most affected by undernutrition.

77. The ZHSR identified several elements that contribute to women's high vulnerability to food insecurity and malnutrition. Women suffer discriminations in productive sectors, such as poor access to and control of productive assets and limited access to financial services. The literacy rate for women is significantly lower than that for men, limiting their opportunities in various agriculture value chains. The CSP is relevant to those needs by supporting women to access community assets and value chains and promoting equal access to primary school education. In addition, the ZHSR found that social protection policies and programmes do not sufficiently integrate gender dimensions. The CSP objective to promote gender-sensitive and transformative policies is relevant to that need.

Summary of findings

- The evaluation confirms that the SO and activities included in the CSP are justified by clearly identified needs related to food insecurity, malnutrition, recurrent shocks and access to education.
- Crisis response activities were underestimated in the initial design of the CSP and absent in the T-ICSP. WFP was able to up-scale the response in 2019 and 2020 but did not conduct a LSR in 2018, despite the severity of the food insecurity situation.
- The CSP does not provide a clear strategy for resilience targeting. It does not include the three-pronged approach of WFP, which is well adapted to resilience programming.

2.1.3 Adaptation to changes in context

78. The main changes in context that have occurred from 2018 to September 2020 are large-scale shocks, including climatic shocks and COVID-19, and changes in institutions.

79. WFP showed a strong capacity to respond to shocks with an unforeseen level of severity through two budget revisions in July 2019 and July 2020, which increased the caseload of SO1 from 10,000 to

⁷⁵ According to the WFP 2019 *Resilience Strategic Evaluation*, the three-pronged approach (3PA) (https://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp276340.pdf) has the potential to foster synergies because it begins with an integrated context analysis, consolidates seasonal and livelihood-related data to inform programming choices (seasonal livelihood programming) and then enables communities to agree on targeting and choice of intervention in a participatory manner (CBPP).

120,000 in 2019 and to 730,000 in 2020. WFP also responded to the Government's request to support its response through technical assistance with both logistics support (to the health response) and comprehensive support (for the food assistance response). In addition, WFP adapted its activities when restrictions were put in place by the Government to prevent the transmission of COVID-19. This included the launch of a household take-home ration activity to overcome the closure of schools in March 2020 and the adoption of a remote data collection system for needs analysis and monitoring. However, there was no lean season response in 2018 despite the high prevalence of acute food insecurity.

80. The emphasis of the CSP was initially placed on resilience and root causes of food insecurity and malnutrition. The larger-scale shocks changed the priority and WFP was able to remain relevant to these new priorities.

81. Two new government institutions were created in 2019 after the formulation of the CSP: the Social Protection Secretariat and the Ministry of Women, Children and Social Welfare. According to interviews with national stakeholders, WFP positioned itself as a partner of these two institutions, both of which are relevant to the CSP objectives, delivering technical assistance and trainings. WFP also contributed to the creation of the Social Protection Secretariat, supporting the Government's study tour in Ghana to learn about the coordination and institution set up for the social protection system. In addition, WFP and the Ministry of Women, Children and Social Welfare developed a joint project to reduce the impact of COVID-19 on women working on fish landing sites and to promote a higher participation and benefit for women in the fish value chain. The implementation of this project started in October 2020.

Summary of findings

- WFP has demonstrated a high capacity for adapting to changes in context, keeping the CSP highly relevant to government priorities and considering the needs that changed due to severe shocks. This capacity also included positioning itself as a supporting agency to newly created and relevant institutions.

2.1.4 Coherence and alignment with the wider United Nations

82. The CSP is aligned with the UNDAF 2017–2021 and the shift towards social protection and resilience building in the six regions. The CSP reflects two UNDAF priorities in its strategic outcomes:

- Strategic result 2: human capital development — with outcomes in education, nutrition, social inclusion and protection, and youth and gender.
- Strategic result 3: sustainable agriculture, natural resources, environment and climate change management — with outcomes of agriculture and food security, natural resources and environment management and disaster risk management.

83. According to interviews with United Nations agencies, WFP is an active participant in the strategic dialogue, coordination and programming under the United Nations Country Team (UNCT). Among United Nations coordination mechanisms, WFP is co-chair with UNICEF of the Education Group and co-chair with FAO of the Zero Hunger Group. In addition, coordination mechanisms structured into five pillars were established to respond to COVID-19. WFP co-chairs two of the five pillars: 'food security and agriculture' with FAO and 'social services' with UNICEF.

84. WFP participates in several joint programming initiatives. "Envelope B"⁷⁶ of the European Union is the most important joint effort in which WFP participates, together with UNICEF and FAO, to treat and prevent malnutrition. WFP leads the moderate acute malnutrition (MAM) component, UNICEF leads the severe acute malnutrition component and FAO leads the agriculture component. While this was initially a donor-driven joint effort, informants said that the three agencies have maintained a high level of dialogue and collaboration since the project was finalized in December 2019.

⁷⁶ European Development Fund (EDF) "Envelope B" includes post-emergency action to facilitate the phasing out of humanitarian aid.

85. Other joint efforts include the fiscal space analysis conducted with UNDP in 2018 to estimate the potential resources for social protection in The Gambia⁷⁷ and the recently launched Peacebuilding Fund (PBF). Under SO4, this joint project of WFP, ITC and UNFPA targets communities affected by climate-related conflicts and aims at preventing conflicts through community asset creation, value chain support and conflict resolution. The Cost of Hunger in Africa study conducted in 2018 was another United Nations joint activity that highlighted the socio-economic impact of child undernutrition.

86. The evaluation identified an additional potential collaboration with FAO that has not been developed yet and which is in support of smallholder farmers within the HGSP programme.

Summary of findings

- The CSP shows a high level of coherence and alignment with the United Nations system in The Gambia. This is observable through the alignment with the UNDAF, the active role played by WFP in the United Nations Country Team strategic work and in several joint initiatives.
- Further collaborations with FAO in supporting agriculture value chains linked to HGSP would be relevant.

2.2 EQ2 – EFFECTIVENESS

What is the extent and quality of the WFP specific contribution to CSP strategic outcomes in The Gambia?

2.2.1 Delivery of expected outputs and contributions to expected outcomes

87. There was varying overall performance on CSP outputs delivery and outcome achievements from 2018 to September 2020. High levels of attainment of CSP beneficiaries were recorded for 2018–2019 for crisis response (SO1), school feeding (SO2) and nutrition blanket supplementary feeding (BSF) and targeted supplementary feeding (TSF) and vitamin A supplementation and deworming to children aged 6–59 months (SO3). No activities were planned for SO4 in 2019. In 2020, there were delays in the initiation of the activities included in the Peacebuilding Fund project as a result of the pandemic, but beneficiary numbers were reached by the end of the year.

88. Tables 8 and 9 show T-ICSP and CSP beneficiary data by strategic outcome and activity. Over the T-ICSP implementation period (Table 8), the number of beneficiaries supported by WFP across SO1 (school feeding) and SO2 (nutrition activities) exceeded the planned targets. Under SO2, the number of pregnant and lactating women benefiting from nutrition assistance was more than double the planned number, thanks to a shift of funding from SO1. Overachievement in school feeding and nutrition targets, except malnutrition treatment for boys, was consistent with the overachievement in metric tons of food distributed and a 24 percent increase in cash transferred to schools supported by WFP.⁷⁸

Table 8: The Gambia T-ICSP beneficiary data for 2018 by SO and activity⁷⁹

Strategic outcome	Activities	Planned (USD)		Actual (USD)		Percentage achieved	
		M	F	M	F	M	F
SO1: school feeding	School meals activities	41 167	58 579	63 988	68 680	155%	117%
SO2: nutrition programming	Malnutrition prevention activities	14 700	15 300	13 407	15 738	91%	103%
	Malnutrition treatment activities	2 400	10 100	1 488	21 168	62%	210%
GRAND TOTAL		58 267	83 979	78 883	105 586	135%	126%

Source: T-ICSP Budget Revision 1, 2018; COMET report CM-R002b, data extracted on 6 January 2020

⁷⁷ WFP and UNDP. 2018. Fiscal Space Analysis for Social Protection in the Gambia, Government of The Gambia.

⁷⁸ WFP. 2018. The Gambia Annual Country Report.

⁷⁹ The table includes only strategic outcomes for which transfers for beneficiaries happened, i.e., SO1 and SO2.

89. In 2019, WFP was able to exceed the CSP targets in terms of beneficiaries reached across SO1 (crisis response), SO2 (school meals) and SO3 (nutrition treatment) activities. In 2020, WFP delayed its direct crisis response due to the time required for planning and coordination of the COVID-19 pandemic response. The number of school feeding beneficiaries exceeded targets due to the multiplier effects of the take-home rations that included households' rations. Activities under SO4 through the Peacebuilding Fund were delayed due to the pandemic and at the time of data collection were planned to start in the last quarter of the year. According to the annual country report 2020, beneficiary targets had been almost achieved at the end of the year.⁸⁰ There are good short- and medium-term prospects for further contributions to SO4 thanks to funding expected through the Global Agriculture and Food Security Programme (GAFSP) and the Adaptation Fund (AF).

Table 9: The Gambia CSP beneficiary data for the evaluation period by SO⁸¹ (USD)

Strategic outcome	2019 planned		2019 actual		2020 planned after BR2		2020 actual after BR2	
	M	F	M	F	M	F	M	F
SO1: crisis response	62 195	64 733	62 178	66 022	349 113	384 153	24 093	25 063
SO2: school feeding	55 736	61 020	73 545	77 456	39 053	40 648	71 673	84 138
SO3: nutrition programming	17 069	20 532	18 516	24 160	51 980	77 849	3 949	15 725
SO4: smallholder, resilience					22 510	23 510	20 510	20 510
GRAND TOTAL	135 000	146 286	154 239	167 638	462 656	526 160	120 225	145 436

Source: CSP Budget Revision 2, June 2020, ACR 2020.

SO1: Crisis-affected populations, including those impacted by seasonal shocks, are able to meet their basic food and nutrition needs during and after crises

90. WFP aims to provide food or cash-based transfers to crisis-affected beneficiaries during the lean season, combined with SBCC and capacity strengthening. There is a direct link with capacity strengthening in SO5 and nutrition-sensitive programming in SO3.

91. Although there was no crisis response in 2018, WFP effectively supported NDMA in the development of contingency and community action plans, assisting communities in identifying hazards and developing implementation timelines. Six community action plans were developed in North Bank and Central River Regions. Informants at the regional level were concerned that their implementation had been delayed and appeared to be ad hoc.

92. In 2019, WFP integrated the distribution of 1,509 MT of rice to households affected by erratic rainfall in 2018. This was distributed together with blanket supplementary feeding while conducting SBCC during distributions,⁸² thus illustrating synergies among strategic outcomes. WFP assisted 115,000 individuals (15,090 households) with monthly food transfers of 50 kg of rice per household during the months of May and June in the five most food-insecure regions. Coordination at the regional level among partners, commitment of local authorities and community members and demonstrable levels of capacity among WFP implementing partners contributed to good quality outputs.⁸³ Community members consulted expressed satisfaction over the food transfers received in terms of meeting their food security needs.

93. Another important achievement was the ability of WFP to use information technology innovation to deliver timely transfers to people affected by windstorms in December 2019. WFP provided cash-based transfers to 14,200 beneficiaries through e-money, in collaboration with mobile money network

⁸⁰ This information was not triangulated as the last quarter of the year is out of the scope of the evaluation and the data collection took place at the beginning of the last quarter of the year.

⁸¹ The table includes only those strategic outcomes for which transfers to beneficiaries happened, i.e., SO1, 2, 3 and 4.

⁸² WFP. 2019. Lean Season Response Process Monitoring Report, May 2019.

⁸³ WFP Monitoring and Evaluation Unit. 2019. Lean Season Response Lessons Learnt Debriefing Report.

operators.⁸⁴ In 2019, CSP targets were reached for cash and food distributions (see Table 10) in terms of number of beneficiaries. However, WFP was unable to meet targets in terms of interpersonal SBCC approaches for both males and females. According to informants, most beneficiaries received SBCC irregularly, due in part to overburdened village support groups (VSGs) who had too many households to visit.^{85,86} Figures from ACR 2020 show that a very low proportion of planned beneficiaries for both food and cash transfers were reached in 2020. According to ACR 2020, this was due to late confirmation and availability of the resources necessary to scale-up interventions as planned in BR2. However, WFP supported the Government in assisting a number of villages that by far exceeded the number initially planned for direct WFP assistance (see paragraphs 94 and 95 below). There was also a large overachievement of capacity strengthening activities, related to the strong support delivered by WFP to the government COVID-19 response. In 2020, targets in terms of number of people reached by SBCC activities were largely overachieved.⁸⁷

Table 10: SO1 output performance per CSP log frame indicator (2019 and 2020) (USD)

Activity	Indicator	2019 planned	2019 actual	% achieved	2020 planned	2020 actual	% achieved
1	Beneficiaries receiving food ⁸⁸	120 728	120 200	99.6%	732 572	668	0.1%
	Beneficiaries receiving CBT ⁸⁹	6 200	8 000	129%	732 572	48 488	6.6%
	Villages assisted	89	107	120%	75	331	441%
	Rations provided	2	24 282	N/A	2	3	150%
	No. of government/national partner staff receiving TA and training	65	65	100%	80	426	533%
	Training sessions/workshops organized	4	4	100%	5	10	200%
	People reached through interpersonal SBCC approaches (female)	1 500	0	0	2 000	2 076	104%
	People reached through interpersonal SBCC approaches (male)	1 500	0	0	2 000	3 113	156%
	People reached through SBCC approaches using mid-sized media	200	200	100%	500	60 000	12 000%

Source: ACR 2019 and ACR 2020.

94. In 2020, WFP assisted the Government in responding to the emergency caused by COVID-19 with the planning, targeting and distribution of a month's supply of rice, oil and sugar during May and June 2020, and with the planning and targeting of a cash distribution undertaken by the National Nutrition Agency with the financial support of the World Bank. WFP supported the setting up of the COVID-19 call centre, e-surveillance. WFP's provision of equipment (laptops and tablets for data collection) was highly rated by all stakeholders, including the United Nations and other development partners. Focus group discussions with community members confirmed that they had received food assistance from the Government as well as a cash equivalent of GMD 3,000 (USD 60) per household from the National Nutrition Agency. Interviews with the Regional Disaster Management Committees (RDMCs) confirmed they received technical and logistical support, which allowed them to assess the situation, plan and work with WFP implementing partners in the distribution of assistance.

⁸⁴ WFP. 2019. The Gambia Annual Country Report.

⁸⁵ Walters, T; Joof, D M and Njie E., 2020. Midterm Evaluation of Nutrition Activities in The Gambia, 2016-2019. Evaluation Report.

⁸⁶ SBCC activities for SO1 and SO3 were conducted jointly and reported under SO3. In ACR 2019, 0 percent of planned beneficiaries for SO1, while 60 percent of planned beneficiaries were met under SO3.

⁸⁷ As mentioned in paragraph 1, information from the ACR report has not been triangulated by the evaluation team.

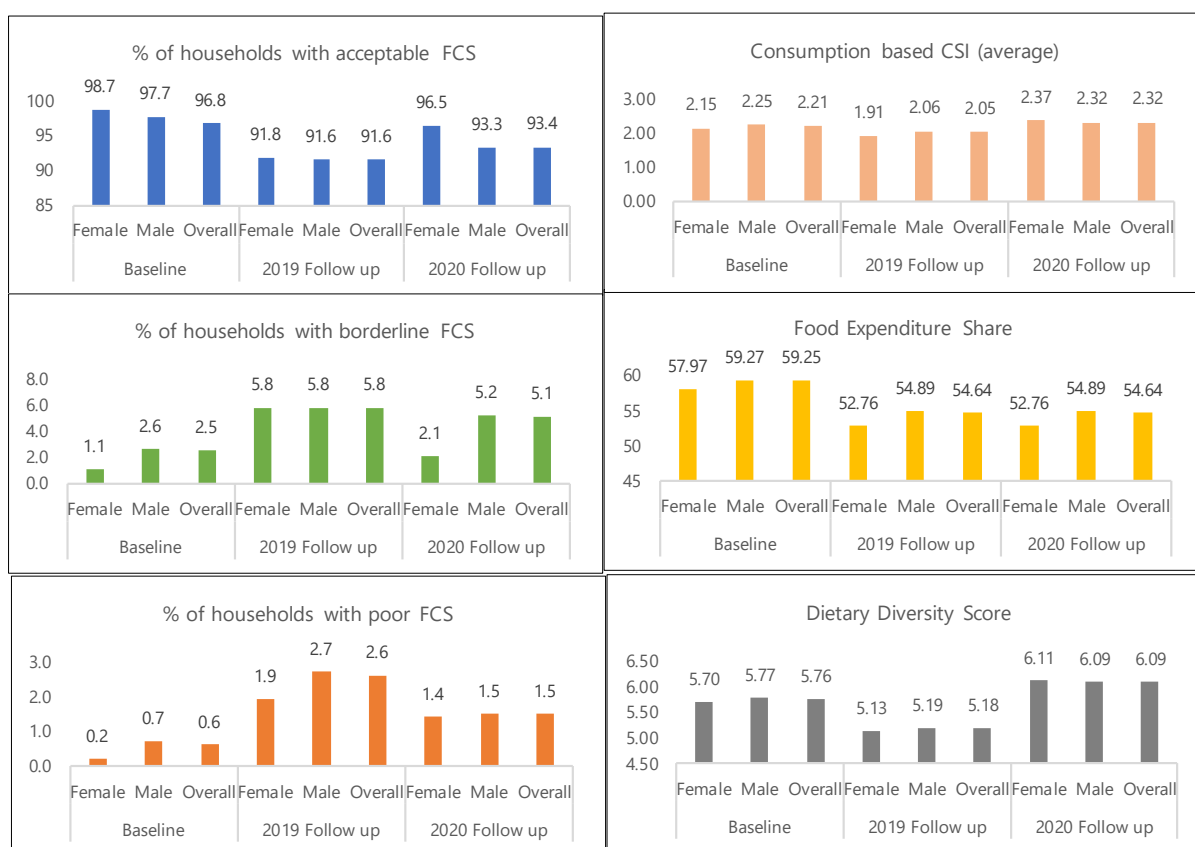
⁸⁸ Food and cash-based transfers were distributed to the same people

⁸⁹ Idem.

95. In September 2020, and as part of its direct implementation of the COVID-19 response, WFP worked with the Government in planning for the targeting of CBT to complement government transfers. CBT distributions of GMD 1,500 (USD 30) per household and per month by WFP in partnership with the Government, targeted 5,355 households (42,840 individuals) in North Bank and West Coast Regions. Kanifing Municipality and Banjul were expected to start at the end of October.⁹⁰ At the same time, WFP provided support to NDMA to conduct multisectoral disaster assessment to determine immediate recovery and long-term needs for the population affected by floods and windstorms. However, informants at the regional levels expressed concern that WFP approaches for dealing with multiple shocks happening at the same time appeared ad hoc and did not demonstrate high levels of preparedness.

96. At the outcome level (see Figure 6), WFP data on food security indicate that despite food assistance, food consumption and food diversity slightly worsened for WFP beneficiaries in 2019 compared to 2018, but then partially recovered in 2020. The share of household resources spent on food also slightly decreased in 2019–2020 compared to 2018. There was no notable change over these three years in the frequency with which beneficiaries had to revert to negative food-related coping strategies. No gender variances were noted for the consumption base CSI and the dietary diversity indicators.

Figure 6: Summary of SO1 performance at outcome level by indicator and sex of head of household (2019)⁹¹



Source: 2018 pre-harvest assessment (baseline data); ACR 2019 and 2020 (follow-up values)

97. Visited communities⁹² were mostly satisfied with government support provided in response to the impact of COVID-19 (see Figure 7). However, in Karantaba and Kaiaf, people expressed fair satisfaction because the assistance got to them very late. Data collected by the evaluation team on consumption-based coping mechanisms show that a few households demonstrate food stress, such as limited portion sizes and reduced number of meals per day (see Figure 8). Of concern is the high proportion of respondents that

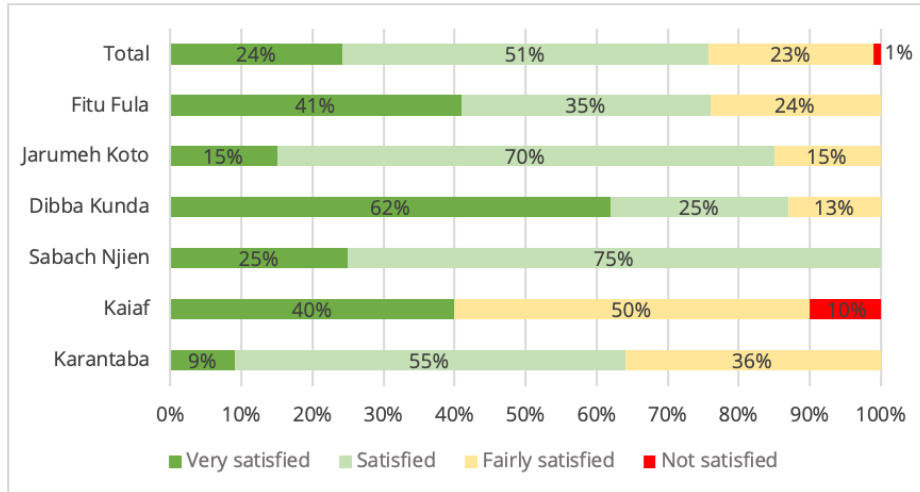
⁹⁰ WFP. 2020. The Gambia COVID-19 Internal Situation Report #30 Bi-weekly.

⁹¹ FCS: Food Consumption Score. CSI: Coping Strategy Index.

⁹² Number of households interviewed for the COVID-19 response was 74 individuals (45 men, 29 women).

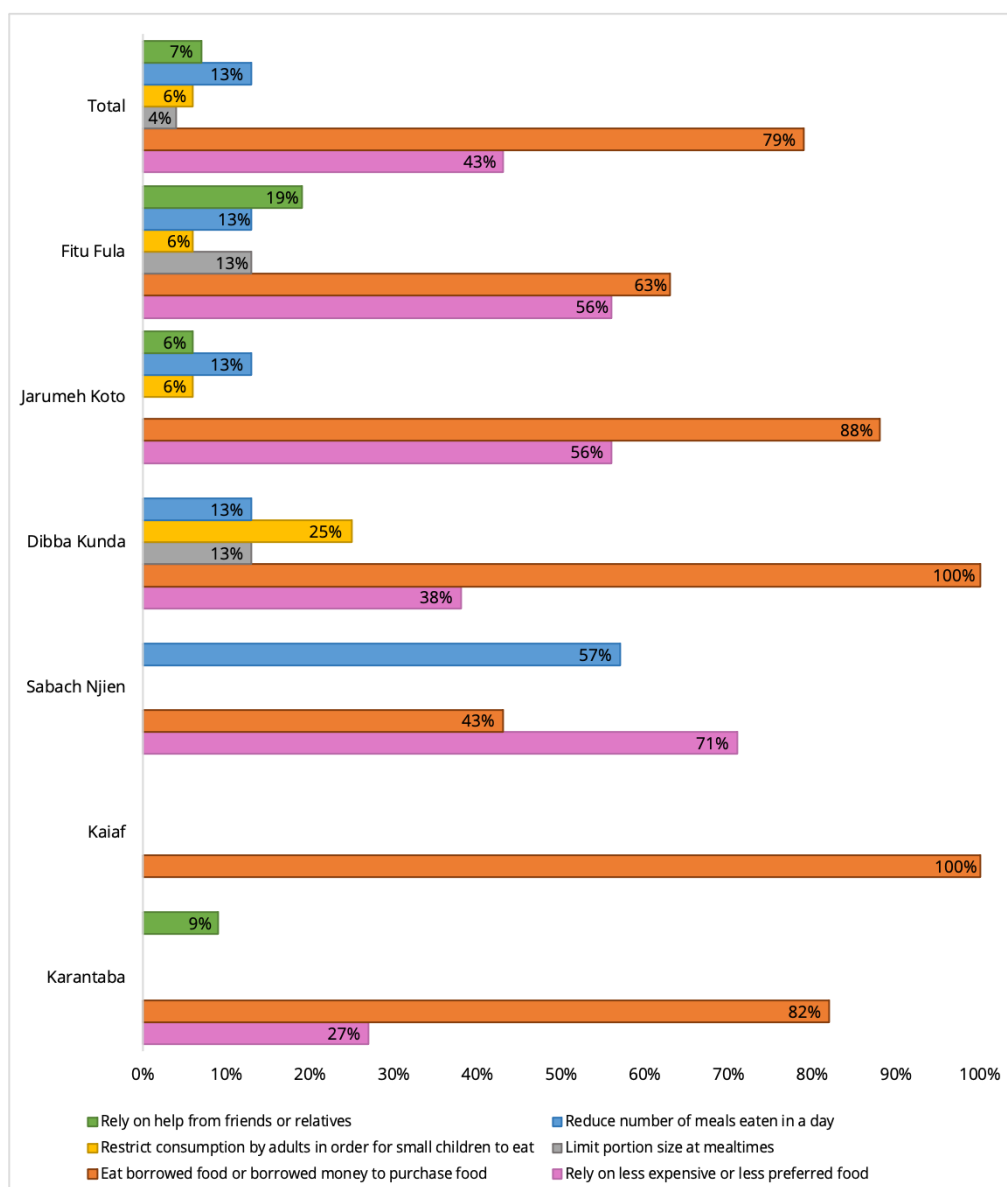
reported eating borrowed food or relying on help from friends and relatives. Two main reasons explained this behaviour: (1) informants raised concerns over the small ration sizes, which did not account for household size; and (2) the assistance was limited to two months and was inadequate to cover the entire COVID-19 lockdown period, which lasted for close to eight months.

Figure 7: Level of satisfaction with the government assistance received



Source: Survey results from data collected by the Evaluation Team, October 2020. N=74

Figure 8: Consumption-based coping strategies in percentage of households interviewed



Source: Survey results from data collected by the evaluation team, October 2020.

98. As there is no valid comparison group in WFP outcome monitoring, it is hard to assess the WFP contribution to the fluctuations in food security indicators over the evaluation period. According to the Global Hunger Index, the situation of The Gambia overall has steadily improved from the serious levels of hunger recorded in 2018 and 2019 (GHI 22.3 and 21.8 respectively) to a moderate hunger situation in 2020. External factors beyond the WFP assistance are likely to have contributed to the partial recovery of food consumption and diversity scores amongst WFP beneficiaries in 2020.

SO2: Food insecure populations, including school-aged children, have access to adequate and nutritious food all year round

99. At output level (see Table 11), the T-ICSP met or exceeded most targets. WFP covered all the six regions until December 2018 but only two regions had guaranteed funding under the Food and Agriculture Sector Development Project (FASDEP).⁹³ In the remaining four regions, funding was unstable, hence the underperformance in some areas.

⁹³ After the end of the FASDEP project, two regions were handed over to the Government.

Table 11: Summary of T-ICSP and CSP output data by activity (school feeding)

Activity	Output indicator	T-ICSP 2018					
		Planned	Actual	% achieved			
1	Number of primary schools assisted by WFP	313	313	100%			
	Number of food items in the food basket	6	6	100%			
	Number of beneficiaries reached as a result of WFP contribution to the social protection system	99 746	132 668	133%			
	Amount of cash transferred by WFP through the special operation to participants (USD)	1 376 863	326 821	23.7%			
2	Number of training sessions/workshops organized	82	82	100%			
	Number of school staff and school committee members trained by WFP in school feeding programme design, and implementation in model schools	1 791	1 291	72.1%			
3	Number of farmers trained in marketing skills and post-harvest handling	75	75	100%			
	Quantity of fortified foods purchased from local suppliers (tons)	2.99	2.99	100%			
Activity	Output indicator	CSP 2019			CSP 2020		
		Planned	Actual	% achieved	Planned	Actual	% achieved
2	Beneficiaries receiving food transfers (students – primary schools)	82 464	92 599	112%	82 465	61 820	75%
	Beneficiaries receiving food transfers (students – pre-primary)	33 323	12 683	38%	33 323	17 256	52%
	Beneficiaries receiving food transfers (activity supporters)	969	259	27%	969	632	65%
	Beneficiaries receiving cash based (students – primary schools) – alternative take-home	N/A	N/A	N/A	0	65 729 ⁹⁴	N/A
	Beneficiaries receiving cash based (students – primary schools) – on-site	82 464	123 619	150%	82 465	95 936	116%
	Beneficiaries receiving cash based (pre-primary)	33 323	27 123	81%	33 323	25 547	77%
	Beneficiaries receiving cash based (pre-primary) – alternative take-home	N/A	N/A	N/A	0	24 469	N/A
	Number of schools assisted by WFP	312	312	100%	312	312	100%
	Number of food items in the food basket	10	10	100%	N/A	N/A	N/A
	Number of rations provided	N/A	N/A	N/A	22 926 024	11 639 862	51%
	Number of government/national partner staff receiving	4 033	3 069	76%	4 033	4 317	107%

⁹⁴ Children received alternative take-home rations.

	technical assistance and training						
	Number of training sessions/workshops organized	3	2	67%	3	3	100%

Source: ACR 2018, 2019 and 2020. Note that food and cash-based beneficiaries are cumulative.

100. The introduction of the cash-based transfer modality under the HGSP in 2018 allowed for a more diversified menu, using local fresh food items adapted to the local diet, thus improving the nutritional value of school meals.⁷⁸ It was confirmed by informants at the community level that the food contained a variety of ingredients (rice, millet, cowpeas, fresh greens, dried fish, cassava, beans, etc.) and was perceived as meeting the children's nutritional needs. The progress in moving towards more nutritious, locally sourced school meals using fresh produce has most likely improved the nutrition of schoolchildren. The decentralized evaluation on nutrition noted a significant potential to enhance the nutrition education component of school feeding, which is currently lacking. In addition, the move towards a pilot for fortification of rice for schools is a promising strategy to enhance the micronutrient value of school meals.

101. Results from the survey conducted by the evaluation confirm this diversified menu, showing that many schools supported by WFP serve three or more food items. However, the survey also shows that there is still a significant number of government schools with a very low level of food diversification.

102. Mothers' clubs raised concerns that the ration was not always adequate as the funds were never enough to cater for fluctuating total enrolments. Findings from the decentralized evaluation showed that late disbursements of cash caused schools to cut back on quantities purchased due to fluctuating terms of trade.

103. WFP support to school feeding is well established and recognized by all informants consulted. It is likely to have contributed to an increase in enrolment (see Figure 9)⁹⁵ and primary level completion. Outcome level performance for SO2 is shown in Table 12. An increase in primary school enrolment was recorded between 2017 and 2020 and shows that end CSP targets were exceeded for both boys and girls. In 2020, there was a slight drop in enrolment for girls, but the dropout rate decreased for both boys and girls.⁹⁶

Table 12: Summary of CSP outcome 2 data by activity and year

Activity	Indicator	Base value (2017)		End CSP target		2018 value		2019 value		2020 value	
		Male	Female	M	F	M	F	M	F	M	F
1	Enrolment	84.5	91.4	≥84.5	≥91.4	85.7	92.8	90.5	99.1	92.4	102.5
	Graduation rate	77.4	80	≥85	≥85	79.7	84.3	N/A	N/A	86	95.8
	Gender ratio	1.02		≥1		1.08		1.09		1.11	
2	Attendance	94.4		90		N/A	N/A	Missing	Missing	Missing	Missing
	Retention rate	79.7	84.3	≥85	≥85	N/A	N/A	84	92.2	86	95.8
	Dropout rate	20.3	15.7	≤10	≤10	N/A	N/A	16	8	14	4.2

Source: ACR reports for 2018, 2019, 2020 and WFP COMET. Note: Gender ratio baseline value is January

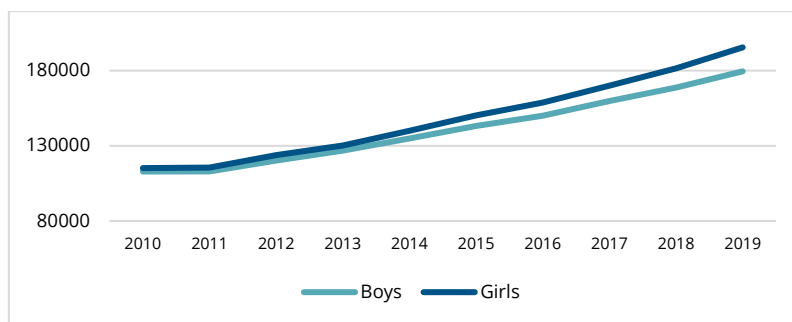
104. Gender disparities as measured by the Gross Enrolment Ratio, net enrolment ratio and completion rates have nearly been eliminated at the lower basic education level. Girls in lower basic education are

⁹⁵ In 2018, WFP covered 40 percent of the children enrolled in pre-schools and basic education in the four regions it covers, and 50 percent of the children enrolled in basic education. WFP coverage of the children in pre-schools and basic education for the entire country was 28 percent, and 22 percent for basic education. Data calculated by the evaluation team from ACR 2018 and the MoBSE Yearbook 2018/2019.

⁹⁶ 2020 information comes from ACR 2020. As mentioned in paragraph 1, this information has not been triangulated by the evaluation team.

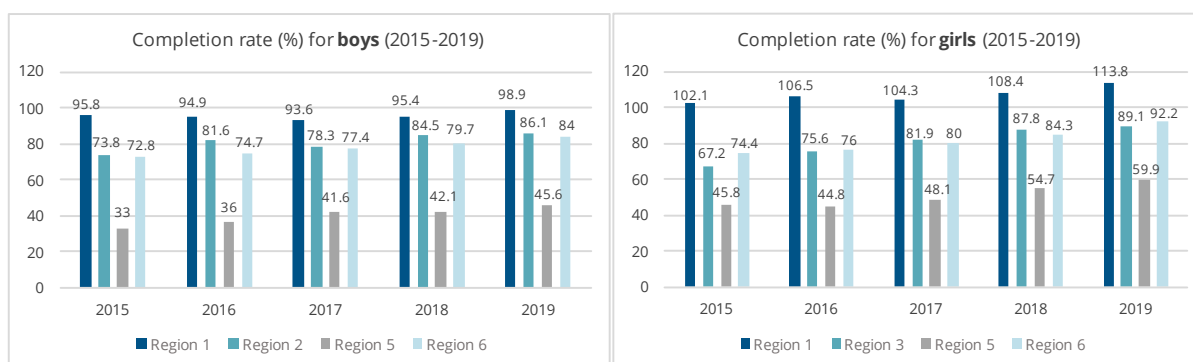
more likely to complete their studies than boys (see Figure 10, which shows only the regions where WFP is operating).

Figure 9: Trends in enrolment for lower basic education by sex, whole country



Source: Republic of Gambia/Ministry of Basic and Secondary Education, Directorate of Planning, Policy Analysis, Research and Budgeting (2019): Education Statistics 2018/2019

Figure 10: Regional trends in completion rate (%) for boys and girls



Source: Republic of Gambia/Ministry of Basic and Secondary Education, Directorate of Planning, Policy Analysis, Research and Budgeting (2019): Education Statistics 2018/2019.

105. Dropout rate⁹⁷ trends at the lower basic education level are consistent with the completion rate, with boys having higher dropout rates than girls and constituting a higher proportion of out-of-school children. WFP is yet to analyse the underlying reasons for these trends. However, based on anecdotal evidence from national and regional informants, this is mainly due to cultural practices (especially in Central River Region). Young boys are more often pulled out of school for family duties, such as herding animals or farming, than girls.

106. WFP monitoring data shows a reduction in 2019 dropout rates for boys and girls compared to the 2017 baseline, which is an important achievement. The graduation rate from primary school increased for both males and females in 2018 but was not calculated for 2019.

107. Attendance rate was introduced as a new indicator in the CSP but had missing values for 2019. This was due to lack of data from the Education Management Information System of the Government and inconsistencies in the WFP school feeding post distribution monitoring (PDM)⁹⁸ data. A major constraint in the usefulness of the data on education outcomes is that the monitoring data available does not allow differentiation between schools covered and not covered by the SFP.⁹⁹

⁹⁷ Dropout rate is the opposite of retention rate; both indicators measure the extent to which a school meals programme has contributed to keeping girls and boys in school. <https://docs.wfp.org/api/documents/WFP-0000099356/download/>. "Revised Corporate Results Framework (2017–2021)".

⁹⁸ PDM for first term 2018 recorded an attendance rate for third term 2017 at 81.6 percent and for first term 2018 at 94.4 percent.

⁹⁹ This problem was already pointed out in the evaluation of the Project DEB 200327, which recommended to strengthen the M&E system of the SFP.

108. Additional school feeding outcomes, outside the WFP monitoring system identified by informants at the national level, are on learning and education, food, health and human capital development. There were higher perceptions on learning outcomes for WFP supported schools, which affirms the role of school feeding in encouraging attendance and contributing to the child's attentiveness in class. The decentralized evaluation found that school feeding encourages the development of early childhood education and can have a positive long-term effect on the school careers of early childhood development (ECD) pupils.¹⁰⁰

109. Since 2017, WFP has made significant progress towards strengthening the capacities of the Ministry of Basic and Secondary Education at various levels (schools, Regional Education Department (RED), School Agriculture and Food Management Unit (SAFMU), ministry) in planning, budgeting and costing, supply chain, monitoring and evaluation, information management, coordination and handover preparations by initiating local purchases. These activities are articulated in joint annual workplans.¹⁰¹ Technical assistance performance, in terms of the number of government and national partners trained as well as trainings provided, did not meet the targets (see Table 11). Training provided by WFP in 2018 and 2019 on local procurement and financial management was highly rated by informants at the school level.

110. Informants spoke highly of the capacities that now exist to manage the school feeding programme, especially at the school level. The Ministry of Basic and Secondary Education spoke of the training received and the on-the-job skills transfer provided by WFP at various levels. Due to capacity gaps, it was also noted that more capacity strengthening was required to facilitate the transitional process to full government ownership and management as outlined under SO5. At the regional level, although the RED has received training in the school feeding supply chain, informants admitted that they could not function fully without close support from WFP. The reasons cited were limited access to internet services and insufficient understanding of WFP management tools. Informants at the regional and school levels also observed capacity gaps in data management and record-keeping, store management, resource mobilization and budget management.

SO3: Targeted children under 5 and pregnant and lactating women in The Gambia have enhanced nutritional status throughout the year

111. Performance in nutrition¹⁰² output indicators for 2018, 2019 and 2020 met or exceeded targets (see Table 13). In 2018, 60.5 percent of beneficiaries were girls, which reflected the gender disparity found in the screening data. In 2019, targeted supplementary feeding (TSF) exceeded its expected numbers due to the inclusion of distribution to people living with HIV at antiretroviral therapy centres.¹⁰³ In 2020, the number of children and PLW who received food transfers as part of the treatment of moderate acute malnutrition exceeded the planned targets by 10 percent and 87 percent respectively.¹⁰⁴

Table 13: Achievements against planned numbers of beneficiaries reached (TSF and BSF 2018–2020)

	Beneficiary category	Year	Percentage of actual v. planned		
			Male	Female	Total
TSF	Children 6–59 months)	2018			154.0%
	PLW/G				*
	Children 6–59 months	2019	339.7%	338.7%	339.2%
	PLW/G				942.6%
	Children 6–59 months	2020	110.1%	110.1%	110.1%
	PLW/G			186.7%	186.7%
BSF	Children (6–23 months)	2018			
		2019	101.4%	89.9%	95.2%

¹⁰⁰ Evaluations of DEV 200327 (2018) and PRRO 200557 (2016).

¹⁰¹ WFP and MoBSE Annual Joint Workplans for 2018 and 2019.

¹⁰² The performance under SO3 is informed by the decentralised evaluation of nutrition activities and evaluation team consultations with the WFP country office and national stakeholders. Walters, T; Joof, D M and Njie E. 2020. *Midterm Evaluation of Nutrition Activities in The Gambia, 2016–2019*. Evaluation Report.

¹⁰³ N.B. The latter figure therefore includes a small proportion of men and is not exclusively PLW/G as reported.

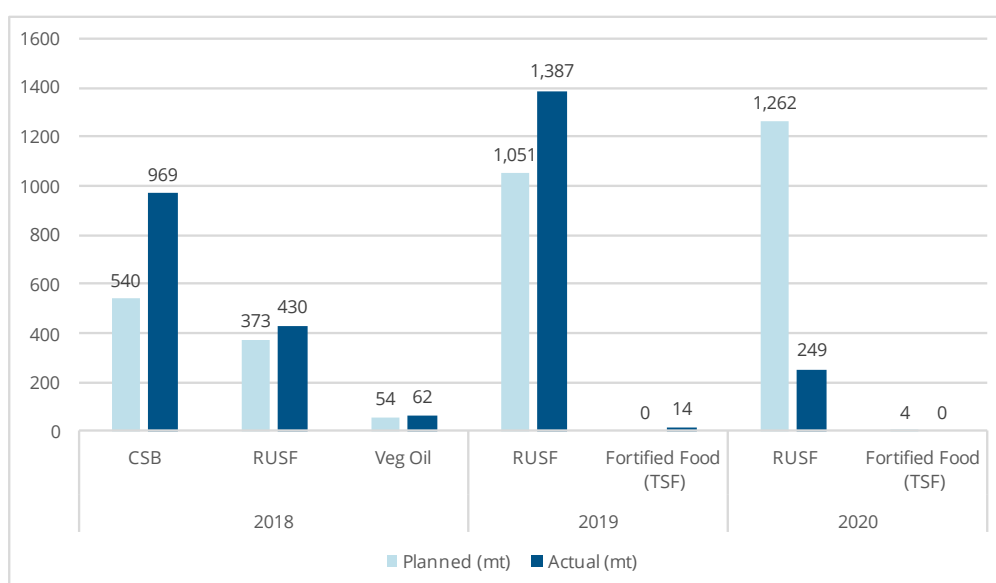
¹⁰⁴ Data from ACR 2020. As mentioned in paragraph 1, this information has not been triangulated by the evaluation team.

	Beneficiary category	Year	Percentage of actual v. planned		
			Male	Female	Total
		2020	Not available	Not available	Not available

Source: Walters, T., Joof, D. M. and Njie, E. 2020. *Midterm Evaluation of Nutrition Activities in The Gambia, 2016–2019*. Evaluation Report. ACR 2020.

112. Figure 11 shows achievements in distribution of food in TSF and BSF. Anticipated outputs were exceeded in 2018 and 2019 in line with the increased beneficiary numbers. It was difficult to assess whether the volumes provided covered the beneficiary needs as monthly attendance and beneficiary numbers fluctuate. The WFP country office confirmed that there were no reductions in ration quantities and focus groups and stakeholder discussions support this finding. However, in 2020, only 249 mt of ready-to-use supplementary food (RUSF) was distributed out of the 1,262 mt planned, whereas none of the planned 4 mt of fortified food was distributed.¹⁰⁵ As for SO1 activities, this was due to late confirmation of resources for the scale-up in 2020.

Figure 11: Achievements against planned distribution of food, TSF and BSF 2018–2020



Source: Walters, T., Joof, D. M. and Njie, E. 2020. *Midterm Evaluation of Nutrition Activities in The Gambia, 2016–2019*. Evaluation Report. ACR 2020.

113. WFP capacity strengthening activities have included a significant number of trainings for implementation staff. Stakeholders considered these effective in ensuring project implementers understood activity modalities and nutrition concepts. However, reflections from stakeholders suggest that there was a missed opportunity to widen the scope of the training to include improved monitoring and evaluation systems and practices, stock management and reporting.

114. Performance at outcome levels was varied. Table 14 shows that the MAM treatment recovery rate target was met during 2018 and 2019, with girls having higher recovery rates. In 2019, the target for boys was narrowly missed. In 2020, the MAM treatment recovery rate target was not met, with boys having a much higher recovery rate than girls (63 percent and 51 percent respectively).¹⁰⁶

¹⁰⁵ Data from ACR 2020. As mentioned in paragraph 1, this information has not been triangulated by the evaluation team.

¹⁰⁶ Data from ACR 2020. As mentioned in paragraph 1, this information has not been triangulated by the evaluation team.

Table 14: Outcomes of TSF activities for 2018–2020 according to WFP reporting

Indicator	Target (%)	2018 ACR value (%)	2019 ACR value (%)	2020 ACR value (%)
MAM treatment recovery rate	>75.0	77.4 (75.0 male; 80.0 female)	75.04 (72.0 male; 77.0 female)	55.0 (63.0 male; 51.0 female)
MAM treatment mortality rate	<3.0	0.0	Not reported	0.00 (0.0 male; 0.0 female)
MAM treatment default rate	<15.0	0.0	Not reported	12.0 (10.0 male; 13.0 female)
MAM treatment non-response rate	<15.0	16.1 (13.3 male; 18.8 female)	19.8 (18.8 male; 20.4 female)	16.0 (13.0 male; 18.0 female)
Proportion of eligible population who participated (coverage)	>70.0 (changed to >66.0 in 2018)	100.0	100.0	Not reported
Proportion of target population that participates in adequate number of distributions (adherence)	>66.0	93.9 (94.5 male; 93.3 female)	97.9 (98.2 male; 97.6 female)	60.4 (58.5 male; 61.3 female)

Green denotes indicator met or exceeded; *yellow*, indicator almost met; *orange*, indicator not met; *grey*, indicators not reported.

Source: Walters, T., Joof, D. M. and Njie, E. 2020. *Midterm Evaluation of Nutrition Activities in The Gambia, 2016–2019*. Evaluation Report. ACR 2020.

115. Mortality and default rates¹⁰⁷ data for 2018–2020 has been subsumed under the non-response category, which is not appropriate. This has reduced the management’s ability to distinguish and understand these issues. It has also pushed up the non-response rate, which was above the acceptable threshold in 2019 and marginally above in 2018 and 2020, though more serious for girls than for boys in all years.

116. Programme coverage and adherence both scored highly in 2018 and 2019, confirming that the activities are accepted by the community and relevant. For 2020, data on coverage is not available, while adherence decreased.¹⁰⁸ Indicators for prevalence of acute malnutrition and children consuming a minimum acceptable diet have only been recorded once each in 2017 and 2018 respectively, in both cases falling short of project targets. The proportion of children with minimum acceptable diet in 2018 was just 10 percent (10.7 percent, male; 9.2 percent, female) against a target of >70 percent. This could be an indication of insufficient quantities and inadequate quality of complementary foods, together with poor feeding practices.

117. Annual active screening activities in 2017–2019, conducted in collaboration with UNICEF, National Nutrition Agency and the Ministry of Health, were effective in identifying and registering children with MAM for TSF and SAM for referral. MAM children were admitted directly into TSF. In addition, the screening provided comparable surveillance data over a three-year period and was used to inform SBCC activities to promote health and hygiene practices.

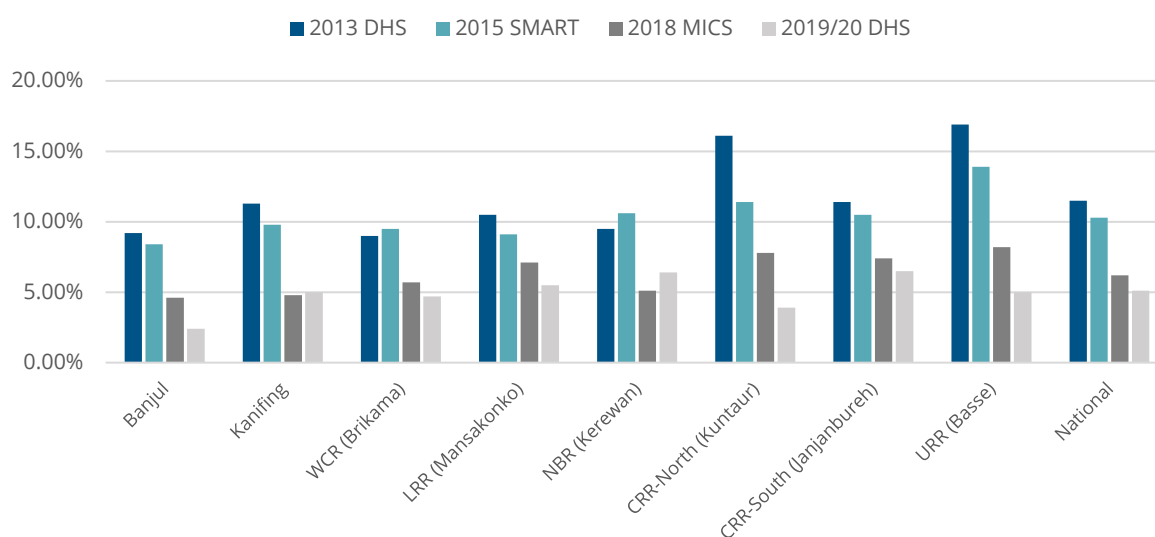
118. National data shows that significant progress was made in addressing GAM rates in the country and in the regions where there were WFP nutrition activities (see Figure 12), with National GAM now at 5.1 percent, above the <5 percent target set by WFP.¹⁰⁹ It is notable that the prevalence in boys is still at 5.9 percent (4.1 per cent in girls). According to informants, the reasons behind these gender differences in GAM rates are not well understood.

¹⁰⁷ Default rate means the proportion of children absent from treatment for two consecutive sessions.

¹⁰⁸ Data from ACR 2020. As mentioned in paragraph 1, this information has not been triangulated by the evaluation team.

¹⁰⁹ There is causal attribution between the national GAM data and WFP support in view of the presence of WFP nutrition activities in the regions. It demonstrates the contribution that WFP has made to the reduction of the GAM rates.

Figure 12: Trend in GAM rates across the regions of The Gambia, 2013–2019/20



Source: Walters, T., Joof, D. M. and Njie, E. 2020. *Midterm Evaluation of Nutrition Activities in The Gambia, 2016–2019*. Evaluation Report.

119. An important factor in the reduction in GAM (and stunting) rates is the cooperative approach of various programmes targeting the same communities. WFP nutrition activities implemented as part of the Post-Crisis Response programme were complemented by UNICEF activities (SAM, SBCC) and the FAO support of food security in the form of seeds, tools, farmer field schools and cash-for-work, which contributed to improving production and access to food at the household level for 90,000 people.¹¹⁰ BSF and TSF are implemented in the same communities, many of which also receive school meals (SO2) and benefit from the lean season response (SO1).

SO4: 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

120. In 2018, WFP met the targets for the number of farmers trained in marketing skills and post-harvest handling (75 farmers trained) as well as the quantity of fortified foods purchased from local suppliers (21.99 mt). These good quality outputs likely contributed to the positive education outcomes already discussed under SO2 above, thus emphasizing the role of cash-based transfers and local purchase.

121. In 2019, little progress was made in terms of SO4 outputs and outcome indicators. SO4 received close to half of the required resources,¹¹¹ but most planned activities were not implemented and therefore no actual outputs and outcome indicators were measured. According to the ACR 2019, this was due to only one contribution being received that was earmarked for technical support to ARC. Preparatory work commenced in 2020, with full implementation expected to start in 2021 when funding sources become available.

122. According to the ACR 2020, in the last quarter of 2020, WFP supported 95 vegetable gardens and 22,083 farmers (90 percent of which were women) with vegetable seeds and tools, implemented food assistance for assets (benefiting 400 women rice growers) and supported 6,574 farmers to improve their post-harvest facilities.¹¹²

123. Qualitative information generated through discussions at the national, regional and community level shows that the support provided to smallholder farmers has both benefits and bottlenecks (see Box 1).

¹¹⁰ Post-recovery response evaluation.

¹¹¹ Table 21 under EQ4 section shows that in 2019, 5 percent of the needs-based plan was allocated to SO4, which is a relatively small amount of USD 496,979.

¹¹² Those activities are out of the time scope of the evaluation and data comes from ACR 2020. As mentioned in paragraph 1, this information has not been triangulated by the evaluation team.

Box 1: Perceptions on WFP support to smallholder farmers

- Supporting smallholder farmers through the school feeding programme was considered innovative and productive.
- There was development of the capacities of smallholder farmers through aggregation of farmers into cooperatives (according to supplier lines), management of stocks and packaging.
- Promotion of GEWE – women are involved in market-oriented gardening and in the supply of vegetables for school feeding.
- WFP local procurement is bureaucratic and leads to inefficiencies in procuring from local smallholder producers.
- There is no established formal price-setting mechanism used by producers and vendors to set market prices for their locally produced commodities, resulting in fluctuating prices.
- WFP should use contract farming so farmers can meet the supply needs of WFP and the standard required.
- The WFP model has loopholes. Only qualified smallholders should be used, rather than opening it to bidders who depend on foreign markets or *lumos*.
- WFP should use the agricultural directorate when identifying farmers.
- There are concerns over the exclusion of livestock in the school feeding programme. Livestock provides opportunities for diversification of the ration to include meat and dairy products.
- There are concerns over the exclusion of farmer cooperatives in supplying WFP with the school feeding programme.

Source: FGD with Regional Multisectoral Committee/Technical Advisory Group (TAG).

124. Early warning is a critical part of the support provided under the ARC and it is expected to eventually feed into the national disaster management system, which is also promoted under SO1. The ARC early warning system produces regular end-of-rainy-season reports and an update of the rainy season every ten days. There are concerns over a lack of leadership on the national early warning system, which affects its progress. There are also perceptions that ARC is duplicating what should be the national disaster risk management system, implying that opportunities to work through government systems have not been fully grasped.

SO5: National and subnational institutions have strengthened capacity to meet zero hunger targets

125. WFP does not have a clearly laid out capacity development strategy for all strategic outcomes or an overall assessment of the capacity gaps in the country. SO5 focuses on strengthening the capacity of national and subnational institutions by providing capacity support across the different areas of the CSP portfolio. SO5 is activity focused and its responsive approach has been effective in addressing gaps as they arise.

126. Apart from vulnerability analysis and mapping (VAM) and social protection, which are considered cross-cutting, the evaluation team found it difficult to isolate and distinguish capacity strengthening achievements from those reported under each strategic outcome. There were two main bottlenecks: (i) no targets were set for output indicators and no information was available for outcome indicators; and (ii) while the qualitative performance of CCS was reported under each SO, there was limited attempt to report performance on CCS in an integrated way that represented the CCS strategy of the CSP in The Gambia. Table 15 provides a qualitative summary of the achievements under each thematic area of the CSP.

Table 15: Qualitative summary of CSP capacity strengthening activities

Thematic areas	CSP key capacity strengthening achievements and ongoing activities
Disaster risk reduction and climate resilience	<ul style="list-style-type: none"> • Establishment of the early warning coordination system • Secondment of one person in NDMA to assist with the COVID-19 response • Support to NDMA in contingency planning and development of community action plan • Training of disaster management committees on action plans at the local level • Support to feasibility studies on early warning and food security monitoring systems • Provided two vehicles and three laptops to NDMA to support coordination capacity
Social protection	<ul style="list-style-type: none"> • Supporting development of national social protection strategy • Support to the establishment of a social protection secretariat • Creation of a coordination platform, initiation of a social registry • Training of secretariat on social protection concepts and coverage of social protection

VAM	<ul style="list-style-type: none"> • Technical support to assessments (pre-season, mid-season, pre-harvest), including the CH • Support to mobile vulnerability analysis and mapping (mVAM) • Lead in food security and vulnerability analysis • Conducted market and rapid assessments to inform HGFSF, support vegetable and rice growers and continuous monitoring of food prices at the household level
HGFSF	<ul style="list-style-type: none"> • Support to visit to the Centre of Excellence in Brazil • Support to development of school feeding policy • Development of school feeding manual and monitoring tools • Training of school feeding decentralized structures (e.g., FMC, SMC, mothers' clubs, etc.) • Development of road map • New road map currently developed, to be finalized end of 2020
Nutrition	<ul style="list-style-type: none"> • WFP provided capacity development on food and nutrition in 2019 – training health-care workers in the region on health and nutrition and providing logistical support to the regional health teams • Support to the participation in the Global Forum on Child Nutrition in Tunis and Canada.

Source: Evaluation team summary from WFP ACR reports and information collected from informants.

127. WFP achieved progress in terms of delivering training in contingency planning, smallholder market access, school feeding planning, management and implementation, nutrition, and vulnerability assessment and analysis. In general, informants highly rated the training content and mode of training but also expressed a need for increased frequency. For DRR, a roadmap of trainings was developed, which includes a training of trainers on community-based participatory planning, targeting NDMA regional structures and community-based organizations. This was followed by the development of seven contingency plans at the district level in North Bank and Central River Regions as well as two contingency plans at the regional level.

128. In 2019, WFP The Gambia worked with WFP headquarters and the International Research Institute for Climate and Society (IRI) of Columbia University to conduct a feasibility study on microinsurance (weather-based index). The essential feature of Weather Index Insurance (WII) is that the insurance contract responds to an objective parameter (e.g., measurement of rainfall) from a predefined measuring tool during an agreed time. The parameters of the contract are set to correlate as accurately as possible with the loss of a specific crop type by the policy holder. This study has been used for the formulation of the Adaptation Fund Project, which includes a microinsurance component to be implemented in Upper River Region and Central River Region.

129. Evidence from the decentralized evaluation on nutrition activities highlights achievements that strengthen the capacity of the Government in various areas. All stakeholders reported that the Fortified Blended Foods activity progressed well pre-COVID-19 and confidence was expressed in the business model and marketability of the future product. WFP proactive support to the inclusive process and production of the Cost of Hunger in Africa study was highly praised by all stakeholders, with a clear process set out for advocacy and next steps, which unfortunately have been delayed by COVID-19. In 2018, WFP contributed to the implementation of the first The Gambia National Micronutrient Survey (GNMS) since 1999 by providing funding and technical inputs to the study. In 2019, WFP also helped organize and facilitate a rice fortification workshop for government stakeholders and partners, which led to the decision by the Government to conduct a pilot project to introduce fortified rice through the school feeding programme.

Contribution to policy and partnerships frameworks related to zero hunger

130. WFP contributed to the development and review of policy frameworks related to zero hunger at different levels (see Table 15). WFP led in the development of the school feeding policy, which was approved in 2018, provided technical inputs to the review of the national gender policy in 2020 (not yet finalized), and supported the development of the social protection strategy by providing introductory trainings and a national preparedness and response strategy.

131. WFP supported the development of the early warning coordination committee, including the mapping of roles and responsibilities of institutions and the development of a roadmap. A secondment to the National Disaster Management Agency is meant to support in synchronizing different sector plans among agencies. The direct support provided by WFP, according to the regional disaster coordination committees consulted, has been excellent.

132. More is still required in terms of supporting school feeding coordination structures at the national and regional levels. According to informants, the national steering committee for school feeding is currently

dormant because of inadequate leadership within government and yet it presents an ideal platform for identifying and mobilizing funds for school feeding. Similarly, the regional multisectoral working group, essential for supporting decentralized procurement, is also dormant and meetings are infrequent.

133. WFP has been responsive to requests from the Government to engage in nutrition policy and strategy development⁸⁵ activities, including rice fortification and iodized salt, and to contribute to the national nutrition policy and SUN processes. WFP is not yet fully engaging in coordinated efforts to improve policy and strategy. The current engagement is not strategic enough in considering where WFP nutrition activities fit with the Government and other partners and how this can lead to greater outcomes and cooperation. For example, the WFP approach to capacity strengthening, SBCC activities and the integration of TSF/MAM management within the management of acute malnutrition (IMAM) national approach all have further to go before they become successfully integrated.

Institutionalization of the food security and nutrition analysis systems

134. WFP has developed a VAM strategy¹¹³ to help The Gambia Government generate credible, robust and timely evidence for tackling hunger and malnutrition and track progress towards achieving zero hunger. The strategy has yet to be approved internally. WFP supported the vulnerability assessments that fed into the overall data and analysis used during national consultations, principally the Cadre Harmonisé.

135. The WFP country office conducted an in-country scoping mission with WFP headquarters in Rome to support the Government. The mission covered analysis of meteorological data availability and flow, discussion of improvements to the rainfall network, definition of human resources, selection of output indicators, collection of data samples, and outlining of possible templates for a future Agro-Met Bulletin. The scope at the national level included the capacity building of government institutes involved in data collection, analysis and dissemination. Support was also provided across government departments to streamline methodologies for conducting food security analysis and emergency assessments. WFP is currently working on the next steps of the early warning system development.

Handover of the HGSF programme

136. The handover of West Coast and Lower River Regions to government management and implementation in 2018 was a commendable achievement but the process required time, commitment investment and patience. The handover benefited from lessons learned from the pilot of the cash-based transfer model and the capacity strengthening of the school feeding decentralized structures (FMC, SMC, mothers' clubs) on local procurement and management of school feeding in general. Despite efforts and progress made with targeted individuals and institutions, there are still gaps in the two regions that were handed over to the Government:

- **Monitoring and evaluation:** Due to capacity gaps, there are untimely submissions of monthly monitoring and reporting. Previously, the Government benefited from WFP school feeding capacity development officers. There are capacity constraints in the Monitoring & Evaluation unit of the Ministry of Basic and Secondary Education that, according to the Department of Planning, Policy Analysis, Research and Budgeting directorate, mean the unit is dormant and unable to capture key school feeding indicators.
- **Quality concerns on food procured:** Food inspections are not conducted in a timely manner due to a lack of personnel.
- **The Government is not financially ready:** Thanks to WFP advocacy and support, the Government tripled funding for school feeding in 2019, allowing for the scaling-up of CBT. In 2020, the request for funding of GMD 120 million (USD 2.3 million) to scale up CBT in West Coast Region was not approved and the Government maintained funding of GMD 90 million. This does not provide a positive outlook for a complete handover in this region, nor for the additional handover of a third region as planned in the CSP design. For a full handover to happen, the Government estimates that a total of GMD 500 million (USD 9.7 million) would be needed to cover all the five regions and two municipalities and WFP

¹¹³ The Gambia WFP Country Office Vulnerability Analysis and Mapping (VAM) Strategy 2019–2021 – Repurposing VAM to Achieve Zero Hunger Agenda 2030, September 2020.

would need to strengthen their support for assisting the Government effort toward a sustainable funding strategy.

137. During the handover, WFP supported the Government in developing a road map, but informants agreed the plan was not explicit on the capacity gaps that needed to be filled. In September 2020, WFP hired a national consultant to work with the Government and other stakeholders in developing a gradual phase-out process that includes the development of a capacity strengthening workplan.

Summary of findings

- Between 2018 and 2020, there was varying overall performance on CSP outputs delivery and progressive results towards achievement of outcomes.
- Crisis response activities have been successfully scaled-up in 2019. However, outcome indicators do not show a clear picture of the effect on food security. The scale up planned in 2020 to respond to the COVID-19 crisis was not effective due to late confirmation of funding. This also affected nutrition performance in 2020. However, WFP successfully supported the Government with its response and avoided duplications. The communities visited were largely satisfied with the government support provided in response to COVID-19, although some demonstrated food stress due to reduced portion sizes and number of meals per day.
- School feeding has clear interconnectedness and progression in terms of activities' output performance across CSP periods. There are high levels of satisfaction over the quality of meals, including take-home, although the ration size and value of CBT remain insufficient.
- GAM rates have reduced over the past six to seven years, nearly reaching programme targets. A factor in the reduction is the cooperative approach of various programmatic elements targeting the same communities.
- Capacity strengthening on nutrition needs to be enhanced and the scope widened to include improved M&E systems and practices, stock management and reporting.
- Implementation of activities under SO4 has been limited and started in the field in the last quarter of 2020. Funding has been a major constraint, along with design shortcomings identified by stakeholders concerning pricing and payment mechanisms and WFP bureaucratic systems. This is expected to change with the Peacebuilding Fund, GAFSP and the Adaptation Fund.
- WFP does not have a comprehensive map of capacity gaps and predictable requirements to define a capacity strengthening strategic approach.
- There was progress in the CSP contribution to the development of policy frameworks related to zero hunger with the school feeding policy, review of the national gender policy, social protection strategy and a national preparedness and response strategy.
- WFP supported and led in the Cost of Hunger in Africa, the Gambian Micronutrient Survey and food security vulnerability assessments, realizing capacity development achievements beyond policy support.
- Handover of the HGSP programme is progressing but funding constraints and capacity gaps still exist in planning, reporting and management at the regional level.

2.2.2 Contribution to cross-cutting aims

138. There was good monitoring of cross-cutting indicators in 2018, but 2019 and 2020 suffered from significant reporting gaps that made it difficult to use cross-cutting indicators to compare performance across CSP periods. In 2019, the indicator on environmental risks related only to school feeding, while that on the proportion of assisted people informed about the programme related to nutrition activities, which raises concerns on the usefulness of tracking cross-cutting indicators beyond their inclusion in the annual country reports (ACRs).

139. **Gender.** Apart from the indicators on type of transfer received by beneficiaries, gender indicators for 2018 were not met (see Table 16). Reporting of gender indicators shows some discrepancies, particularly when it comes to assessing decision-making on the use of food/cash vouchers, where the sum of the different types of households considered is higher than 100 percent. In 2019, gender is not recorded as a cross-cutting indicator but has been integrated to a certain extent in different strategic outcomes. In 2020, the type of transfer received by participants in WFP activities disaggregated by sex and type of activity was the only cross-cutting indicator and its target was fully met.

Table 16: Cross-cutting outcome indicators for 2018–2020

Cross-cutting issues	Outcome indicators	Base value (2017)	T-ICSP target ¹¹⁴	2018 value	2019 value	2020 value
Gender	Proportion of food assistance decision-making entity members who are women	48	>50	46		
	Proportion of households where women, men or both ¹¹⁵ make decisions on the use of food/cash/vouchers, disaggregated by transfer modality/decision jointly made by women and men	66.4	50	50		
	Proportion of households where women, men or both make decisions on the use of food/cash/vouchers, disaggregated by transfer modality/decision made by men	66.4	>=50	42		
	Proportion of households where women, men or both make decisions on the use of food/cash/vouchers, disaggregated by transfer modality/decision made by women	66.4	>=50	58		
	Type of transfer received by participants in WFP activities, disaggregated by sex and type of activity	100	100	100		100
Protection	Proportion of targeted people accessing assistance without protection challenges	100	100	100		100
Accountability to affected populations	Proportion of assisted people informed about the programme	98	100	90	95	96
	Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements		>100		70	64
Environment	Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified	0	100	0	0	

Source: ACR 2018, ACR 2019 and ACR 2020.

140. Key informants at the regional level identified awareness and promotion of gender equality at the schools level as being instrumental in higher enrolment for girls and in management committees having a greater representation of women.¹¹⁶ When gender is assessed against the WFP gender policy¹¹⁷ provisions, the WFP country office has, to a limited extent, met the minimum standards of ensuring mainstreaming of gender across SOs and using targeted actions, such as ensuring equal representation of men and women in school management committees. According to the WFP country office, it has had limited capacity for gender mainstreaming and transformation and this is reflected by the way gender indicators were included in the CSP design and the resultant gaps in reporting.

141. In addition to regular food security assessments, the WFP country office has conducted gender assessments and analysis to inform the Peacebuilding Fund, Adaptation Fund and GAFSP, which is an important achievement. The PBF includes support to women farmers in regions affected by climate change.

¹¹⁴ There are no targets established for the CSP 2019–2022.

¹¹⁵ For this indicator, apparently no disaggregation (male, female, both) for baseline data had been computed in ACR and there is no explanation as to why the reported targets and follow-up values of the three disaggregated indicators do not add up to 100.

¹¹⁶ ACR 2018 and ACR 2019.

¹¹⁷ WFP. 2015. Gender Policy (2015–2020).

In contrast, the decentralized evaluation found that there was no gender analysis to inform the design of nutrition activities.

142. WFP carried out a needs assessment of women in urban areas with the Ministry of Women, Children and Social Welfare, looking at how COVID-19 has affected their business activities. This informed the UNFPA, WFP and UNDP project that will support the Ministry of Women, Children and Social Welfare to strengthen the capacity of women's groups for promoting the engagement of women and girls in decision making. An assessment of the impact of COVID-19 in rural areas was conducted to inform interventions. Further, WFP supported the review of the gender policy and integration of gender education issues.

143. **Accountability to affected populations.** The indicator on the proportion of assisted people informed about the programme has been captured and tracked across the two CSP periods and has been close to the target. The complaints and feedback mechanism (CFM) in The Gambia is guided by standard operating procedures that are gender sensitive. Informants at the community level confirmed the existence of the complaints and feedback mechanism at the school level. School management committees reported that, to some extent, the mechanism is important in solving issues when they occur as many of the issues do not go beyond the community level.

144. Informants at the regional level spoke highly of the complaints desk established during the lean season distribution of rice in 2018 and 2019. Complaints were quickly and effectively addressed at the distribution points. However, during the COVID-19 response, informants at the community level, especially older persons, raised concerns that there was little or no consultation before the assistance was delivered. The results from the survey also show that a significant number of individuals were not informed of the COVID-19 assistance from the Government.

145. **Protection.** Gender and protection are cardinal areas of WFP training aimed at strengthening the capacities of cooperating partners. According to the ACR report, WFP increased the number of distributions in 2018 to ensure that beneficiaries did not walk more than 5 km from a distribution point. Particular attention was devoted to the hygiene and sanitary facilities accessible to beneficiaries and distributions took place at identified distribution points, under the shade and with adequate lighting and ventilation. Persons with disabilities were given priority during ration distributions and service providers were informed of the importance of treating beneficiaries, especially women and those with disabilities, with dignity and respect during ration distributions. Meals were distributed on site in the schools and there were no issues of safety regarding beneficiaries travelling to the distribution sites.

146. **Environment.** There was no consideration for screening of environmental risks and mitigation actions as required in the CSP design. There are opportunities for collecting data on these indicators in the upcoming PBF.

Summary of findings

- There was good monitoring of cross-cutting indicators in 2018, but 2019 and 2020 suffered from significant reporting gaps that made it difficult to use cross-cutting indicators to compare performance across CSP periods.
- Performance based on indicators was mixed. Relatively good results were achieved regarding promotion of gender equality in schools, greater representation of women in school feeding committees, development of the WFP country office action plan, and implementation of gender assessments to inform design of programmes.
- Indicators for 2018 were not met in relation to assessing decision-making on the use of food/cash vouchers. The WFP country office is increasing capacity to mainstream in all activities.
- The indicator on the proportion of assisted people informed about the programme was well captured and tracked across the two CSP periods and has been close to achieving the target. The complaints desk was considered effective in terms of addressing complaints quickly at the distribution points. There is room for addressing the gendered differences when it comes to satisfaction over assistance received.
- Little consideration was given in the CSP to environmental risk. There was no screening of environmental risk and therefore no application of mitigation measures.

2.2.3 Likelihood of sustainability of achievements

147. **Sustainability in The Gambia CSP is built around national capacity strengthening.** This is related to the ability of WFP to provide technical support in a way that develops skills, builds ownership, commitment and continuity. As discussed in Chapter 2.2.2, the CSP has achieved varying progress in capacity strengthening interventions related to crisis response, school feeding and nutrition, that collectively provide good prospects for the sustainability of achievements.

148. **School feeding.** The targets set for the handover were too ambitious.¹¹⁸ The WFP country office is working with the Government to devise a realistic transition. The transition and handover strategy that is under preparation is being developed within the agreed timeline of 2030 as final handover. It is therefore an opportune time for WFP and the Government to assess capacity gaps. This will strengthen the technical skills required to support the Ministry of Basic and Secondary Education structures, systems and procedures for management, planning, finance, human resources and M&E and the ability to mobilize resources. In addition, it is an opportunity to engage with other partners who have been on the periphery, such as the Ministry of Agriculture and FAO.

149. At the school level, the active involvement of the FMC and mothers' clubs in planning, procurement and supervision of school meals indicates strong community ownership. According to parents, factors driving community ownership are the school management committee and food management committee structures. Functional committees were set up at middle and senior management levels of the Ministry of Basic and Secondary Education to provide platforms for enabling the transition and full handover of school feeding, for example, developing a road map, including legal framework structures, setting up technical working groups for joint planning and establishing institutional arrangements for the implementation of homegrown school feeding. These structures require strengthening as they have not worked well.

150. **Nutrition.** There is no overall strategy for WFP capacity strengthening efforts for nutrition that articulates goals and objectives, linking together support at the national level with capacity activities at the implementation level. WFP capacity development efforts at the national level, including fortified blended foods (FBF) activity and learning food fortification, bringing the private sector together around the Scaling Up Nutrition (SUN) Business Network (SBN) and the anticipated impact of Cost of Hunger in Africa (COHA), are encouraging.

Summary of findings

- There are prospects for sustaining the gains achieved in responding to crises. These come from capacity strengthening interventions on early warning and contingency planning provided to the National Disaster Management Agency in response to multiple crises.
- The Government's capacity is still insufficient to allow a full handover of the management of and operational responsibility for the SFP. Sustaining the local CBT and procurement modality would require additional capacity strengthening.
- There is a need for prioritization and resource mobilization for nutrition in order to generate longer-term benefits beyond the timeframe of active WFP support.

2.2.4 Facilitation of linkages between humanitarian, development and peace work

151. According to all informants at the national and regional levels, WFP is a well-respected leader in humanitarian efforts in the country. It has increasingly facilitated understanding of the linkages between crisis response in the country with disaster risk reduction activities, with an increasing focus on nutrition. Its subsequent work with cash-based transfers and local procurement involving smallholder farmers has helped connect humanitarian work with development. The collaboration initiated with the World Bank contributes to creating links between social safety nets and crisis response. The political instability of previous years, as well as the climate change impacts, were highlighted by informants as having caused

¹¹⁸ According to the CSP, two additional regions were planned to be transferred to government management in 2021.

tensions and instability amongst some communities. WFP is increasing its focus on peace work through the Peacebuilding Fund to help address climate-related conflicts between communities. WFP will continue to implement the Food Assistance for Assets (FFA) programmes with a focus on reconciliation and capacity strengthening to develop inclusive, transparent, effective systems for delivering hunger-related services.

Summary of findings

- WFP is a well-respected leader in humanitarian efforts. It has increasingly facilitated understanding of the linkages between crisis response and DRR activities, with an increasing focus on nutrition. Its subsequent work with cash-based transfers and local procurement involving smallholder farmers has helped to connect humanitarian work with development and peace work.

2.3 EQ3 – EFFICIENCY

To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?

2.3.1 Timeliness of outputs delivery

152. According to interviews with WFP country office and key informants, crisis and lean season responses in 2019 and 2020 have been implemented in a timely manner. WFP is described as very responsive to unforeseen emergencies.

153. The caseload of SO1 was increased in 2019 from 10,000 beneficiaries to 126,928, allowing food transfers to affected populations in May and June 2019. According to FAO, the peak of the lean season usually takes place from July to September in The Gambia¹¹⁹ and assistance delivered in May and June is considered appropriate to prevent gaps in food consumption and negative coping strategies.

154. Upper River Region and Central River Region localities were hit by violent windstorms in June 2019, affecting 67 communities and over 900 households.¹²⁰ First assistance, including shelter, water, sanitation and food, was provided by the Red Cross and the National Disaster Risk Management Agency. WFP provided follow-up CBT assistance from December 2019 to March 2020 as part of multisectoral lifesaving and recovery support. WFP assistance was coordinated with other actors to take place after the first distributions.

155. In 2020, the food assistance plan to respond to the COVID-19 crisis was articulated through three activities that were coordinated and planned together: a government food distribution that took place in June 2019, followed by a CBT supported by the World Bank and the WFP CBT in October 2020. WFP food assistance was taking place when the lean season was almost finalized and the harvest had already started. This period would generally be late considering that needs peak from July to September then decrease when the harvest starts. Nevertheless, the food assistance was found efficient, having coordinated with other major response initiatives and thus avoiding duplications.

156. With regard to the implementation of activities included in other SOs, the evaluation team has not encountered evidence of major delays. COVID-19 delayed several activities planned for the first half of 2020 (see Chapter 2.4.5).

157. According to informants in communities visited, there is an issue in relation to CBT transfers to schools within the school feeding programme, with frequency and periods not being appropriate to allow for the full participation of local smallholder farmers in the programme. The decentralized evaluation of nutrition activities found that some nutrition activities were implemented late. However, BSF in 2018 and 2019 was implemented in a timelier manner during the lean season.

158. Some elements of the CSP have suffered delays in their detailed conceptualization. The CSP document presents the objectives and expected outcomes of WFP and a general description of the proposed activities in the country. However, it does not provide details of how activities will be

¹¹⁹ FAO. 2020. The Gambia Country Brief.

¹²⁰ *Emergency Plan of Action, Gambia: Windstorm Surge*, International Federation of Red Cross and Red Crescent Societies, June 2019

implemented, in particular how linkages and coordination between strategic outcomes will be made effective. The detailed conceptualization of the integrated approach was elaborated in the process of preparing the GAFSP and the Adaptation Fund proposals. Those processes were launched in the second part of 2019 and were extended until mid-2020. The development of this integrated strategy follows a recommendation of the PRRO 200557 that suggested designing a long-term livelihood programme linking farmers to reliable markets and nutrition.

159. Until the end of 2019, the performance of the CSP in terms of GEWE programming has been limited to compliance with corporate minimum standards. However, the WFP country office has engaged in a more ambitious transformative approach since the second part 2019, with the recruitment of an experienced gender focal point and a process of capacity development of WFP staff on gender. The WFP country office has engaged in the development of a gender action plan (still to be finalized). It would have been more appropriate to create such a document sooner, considering that the evaluation of PRRO 200557 recommended the development of a gender strategy for the WFP country office. Similar comments apply to the development of an accountability system.

Summary of findings

- Crisis response activities and LSR, which included support to government responses and WFP transfers, have been implemented in a timely manner. WFP transfers included in the 2020 LSR and COVID-19 response took place at the beginning of the harvest, but this was coordinated with other large-scale transfer operations in order to avoid duplications.
- No major delays have been recorded for the other strategic outcomes, although timeliness can be improved for some specific activities, such as SBCC activities and CBT transfers within the SFP.
- The detailed conceptualization of several elements of the CSP, notably of an integrated approach between SOs and activities, as well as of a more ambitious gender approach, has only recently been finalized. Starting in 2021, those elements will be made more effective.

2.3.3 Coverage and targeting

160. Despite links between school feeding and nutrition, targeting was done separately for SO2 and SO3; however, nutrition criteria were integrated when determining SO1 beneficiaries: households with malnourished children and pregnant and lactating women were included in the crisis response activities. There was no targeting for SO4 in the period covered by the evaluation. As mentioned in the preceding chapter, the integrated approach of the CSP has only been defined with the design of GAFSP and the Adaptation Fund and will be applied when those projects start in 2021.

Crisis response

161. Table 17 shows the coverage of identified needs by WFP transfers implemented as crisis response and LSR activities. In 2018, there were no LSR activities implemented and there were no crisis response activities planned in the T-ICSP. The evaluation team did not find evidence as to why crisis response activities had not been included later. In 2019, WFP covered 24 percent of identified needs during the lean season and 100 percent of the population affected by windstorms. The caseload defined for the LSR was driven by the mobilization of 2,300 mt of rice by the Government. In 2020, the caseload included in BR2 of the CSP represents 100 percent of the estimated population affected by food insecurity. However, only 7 percent of this caseload was assisted. According to ACR 2020, and as mentioned before, this was due to the late confirmation of funding.

Table 17: Coverage of identified needs – SO1

	Identified needs	WFP caseload	Percentage of coverage
2018 lean season	CH phase 2: 317 416 CH phase 3: 36 401	0	0%
2019 lean season	CH phase 2: 518 720 CH phase 3: 89 076	120 720*	24%

	Identified needs	WFP caseload	Percentage of coverage
2019 windstorms	8 100	8 000*	99%
2020 lean season and COVID-19	Urgent assistance: 176 586 Resilience building: 556 000	48 488*	7%

Source: Cadre Harmonisé analysis, March 2018 and March 2019, projections June to August. ACR 2019, ACR 2020.

* Actual figures

162. According to WFP, targeting of beneficiaries was based on pre-harvest and rapid assessments carried out with the National Disaster Management Agency and the Ministry of Agriculture that allowed identification of the prevalence of food insecurity and the areas/communities most affected. When rapid assessments could not reach the community level, targeting was guided by the National Disaster Management Agency and the Red Cross, who completed the assessments with community visits. Targeting of beneficiary households was based on the wealth group categorisation following a community-based assessment inspired by the household economy approach.¹²¹

School feeding

163. The CSP 2019–2021 planned to cover 42 percent of the children in pre- and primary schools (through the Government and WFP working together). According to figures provided by the WFP country office, in 2019 WFP alone assisted 38 percent of children enrolled, showing coverage similar to that planned.¹²²

164. Together, WFP and the Government cover all the regions of the country. WFP covers the four regions that present the highest levels of food insecurity and malnutrition and the lowest educational performance.

165. Targeting at the school level is conducted based on feasibility criteria (availability of water, toilet facilities, access to market for schools covered by CBT and community organization). While those criteria are essential to ensure implementation is possible, criteria related to the needs of the population should also have been applied. Those could be related to recurrent exposure to shocks, food insecurity and malnutrition and education performance.

Nutrition

166. Nutrition activities cover the four regions most affected by undernutrition. According to the decentralized evaluation and based on data available in ACR 2018 and 2019, the coverage of MAM treatment in the four regions reached 100 percent of the eligible population in both years. Targeted and blanket supplementary feeding as well as SBCC activities were extended to non-primary health care communities and reached remote areas. According to the decentralized evaluation, this could have contributed to improving GAM rates.

Summary of findings

- The coverage of identified needs by crisis response activities varied significantly across the years, from 0 percent in 2018, to 99 percent of the population affected by windstorms in 2019, and then back to 7 percent in 2020. It is not clear why no crisis response activities were included in the T-ICSP. Coverage rates in 2019 and 2020 were largely a function of available resources.

¹²¹ Save the Children. 2008. *The Households Economy Approach, A Guide for Programme Planners and Policy-Makers*. “The Household Economy Approach is a livelihoods-based framework for analysing the way people access to the things they need to survive and prosper. It helps determine people’s food and income needs and identify appropriate means of assistance, whether short-term emergency interventions or long-term development programmes or policy changes”.

¹²² According to WFP country office, in 2019, about 374,962 children were enrolled in lower basic schools country-wide, out of which 143,948 children were enrolled in schools supported by WFP.

- The coverage of the school feeding programme is consistent with the planned coverage, at 40 percent of schoolchildren. Targeting of schools is entirely based on feasibility criteria and does not take into account needs related to education and/or food security.
- The coverage of nutrition activities is consistent with the needs identified and those activities have likely contributed to improving GAM rates.

2.3.3 Cost efficiency

167. Table 18 shows the balance between the resources received and expenditures in 2018–2020. There was a lower level of expenditures in 2019, possibly related to the fact that the response to windstorms affecting 869 households was initiated in December 2019 and continued in 2020, therefore part of the resources received for this activity were used in 2020. In 2020, expenditures only reached 27 percent of allocated resources. According to the annual country report in 2020, this was due to the fact that most funds were confirmed and made available towards the end of the year.¹²³

Table 18: Balance between resources received and spent (USD)

	2018 (T-ICSP)	2019 (CSP)	2020 (CSP)
Allocated resources	6 265 653	11 679 218	7 624 066
Expenditures	5 033 730	8 058 765	2 066 787
Percentage of resources used	80%	69%	27%

Source: ACR 2018, 2019 and 2020.

168. As shown in Table 19, actual direct support costs (DSC)¹²⁴ were approximately as planned and were stable in 2018 and 2019. DSC were planned to decrease significantly in 2020 due to the a much higher volume of budget proposed in BR02 in response to the COVID-19 crisis, while WFP structure costs in The Gambia would not increase to the same extent.¹²⁵ In reality, only 7 percent of the NBP could be mobilized in 2020, while DSC could not be reduced to the same extent, hence their much larger proportion compared to Direct Costs.

169. Comparison with three other countries¹²⁶ with approximately the same structure in terms of budget and type of activities, as well as a comparable context (no conflict, countries affected by climate change and natural disasters), suggests that the DSC of The Gambia CSP are relatively low, with some exceptions (see detailed information on those three countries in Annex 8).¹²⁵

Table 19: Cost structure of the T-ICSP and CSP budget (USD)

	2018		2019		2020	
	Planned (NBP)	Expenditures (ACR)	Planned (NBP)	Expenditures (ACR)	Planned (NBP)	Expenditures (ACR)
Direct costs (DC)	7 240 088	4 769 510	11 549 587	7 400 096	21 683 093	1 792 715
Direct support costs (DSC)	491 478	326 654	736 365	495 436	1 062 474	374 753

¹²³ This information was not triangulated as it relates to a period that is out of the scope of the evaluation.

¹²⁴ DSC are managed at the country level and directly support multiple activities related to transfer of assistance and implementation of programmes. These costs are only to an extent influenced by the scale of activities in the country. Examples of DSC include costs of staff working across multiple Activities; WFP country office building rental costs; overhead security costs; country-wide assessments, mid-term reviews and country strategic plan evaluations.

¹²⁵ Due to the fact that the evaluation scope did not cover the data analysis beyond October 2020, the steep increase in the DSC and ISC in Table 19 and Annex 8 have not been subject to the research of this evaluation.

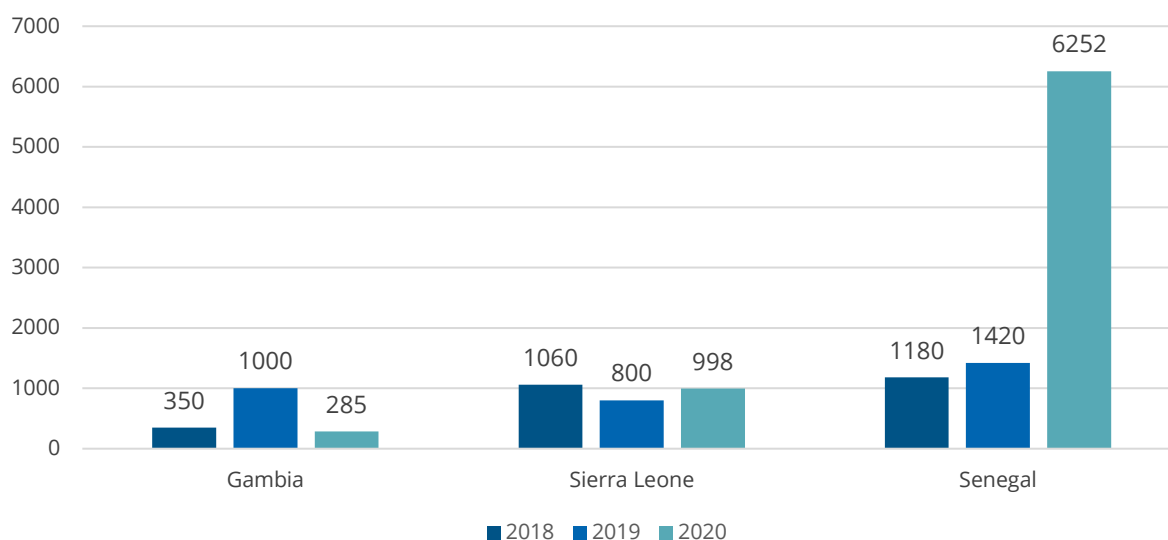
¹²⁶ Benin, Sierra Leone and Guinea Bissau.

Total budget (TB)	7 719 694	5 033 730	12 300 310	8 058 765	23 092 494	2 220 859
% DSC of DC	6.8%	6.8%	6.4%	6.7%	4.9%	20.1%

Source: ACR 2018, ACR 2019 and NBP BR02 of the CSP.

170. As shown in Figure 13, the total cost per metric ton distributed has almost tripled in 2019 as compared to 2018, but then falls back below the 2018 cost in 2020. However, it has remained at similar or lower levels compared to other countries that present similar characteristics to The Gambia. One of the factors causing the significant increase from 2018 to 2019 could be that a relatively similar volume of food was distributed to almost double the number of beneficiaries in 2019. The more beneficiaries a given quantity of food is distributed to, the higher the distribution costs are for this quantity of food.¹²⁷

Figure 13: Total expenditure per metric ton of food distributed (USD)

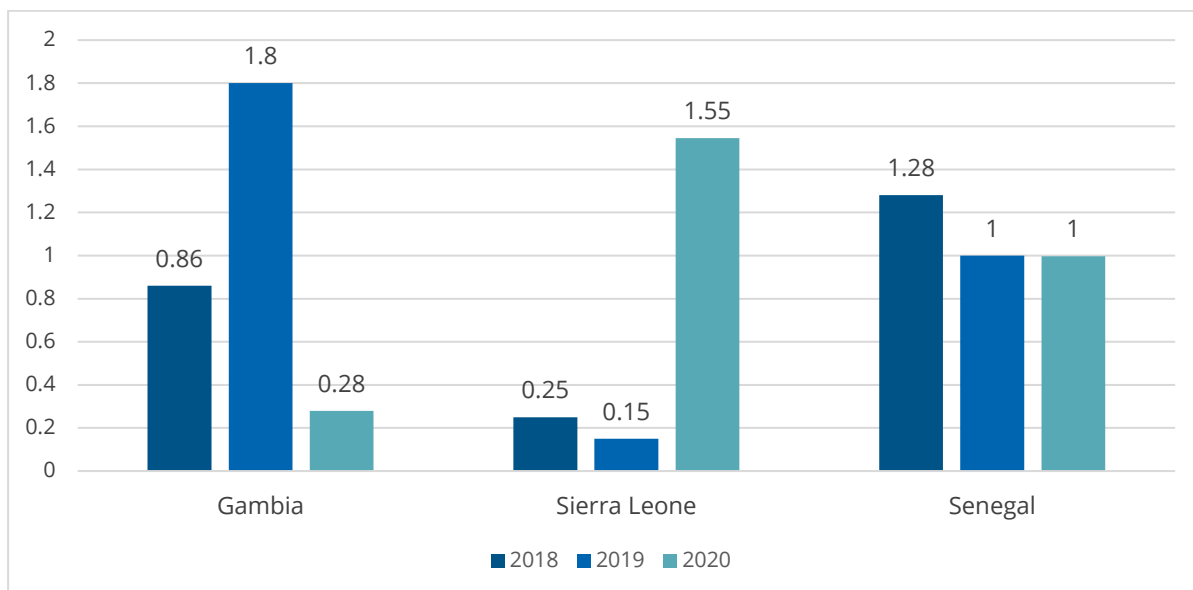


Source: CM-R024 for 2019 beneficiary data, CM-R002b for 2018 beneficiary data (last accessed 6 October 2020), ACR 2018, 2019 and 2020 for transfers (food and CBT), Actual vs Plan Report from IRM Analytics for transfer values.

171. An increase in CBT transfer costs was observed in 2019 (see Figure 14). As for food distribution, the ratio of the value of transfer by beneficiary decreased significantly from USD 9.8 to USD 3.2 between 2018 and 2019, leading to a higher cost for each unit transferred. When compared to other countries, there was no clear trend that could be identified on the cost of CBT (see Annex 8).

¹²⁷ According to data provided by the Office of Evaluation, WFP distributed 3,858 mt in 2018 and 3,517 mt in 2019, respectively to 184,469 and 321,877 beneficiaries. As a result, the quantity of food distributed by beneficiaries was respectively 25.51 kg and 13.12 kg in 2018 and 2019.

Figure 14: Total expenditure per USD transferred (value of transfer by beneficiary)



Source: CM-R024 for 2019 beneficiary data, CM-R002b for 2018 beneficiary data (last accessed 6 October 2020), ACR 2018, 2019 and 2020 for transfers (food and CBT), Actual vs Plan Report from IRM Analytics for transfer values.

172. Table 20 shows the cost per beneficiary¹²⁸ overall for the T-ICSP and CSP between 2018 and 2020 and by SO. For the three-year period, the average cost per beneficiary has been significantly lower than planned due to a combination of higher actual beneficiary numbers and lower expenditures. This observation applies to all strategic outcomes and years, with the exception of nutrition activities (SO3 of the CSP and SO2 of the T-ICSP) in 2018 and 2019, for which both actual numbers of beneficiaries and expenditures have been close to the predictions. For SO1 in 2019, the number of actual beneficiaries was close to the planned number. However, expenditures were much lower than planned, which may be partly because households affected by windstorms received assistance for a short period in 2019 and a longer period in 2020 but were included in beneficiary figures in 2019. School feeding received 73 percent of the needs-based plan (NBP) in both 2018 and 2019 (see Chapter 2.4.2) and registered a higher number of beneficiaries in assisted schools due to a higher enrolment than planned. In 2020, both beneficiaries and expenditures were significantly lower than planned for SO1 and SO3. For SO2 and SO4, expenditures were much lower than planned and the number of beneficiaries close to planned, which led to a lower cost per beneficiary for both strategic outcomes.

¹²⁸ The cost per beneficiary is the sum of transfer and implementation costs divided by the number of beneficiaries. It does not include direct and indirect support costs.

Table 20: Cost per beneficiary (USD)

	2018		2019		2020	
	Planned	Achieved	Planned	Achieved	Planned	Achieved
Beneficiaries overall CSP	142 247	184 469	297 817	321 877	732 572	123 592
Needs-based plan/expenditures	7 710 694	5 033 750	12 300 310	8 058 765	20 620 617	1 417 962
Cost/beneficiary overall CSP	54.20	27.79	41.72	25.04	28.15	11.47
Beneficiaries SO1	-	-	130 193	128 465	732 572	49 156
Needs-based plan/expenditures SO1	-	-	3 271 900	1 672 809	11 641 474	343 358
Cost/beneficiary SO1	-	-	25.13	13.02	15.89	5.80
Beneficiaries SO2 (activities 1 and 2 T-ICSP)	101 537	133 959	236 576	259 059	116 757	155 811
Needs-based plan/expenditures SO2	3 675 775	2 588 660	4 035 465	2 515 026	3 423 045	696 545
Cost/beneficiary SO2	36.2	19.32	17.06	9.71	29.32	4.47
Beneficiaries SO3 (SO2 of the T-ICSP)	131 614	129 081	126 601	104 676	88 609	19 674
Needs-based plan/expenditures SO3	2 624 634	2 459 978	2 512 603	2 387 534	3 859 377	25 308
Cost/beneficiary SO3	19.94	19.06	19.85	22.81	43.56	1.29
Beneficiaries SO4	75	75	-	-	46 020	41 420
Needs-based plan/expenditures (activity 3 T-ICSP)	40 998	768	-	-	1 117 050	196 525
Cost/beneficiary SO4	546.64	10.24	-	-	24.27	4.74

Source: ACR 2018, 2019 and 2020. SO beneficiaries and expenditures include beneficiaries of food and cash transfers, SBCC activities and capacity strengthening activities reported in non-CCS dedicated strategic outcomes.

173. Choice of modalities of assistance for SO1 has mainly been based on the situation of markets reflected in rapid assessments or regular market monitoring. There was no systematic analysis of the cost-effectiveness of modalities due to a lack of capacity. According to the WFP country office, a systematic cost-effectiveness analysis system is currently being put in place. For SO2, the strong decision to expand CBT was made as part of the handover plan with the Government due to the lack of government capacity to implement an in-kind supply system in schools.

Summary of findings

- The level of utilization of resources received was relatively high in 2018. In 2019, it was lower due to the use of part of the resources received to assist households affected by windstorms in 2020. In 2020, it was very low as most resources were confirmed and received towards the end of the year.
- Comparing planned and actual figures in 2018 and 2019, DSC were relatively stable, but increased substantially in 2020. They are slightly lower than other comparable countries in the region in 2018 and 2019, but significantly higher in 2020.
- Both food and cash transfer distribution costs increased significantly in 2019 due to a larger coverage of beneficiaries with lower transfers. Costs then decreased in 2020.
- Cost per beneficiary was consistently lower than planned in 2018, 2019 and 2020 due to a higher coverage of activities combined with lower expenditures than planned.
- So far, no cost-effectiveness analyses have been conducted by the WFP country office.

2.4 EQ4 – PERFORMANCE FACTORS

What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

2.4.1 Use of evidence to develop the CSP

174. WFP in The Gambia has supported the preparation of the ZHSR to provide an in-depth and comprehensive assessment of the situation of hunger in the country. This review aimed at identifying strategic gaps in the progress made by The Gambia in its fight against hunger and provided recommendations for the development of the CSP 2019–2021. Following the ZHSR, a national zero hunger committee and a Development Partner Group on Zero Hunger were constituted. According to the WFP country office, the national committee is not functional, while the partner group is functional and monitors the evolution of the food security and nutrition situation.

175. The design of the CSP 2019–2021 was largely informed by the ZHSR. The level of alignment of the CSP objectives and activities with the ZHSR recommendations is presented in Annex 12. Overall, most objectives and activities included in the CSP match with recommendations made by the ZHSR, with a few exceptions.

176. As described in Chapter 2.1.1, the T-ICSP and CSP designs are based on additional evidence on gaps related to food security and nutrition, including sex-disaggregated data. Other sources of evidence used for the design included the Comprehensive Food Security and Vulnerability Assessment conducted in 2016, the Cadre Harmonisé 2018, the 2015 SMART survey, the 2015 and 2016 integrated household surveys and other relevant evidence produced by the Government, the United Nations system and other stakeholders.

177. During the implementation of the CSP, WFP has played a role in producing new evidence for decision-making, particularly for programming and targeting activities under SO1, through its partnership with the Planning Unit of the Ministry of Agriculture. WFP contributed to annual pre-season assessments, pre-harvest assessments and regular market monitoring, and participated actively to the Cadre Harmonisé. In addition, WFP participated in the production of evidence on the impact of the COVID-19 pandemic. This included the rapid assessment of the socioeconomic impact of COVID-19¹²⁹ and the implementation of a rapid assessment on the impact of COVID-19 on smallholder farmers in North Bank, Central River and Upper River Regions in June 2020¹³⁰ that informed the programming of activities under SO4 and the Peacebuilding Fund. Another specific assessment was conducted to target beneficiaries and identify detailed activities under this project in 2020.¹³¹

Summary of findings

- The CSP design was largely informed by evidence produced in the ZHSR and most activities matched with gaps and recommendations identified in the review and other evidence available.
- The implementation of the CSP, and in particular crisis response activities, were programmed and targeted based on evidence produced in regular food security assessments and in ad hoc activity-based assessments.

¹²⁹ The Government of the Gambia and the United Nations in The Gambia. July 2020. *Socioeconomic Impact of COVID-19 in The Gambia, A Rapid Assessment*.

¹³⁰ WFP. 2020. Rapid Assessment Report on the Impact of COVID-19 on Smallholder Farmers and Intervention Needs in NBR, CRR and URR. (24–27 June 2020).

¹³¹ WFP. 2020. Needs Assessment of Communities Affected by Climate Change in NBR, CRR and URR. (14–18 July 2020).

2.4.2 Resource mobilization

Level of resource mobilization

178. Overall, as shown in Table 21, the T-ICSP needs-based plan has been funded up to 77 percent, while the CSP level of funding represents 32 percent of the NBP. This level of funding – after more than half of the implementation period – could be interpreted as low. However, the NBP was increased from USD 19.5 million to USD 49.1 million in BR02 in July 2020, essentially to respond to the COVID-19 crisis. Funding of this response is still being mobilized. Compared to previous operations, the level of funding of the T-ICSP and CSP in 2019 (excluding the 2020 BR02) is considered satisfactory.¹³²

Table 21: Overall level of funding of the T-ICSP and CSP updated NBPs (USD)

	T-ICSP (RB01)	CSP (RB02)
Needs-based plan	7 710 694	49 112 366
Resources mobilized	5 976 031	15 940 150
Percentage of resources mobilized	77%	32%

Source: For T-ICSP: Resource Situation as of 21 January 2019. For CSP: Resource Situation as of 10 October 2020.

179. Tables 22, 23 and 24 present the level of funding (allocated resources) of annual NBPs by SO for 2018 (T-ICSP), 2019 and 2020.

180. Resource mobilization represented a positive factor in 2018 and 2019 for all the strategic outcomes, with the exception of SO4, which received only 46 percent of its budget. The level of funding was low in 2020. This was due to the large increase of SO1 and SO3 for responding to the COVID-19 crisis and late confirmation and availability of resource for this response. In addition, nutrition activities were essentially funded by the European Union “Envelope B” that concluded at the end of 2019. No other significant resources have been provided since then. In both 2019 and 2020, resource mobilization represented a positive factor for capacity strengthening activities under SO5. According to WFP country office, including a dedicated strategic outcome in the CSP contributed positively to its visibility and resourcing. This has, however, not been triangulated with other sources of information.

Table 22: Level of funding of the 2018 NBP (T-ICSP BR01) (direct and indirect support costs not included) (USD)

	Needs-based plan	Allocated resources	Percentage of allocated resources
SO1 (school feeding and market support to smallholder farmers)	3 716 774	2 713 640	73%
SO2 (nutrition)	2 624 634	2 459 978	94%
SO3 (capacity strengthening on assessments and evaluations)	287 184	292 812	102%
SO4 (capacity strengthening on policy development)	120 019	120 719	101%

Source: ACR 2018.

Table 23: Level of funding of the 2019 NBP (CSP BR01) (direct and indirect support costs not included) (USD)

	Needs-based plan	Allocated resources	Percentage of allocated resources
SO1 (crisis response)	3 271 900	2 605 878	80%
SO2 (school feeding)	4 035 465	2 962 380	73%

¹³² Development project 200327 (2012–2017) and Protracted Relief and Recovery Operation 200557 (2013–2015) registered respectively 61 percent and 42 percent of budgeted resources mobilized at the end of their implementation period. Sources: final evaluation reports.

SO3 (nutrition)	2 512 603	2 409 746	96%
SO4 (support to smallholder farmers and resilience)	496 979	231 051	46%
SO5 (capacity strengthening)	496 275	1 165 013	235%

Source: ACR 2019.

Table 24: Level of funding of the 2020 NBP (CSP BR02) (direct and indirect support costs not included) (USD)

	Needs-based plan	Allocated resources	Percentage of allocated resources
SO1 (crisis response)	11 641 475	2 866 431	25%
SO2 (school feeding)	3 423 045	1 781 977	52%
SO3 (nutrition)	3 859 377	74 021	2%
SO4 (support to smallholder farmers and resilience)	1 117 051	934 167	84%
SO5 (capacity strengthening)	579 671	994 556	172%

Source: CSP BR02 and ACR 2020.

Earmarking and multi-year funding

181. Table 25 presents the contributions received for the implementation of the T-ICSP and CSP with information on earmarking and duration of grants and reference for previous operations (see details on contributions in Annex 11). The level of earmarked contributions for both the CSP and the T-ICSP were very high. Almost all contributions were earmarked, reducing the flexibility of their use. No notable evolution since previous operations can be observed. According to information provided by WFP country office, in the CSP and the T-ICSP, earmarking was applied at the level of strategic outcomes, while it was applied for the entire operation in the project DEV 200327, that was entirely dedicated to the school feeding programme, and at activity level in the PRRO 200557.

182. As far as multi-year funding is observed,¹³³ the CSP shows a lower level than the T-ICSP and the project DEV 200327 and to a lower extent than the PRRO 200557. This is due to the large-scale crisis to which WFP responded during the CSP implementation. Overall, all operations received a high level of multi-year funding.

Table 25: Level of earmarked and multi-year contributions

	Level of earmarking (% of amounts received)	Level of multi-year funding (% of amounts received)
CSP (2019, 2020)	98%	67%
T-ICSP (2018)	98%	99%
DEV 200327 (2012–2017)	100%	100%
PRRO 200557 (2013–2015)	99%	75%

Source: Information provided by WFP country office and ACR 2020.

183. The WFP country office dedicated important efforts to resource mobilization during the period evaluated and in particular to position WFP for the GAFSP and the Adaptation Fund. These two grants of USD 16 million (USD 4 million for WFP) and USD 3 million respectively are expected to start in 2021 for five and four years.

184. The WFP country office elaborated for the T-ICSP and the CSP a Partnership and Resource Mobilization Action Plan. This plan identified potential donors for each strategic outcome and key actions to be undertaken to expand and diversify resources. Most of the potential donors targeted in the plan have not yet contributed to the CSP, while major contributions through multilateral funds were not anticipated.

¹³³ Multi-year funding refers to contributions that can be used in more than one year and allow therefore for medium-term planning. Multi-year funding is essential for engaging in activities such as support to national systems that require financial visibility over the medium term.

According to the WFP country office, this plan needs to be updated to reflect the current situation and forecasts of funding.

Summary of findings

- The level of funding of the NBP for the T-ICSP and the CSP are good overall. The T-ICSP was well funded for all the strategic outcomes. Most strategic outcomes of the CSP were well funded in 2019, with the exception of SO4. In 2020, the situation presents a lower level of funding, in part due to the large scale-up of SO1 and SO3 to respond to the COVID-19 crisis. This scale-up has not been fully funded. CCS received a large overfunding in both 2019 and 2020. The resource situation for the next four to five years should remain favourable thanks to GFSP and AF grants.
- WFP activities are largely supported by multi-year contributions, allowing for longer-term planning and management and more flexibility. The majority of the contributions are earmarked.
- There is no clear evolution in the resource structure in terms of earmarking and multi-year funding of the T-ICSP and the CSP as compared to previous operations.

2.4.3 Partnerships and collaborations

185. With the T-ICSP and the CSP, WFP shifted towards more emphasis on supporting national institutions and systems. As a result, WFP has engaged with national institutions for strengthening strategic partnerships. This process started with the Zero Hunger Strategic Review, which was led by government agencies.

186. Strategic partnerships with government agencies include long-term relations initiated before the CSP that have been strengthened and new relations initiated during the CSP.

187. WFP has been a key partner of the National Disaster Management Agency for crisis response and disaster risk management for a long time. However, in 2019, through the lean season assistance programming, WFP put the emphasis on supporting government responses. This approach took a new scale in the response to the COVID-19 crisis, where WFP provided continued support for the logistics of the health response and for the design and implementation of the Government's food assistance response. The partnership with the National Disaster Management Agency includes the ARC and ARC replica policies, for which WFP is the lead agency supporting the Government.

188. WFP has maintained a long-term collaboration with the Ministry of Basic and Secondary Education for the school feeding programme. This collaboration took on a new dimension with the common objective of handing over the programme.

189. According to the decentralized evaluation on nutrition activities, *WFP is a strong and pivotal partner in nutrition in The Gambia* and is a key partner of the National Nutrition Agency and the Ministry of Health.

190. WFP is a key partner of the Ministry of Agriculture for food security data collection and analysis. While this activity continues in the CSP through capacity strengthening, informants mentioned the insufficient involvement of the Ministry of Agriculture in the HGSP programme, both at the national and regional levels. The partnership with the Ministry of Agriculture has taken on a new dimension through the GAFSP project.

191. New relations initiated during the CSP include the Social Protection Secretariat, the Ministry of Women, Children and Social Welfare and the Ministry of Environment, Climate Change and Natural Resources. The Social Protection Secretariat and the Ministry of Women, Children and Social Welfare are new institutions created in 2019. WFP has positioned itself among the most supportive agencies the construction of the mandate and lines of action of both institutions. As far as the Ministry of Environment, Climate Change and Natural Resources is concerned, WFP has initiated a long-term strategic relationship during the CSP, through the support provided for the design of the Adaptation Fund. For the GAFSP and the Ministry of Agriculture, WFP was chosen by the Ministry of Environment, Climate Change and Natural Resources as the implementing agency of the Adaptation Fund.

192. A new modality of collaboration is being developed with the provision of seconded staff in several institutions, such as the National Disaster Management Agency, the Ministry of Environment, Climate Change and Natural Resources and the Ministry of Agriculture. This is expected to strengthen the partnerships with those institutions.

193. Traditional partnerships within the United Nations system have continued during the CSP, as mentioned in Chapter 2.1.4, in particular through “Envelope B” (see also paragraph 89).

194. New partnerships were initiated with ITC, UNFPA, UNOPS and UNCDF, notably through the Peacebuilding Fund, which is jointly implemented by WFP, ITC and UNFPA. As a result, partnerships are wider and more diversified. All informants from the United Nations indicated that WFP is collaborating fully with the United Nations Delivery as One approach. This was particularly the case for the COVID-19 response. WFP co-chairs two of the four pillars of the United Nations response (food security and agriculture and social services, together with FAO and UNICEF).

195. Other new partnerships initiated in the CSP include the World Bank for the social protection agenda. While the partnership is not yet formalized, WFP and the World Bank have collaborated in supporting the COVID-19 response and have initiated discussions on future possible developments of the social protection system, such as the social registry and a shock responsive social protection system.

196. During the T-ICSP and CSP implementation, WFP continued to partner with non-governmental organizations¹³⁴ and with the National Red Cross and Red Crescent Society for the implementation of activities at field level. Interviewees from WFP cooperating partners mentioned how their role has evolved in the CSP, from a service provider to a partnership. In past operations, cooperating partners were only involved in the implementation of activities. In the CSP, they have been involved in the dialogue with WFP and the Government, plus joint needs assessments, development of action plans and joint implementation.

Summary of findings

- WFP has strengthened existing partnerships and developed new strategic partnerships with both government agencies and the United Nations. This is in line with the shift promoted by the CSP towards support to national systems and capacities. The involvement of the Ministry of Agriculture and FAO in the HGSF programme at the national and regional levels was found insufficient. The partnership and resource mobilization plan of the WFP country office should be updated to better reflect current situations and forecasts.
- Partnership and collaboration materialized with long-term agreements with the Ministry of Basic and Secondary Education (handover of the school feeding programme), the Ministry of Agriculture and the Ministry of Environment, Climate Change and Natural Resources thanks to multilateral funding opportunities for which WFP positioned itself as a key partner.
- WFP is well positioned to support newly created institutions and is a key partner for the development of their mandate and lines of actions.

2.4.4 Flexibility

197. Flexibility is tackled in the evaluation through the capacity of WFP to adapt to changes in context. The main changes in context during the T-ICSP and CSP implementation were unexpected shocks occurring in 2019 and 2020. The extent to which WFP adapted in a timely manner to unforeseen large-scale shocks, upscaling SO1, and provided adequate support to government responses is described in Chapters 2.1.3 and 2.3.1.

198. The WFP country office considers that the existence of a contingency plan within the CSP allowed for the rapid engagement of funds and approved budget revisions and for responding to shocks in a timely manner and with flexibility. Complementary interviews with the regional bureau showed that other countries without such a contingency plan in their CSP also managed to articulate quick responses to the

¹³⁴ During the period evaluated, WFP has partnered with the Foni Ding Ding Federation, the Agency for Development of Women and Children, the Agency for Village Support and the Forum for Women Educationalists – The Gambia Chapter.

COVID-19 crisis thanks to WFP alternative mechanisms to respond to emergencies and to improved timeliness for approving budget revisions.

199. The WFP country office showed a strong capacity of adaptation to the COVID-19 restrictions, developing remote methods of work, in particular for internal and external coordination and interlocution and roll out of the mobile vulnerability analysis and mapping (mVAM).

Summary of findings

- WFP has shown a high level of flexibility in order to adapt the CSP and respond to large-scale, unforeseen shocks, as well as to adapt working modalities to the COVID-19 restrictions.

2.4.5 Other factors supporting or affecting performance

Contextual factors

200. The two main contextual factors that have influenced the implementation of the CSP are the recurrent shocks affecting the country and the food security situation and the institutional context.

201. In addition to modifying the internal balance of the CSP between crisis response, resilience and root causes, the COVID-19 crisis affected several activities in 2020:

- Interruption of the school feeding activities since March 2020 due to closure of schools and replacement of school meals by take-home rations.
- Interruption of mass nutritional products distribution under SO3 and continuity of the activities through distributions at home.
- Delay in the initiation of the Peacebuilding Fund, initially foreseen to start in early 2020 and finally initiated in September 2020, affecting the results of SO4.
- Interruption of a South-South cooperation initiative with Egypt for supporting the Ministry of Agriculture to build a geographic information system.

202. The institutional context is characterized by young institutions created or reset after the restoration of democracy in 2017. While this may affect the clarity of institutional mandates and create some overlap (e.g., for the coordination of crisis response between the National Disaster Management Agency and social protection secretariat), it represents an opportunity for WFP positioning to support the construction of national systems and capacities. According to informants, there is a notable political willingness among government agencies to break with the dictatorship and implement pro-poor policies supporting the most vulnerable. This results in a constructive dialogue and work and partnership atmosphere.

203. However, insufficient institutional leadership has affected some processes supported by WFP, such as the construction of a national early warning system.

Internal factors

204. In 2018, the WFP country office engaged in a realignment process in order to align the CO capacity and structure to the requirement of the CSP. This process represented a significant change in the WFP country office structure, moving from 46 positions to 54, abolishing 11 existing positions and creating 20 new ones.

205. The process has taken time. It was initiated in a realignment mission from the regional bureau conducted in April 2018. Its implementation started in November 2019 and is still ongoing. According to information provided by the WFP country office, of the 38 planned changes in positions (either creation of new positions, reclassifications, redeployments or modifications of contract type), 22 have been accomplished to date and 16 remain to be undertaken. The creation of new sub-office in Basse was made effective in April 2020.

206. This has resulted in a high level of turnover in some positions in the WFP country office, such as the head of programme, the gender adviser and the VAM officer, being recruited in the second half of 2019.

It also resulted in inadequate capacity and overstretched staff, especially considering the upscaling of the crisis response activities in 2019 and 2020 and the need to enter into complex issues and processes related to social protection, nutrition, education and DRM. The programme unit was composed of only 9 staff members in February 2020 and is currently at 21. However, the evaluation team did not find evidence that this had a significant effect on the delivery of expected outputs.

207. WFP country office capacities are also being upgraded in relation to gender knowledge and skills. According to the WFP country office informants, gender skills and knowledge are inadequate to engage in a gender-transformative approach and this is one of the reasons why WFP has focused on applying gender minimum standards. A well-skilled gender focal point was recruited in late 2019 (50 percent of their time) and they have initiated a new dynamic on gender within the WFP country office. This includes the draft of a GEEW action plan, regular activities around sensitization and capacity building of WFP staff.

208. Overall, the WFP country office has succeeded in measuring and informing on outputs based on corporate indicators but in measuring and informing on outcomes to a lower extent. For SO1, post-distribution monitoring has not always been conducted or has been conducted late (e.g. windstorms in 2019). As a result, LSR outcomes have been informed by pre-harvest surveys that provide information on the food security situation at the area level but not specifically for WFP beneficiaries. Lack of disaggregation of outcome indicators for WFP beneficiaries also affected school feeding.¹³⁵ Nutrition outcome indicators have not always been informed.

209. Output and outcome indicators are all taken from the indicator compendium of the WFP Revised Corporate Results Framework (2017–2021). While most of these indicators are appropriate for measuring outcomes for crisis response, school feeding and nutrition activities, the indicators proposed for measuring progress supported by capacity strengthening activities are limited. This is acknowledged by WFP and the recently created capacity strengthening unit in WFP headquarters is currently working on reviewing the M&E approach for capacity strengthening. The CSP mentions areas to be supported by capacity strengthening activities, but with the exception of school feeding, for which there is a clear objective of handover of the programme established, the long-term objective of the CSP is not presented. In the absence of that objective, measuring progress becomes difficult. In addition to CCS, the evaluation found some gaps for measuring the HGSF and SBCC activities.

Summary of findings

- The restrictions put in place by the Government to limit the expansion of COVID-19 have affected the implementation of several activities throughout 2020.
- The WFP country office capacity has been inadequate to the CSP objectives in 2019 and part of 2020. A long process of capacity realignment has taken place throughout the period and will provide adequate capacity in the future.
- The M&E system of the WFP country office has shown variable performances for measuring outputs and outcomes. Indicators for measuring capacity strengthening outcomes are inadequate. Measuring progress for capacity strengthening is also made difficult by the lack of clear objectives.

¹³⁵ According to the WFP country office, WFP has engaged with the Ministry of Basic and Secondary Education to review the information management system on education performance in order to allow for disaggregation on schools covered by school feeding.

3. Conclusions and recommendations

3.1 OVERALL ASSESSMENT

210. The evaluation has confirmed the relevance of the CSP to the national priorities and needs. The national context of The Gambia is characterized by the access of the country to a new era with the end of the dictatorship in 2016, after 22 years in power. This new period is marked by the Government's renewed engagement in developing and implementing policies that benefit the poorest and most vulnerable. This includes the adhesion of The Gambia to 2030 Agenda and SDGs through the National Development Plan 2018–2021.

211. Through the T-ICSP and the CSP, WFP has operated a shift in its approach towards supporting the construction of national capacities and systems, including the social protection system to achieve zero hunger. The evaluation found that this shift is relevant to the overall context described above, allowing WFP to be positioned as a key actor supporting the new political engagement of the Government.

212. The approach defined at the corporate level and applied in The Gambia, based on the ZHSR, has contributed by proposing strategic objectives and activities relevant to the country priorities and the needs of the most vulnerable and by positioning WFP as a key player for advocating and coordinating the zero hunger agenda in The Gambia. It has also allowed WFP to strengthen its relationships and partnerships with national institutions, such as the National Disaster Management Agency, the Ministry of Basic and Secondary Education, the National Nutrition Agency and the Ministry of Agriculture, as well as the United Nations system. As a result, WFP has contributed to policy development efforts related to zero hunger, such as the national school feeding and gender policies and the social protection strategy. In addition, WFP is a recognized humanitarian actor and its growing involvement in longer-term and system support objectives put WFP in a good position to promote links between humanitarian and development work. This includes links between crisis response and DRR and social protection.

213. The contingency plan included in the CSP through SO1 was relevant, as shown in the subsequent development of the context, with several significant shocks affecting the country in 2019 and 2020. For both the 2019 lean season response and 2020 lean season and COVID-19 response, WFP put emphasis on providing support and technical assistance to national institutions to design, plan, coordinate and implement the responses. This approach has been appreciated by both government institutions and the United Nations system and strengthened further the positioning of WFP. The evaluation found, however, that the needs under SO1 were underestimated in the initial design of the CSP. Whereas the COVID-19 pandemic could not have been anticipated, other crisis response activities could probably have been better estimated. Significant up-scaling through budget revisions to cope with the magnitude of crises modified the balance of the CSP, between crisis response, resilience and root causes. Combined with a realignment process of the WFP country office structure, this has overstretched WFP capacities. However, the evaluation did not find evidence that this had a negative impact on other activities. Moreover, WFP demonstrated a high flexibility and capacity to adapt to this changing context. Apart from delays in 2020 as a result of late confirmation of resources, crisis response activities were quickly scaled up. WFP successfully adapted its working procedures to the COVID-19 restrictions. This included remote working systems and the roll out of the mVAM.

214. While the CSP food security outcome indicators show a positive effect on SO1 targeted beneficiaries, the recurrent large-scale shocks that have hit the country have negatively affected the food security situation. The T-ICSP did not include crisis response activities. There was no lean season response in 2018 despite the severity of the food insecurity situation, affecting the coverage of the needs of the most affected. In 2019 WFP reached 24 percent of the food-insecure population due to limited resources available. In 2020, and until the evaluation, WFP supported the Government to assist the food-insecure population and was preparing additional transfers to the same population. The choice of modality for SO1 was only based on the situation of markets. The WFP country office is now putting in place a cost-effectiveness analysis system.

215. The school feeding programme is the largest safety net in the country. WFP and the Government succeeded in using it for assisting vulnerable households affected by the COVID-19 crisis, using the platform of the SFP to distribute household food rations. These take-home rations were appreciated

although considered insufficient by the majority of households consulted in the evaluation. The handover to the Ministry of Basic and Secondary Education of two regions out of six in 2018 and the mobilization of important resources by the Government is a major achievement. Serious doubts have been expressed on the possibility of achieving the CSP objective of handing over an additional region by 2021. There are critical constraints and limitations related to the capacity of national stakeholders at all levels, including the capacity of the Government to mobilize sufficient additional resources. WFP and the Ministry of Basic and Secondary Education are currently elaborating a new transitioning and handover road map. It is crucial that remaining capacity gaps are appropriately assessed and a dialogue takes place regarding the coverage of the SFP and available resources. WFP and the Government together reached 40 percent of children in primary school, which is close to the target. WFP covers the four most food-insecure regions, however, schools are selected based on feasibility criteria that do not take into account the education and food security needs of the population.

216. Constraints for the participation of smallholder farmers in the homegrown school feeding programme were found. Activities in support of smallholder farmers were implemented within the T-ICSP in 2018 but not in 2019 and 2020 due to lack of resources. There are good opportunities for engaging again in this area through the GAFSP. The Ministry of Agriculture has not been involved in activities supporting value chains, nor in the recently initiated Food Assistance for Assets activities. Food processing was not considered in the CSP even though it is an element of value chains where women could play an important role, such as in the WFP and the Ministry of Women, Children and Social Welfare project supporting women in fish landing sites. The introduction of the cash-based transfer modality in 2018, allowed for a more diversified menu, using local fresh food items adapted to the local diet, thus improving the nutritional value of school meals. However, the amount of cash transferred is considered as insufficient by community organizations involved in the management of the school feeding programme. This is confirmed as the preferred modality at all levels and the only option for the Government handover due to lack of capacity in food supply and management. The evaluation found that the choice of modalities in general for the CSP was based on market analysis but did not take in account cost-effectiveness criteria. It is expected that a more comprehensive approach for making decisions on modalities will be set up in the short term. As stated earlier, the evaluation could not analyse the educational outcomes of the SFP due to the lack of disaggregation of data. This is being addressed by WFP and the Ministry of Basic and Secondary Education.

217. WFP's nutrition activities are also found relevant to the national priorities and needs, with the exception of overweight and obesity, which are not being considered in the CSP despite being a priority of the National Development Plan. Nutrition activities benefited from a high level of funding of the needs-based plan in 2018 and 2019, allowing the meeting or exceeding of output targets. The main financial contribution to nutrition activities ended in December 2019 and mobilizing additional resources for SO3 is a priority. In 2020, performance has been affected by the late confirmation of resources. The decentralized evaluation of nutrition activities found that only a few outcome indicators were reported, pointing out the weakness of the M&E system. On one hand, the decentralized evaluation noticed a reduction in GAM rates across the country, measured throughout regular assessments since 2013, to which the coordinated approach of WFP nutrition activities likely contributed, together with interventions by other actors. In contrast, very low performance on the minimum acceptable diet of children (2018) could be an indication of insufficient quantities and inadequate quality of complementary foods, together with poor feeding practices.

218. Community resilience activities through FFA have not started yet, due to lack of resources for SO4 in 2018 and the delay in initiating the PBF in 2020 due to COVID-19. WFP prioritized the Peacebuilding Fund activities that would have a short-term outcome in protecting livelihoods of households affected by the COVID-19 crisis. This is found relevant considering the severity of the crisis. WFP has planned a shift into a longer-term resilience approach within the GAFSP and the Adaptation Fund, using a two-pronged approach at the regional and community levels. The CFSVA planned under the Adaptation Fund project is intended to apply the integrated context analysis, which could help in targeting the areas most frequently affected by shocks and food insecurity.

219. The CSP was lacking an articulated national capacity strengthening strategy based on a clear identification of capacity gaps with long-term objectives and pathways, a coherent set of activities (including trainings, policy dialogue, technical assistance, staff secondment) and a monitoring and evaluation system to measure progress. This is of particular importance considering the overall strategic focus of the CSP on

contributing to building national capacities and systems. This finding applies to the different thematic areas or national systems to which capacity strengthening activities are intended to contribute. The CSP proposed a list of capacity strengthening themes and activities that were not part of a coherent approach and objective. The evaluation found that the integration of capacity strengthening activities into thematic strategic outcomes, in parallel with a dedicated strategic outcome for capacity strengthening, made understanding what was proposed to be achieved and the monitoring of progress more difficult. The lack of a proper M&E system designed for measuring progress in capacity makes it difficult for the evaluation to reach conclusions on the CSP achievements beyond the output level.

220. GEEW objectives were mainstreamed into the CSP design through the integration of targets, including percentage of women beneficiaries, capacity development activities, support to gender-sensitive and transformative policies to achieve zero hunger, gender-sensitive SBCC, and accountability mechanisms. However, the CSP is not sensitive to the issue of gender-based violence. The evaluation found that the WFP country office capacities at the beginning of the CSP were not adapted to this ambitious plan. Most targets related to GEEW indicators were not met in 2018, particularly when it came to assessing decision-making on the use of food assistance. Reporting gaps for 2019 make it difficult to assess the CSP performance on GEEW. In 2019, the integration in the WFP country office of a skilled and experienced gender focal point initiated an internal capacity strengthening process and the development of a GEEW action plan in 2020. This plan provides pathways to implement the CSP commitments and carry out targeted actions. It also includes actions for contributing to enhanced gender analysis, which was lacking in the design of nutrition activities. In that field, an assessment of the impact of COVID-19 on urban women was conducted, as well as specific gender analysis for the development of the GAFSP, the Adaptation Fund and the Peacebuilding Fund design. WFP engaged in a partnership with the newly created Ministry of Women, Children and Social Welfare that rapidly led to a common project to benefit women in fish landing sites. This initiative has the potential to be developed further, supporting women's participation and benefits in value chains with a focus on processing.

221. Capacities of the WFP country office at the beginning of the CSP were not adequate, with a lack of expertise in new emerging areas such as climate change and social protection. The WFP country office engaged in a realignment process that took time and is still not finalized. The WFP country office capacities should be adequate for the last year of the CSP and for the next CSP. This lack of capacity may have contributed to the late conceptualization of key elements of the CSP, such as the integrated approach of the CSP at the regional and community level, and a GEEW action plan for the detailed implementation of the numerous references to gender in the CSP.

222. In 2018 and 2019, the performance of the CSP was supported by a good level of resource mobilization for all the proposed activities, with the exception of support for smallholder farmers and community resilience in 2019. Capacity strengthening activities have benefited from an extremely high level of resource mobilization during the three years covered by the evaluation.

3.2 RECOMMENDATIONS

#	Recommendation	Type	Responsibility	By when
1	<p>Continue to support the thematic areas in the CSP for 2019–2021, with a strong focus on strengthening national capacity and systems, introducing some adjustments to increase their alignment with national priorities and needs.</p> <p>1.1 Expand the strategic outcome related to crisis response to cover a higher caseload than provided for in the original country portfolio budget in order to ensure that appropriate country office structures are in place to respond to shocks and simultaneously implement activities that improve resilience and address root causes.</p> <p>1.2 Continue to support the handover of the school feeding programme, with an emphasis on consolidating the HGSF programme with CBTs and national resource mobilization. Assess capacity gaps with the Government in order to strengthen the technical skills required to support Ministry of Basic and Secondary Education structures, systems and procedures related to management, planning, finance, human resources, monitoring and evaluation and resource mobilization. Engage with other partners who have been on the periphery such as the Ministry of Agriculture and FAO. Engage in policy dialogue with sectors involved in the school feeding programme on the appropriate and realistic coverage of the programme and targeting criteria.</p> <p>1.3 Integrate the challenge of overweight and obesity into the nutrition package and across the CSP and promote collaboration with actors working on the issue.</p> <p>1.4 Integrate food processing as a key potential element of value chains in which women can play an important role. Continue to support the local production of nutritious food products and mainstream nutrition into agriculture and food systems.</p> <p>1.5 Continue to support the social protection agenda as a broad framework for integrating WFP activities and promote the construction of national systems for addressing food insecurity and malnutrition.</p> <p>1.6 Promote a lesson-learning exercise on the response to COVID-19 in order to strengthen relations and coordinated programming with key actors.</p>	Strategic	<p>Country office (Regional Bureau for Western Africa (RBD), Nutrition Division (NUT))</p> <p>Country office (RBD)</p> <p>Country office</p> <p>Country office (RBD, NUT)</p> <p>Country office</p> <p>Country office</p> <p>Country office</p>	<p>Next CSP</p> <p>Next CSP</p> <p>Next CSP</p> <p>Next CSP</p> <p>From 2021 into next CSP</p> <p>2021</p>

#	Recommendation	Type	Responsibility	By when
2	<p>Draw up a capacity strengthening strategy for the next CSP.</p> <p>2.1 Devise theories of change and identify long-term objectives and pathways for the national systems supported by WFP: disaster risk management, nutrition systems and social protection, in particular school feeding programmes.</p> <p>2.2 Carry out capacity assessments rooted in the theories of change in order to identify capacity gaps that need to be addressed in the short, medium and long term.</p> <p>2.3 Draw up a capacity strengthening strategy that includes a coherent combination of resources, partners and methods.</p> <p>2.4 Improve the coherence and clarity of the structure of the CSP: consider fully mainstreaming CCS into thematic strategic outcomes in order to integrate capacity strengthening with direct implementation and increase reporting clarity.</p> <p>2.5 Strengthen country office CCS expertise by creating a position for an experienced CCS specialist and with continued support from the regional bureau and headquarters.</p>	Strategic	<p>Country office (RBD, Technical Assistance and Country Capacity Strengthening Service - PROT)</p> <p>Country office (RBD, PROT)</p> <p>Country office</p> <p>Country office (RBD, PROT)</p>	<p>2021-2022</p> <p>Next CSP</p> <p>From 2021 into next CSP</p>
3	<p>Continue to strengthen the gender approach used in the CSP in order to make progress towards its gender-transformative objectives.</p> <p>3.1 Continue to develop country office capacity in gender programming; include dedicated budgeting for gender equality activities and consider making the gender officer a full-time role. Reinforce gender mainstreaming as being “everyone’s business”, such as by emphasizing management commitment to GEWE and through the active engagement of CSP activity managers.</p> <p>3.2 Conduct a gender assessment focused on nutrition and household and community practices and norms that affect nutrition outcomes.</p> <p>3.3 Assess the participation of women in value chains, particularly in processing activities, in order to identify potential that can be developed under strategic outcome 4 and possible links with the HGSP programme. Based on the results, develop an activity that supports the participation of groups of women involved in value chains by giving them the opportunity to supply produce for the HGSP programme.</p>	Strategic	<p>Country office (RBD, NUT, Gender Office (GEN))</p> <p>Country office</p> <p>Country office (RBD, GEN, NUT)</p> <p>Country office</p>	<p>From 2021 into next CSP</p> <p>2022</p> <p>2021 and 2022</p>

#	Recommendation	Type	Responsibility	By when
4	<p>Strengthen the CSP monitoring and evaluation system to ensure appropriate analysis and reporting of the CSP outputs and outcomes.</p> <p>4.1 Ensure continuity in the measurement of all output and income indicators by maintaining the same indicators throughout the CSP implementation period and through appropriate planning and resources.</p> <p>4.2 Create a comprehensive monitoring and evaluation system for CCS aimed at measuring progress based on the theories of change recommended above.</p>	Operational	<p>Country office (RBD, Corporate Planning and Performance Division (CPP), PROT)</p> <p>Country office (RBD, CPP)</p> <p>Country office (RBD, CPP, PROT)</p>	<p>From 2021 into next CSP</p> <p>2022</p>
5	<p>Improve the approach and processes related to local purchases in the HGSP programme in order to increase the opportunities for smallholder farmers to participate in the programme.</p> <p>5.1 In collaboration with FAO and the Ministry of Agriculture, develop the approach for supporting value chains and smallholder farmers by conducting value chain analyses in order to identify bottlenecks that hamper farmer participation in supplying the HGSP programme and take action to address those bottlenecks.</p> <p>5.2 In collaboration with the Ministry of Basic and Secondary Education, carry out a cash flow assessment in respect of payment mechanisms with the Government and identify bottlenecks affecting the frequency and timeliness of payments.</p> <p>5.3 In collaboration with the Ministry of Basic and Secondary Education and the Ministry of Agriculture, review and simplify the administrative requirements for suppliers.</p> <p>5.4 In collaboration with the Ministry of Basic and Secondary Education and the Ministry of Agriculture, review the contracting and pricing system and consider adopting a farming contract approach that includes the negotiation of a fair price for farmers.</p> <p>5.5 Engage with key specialized institutions, in particular the Ministry of Agriculture and FAO, and promote their participation in agriculture-related activities under strategic outcome 4. Involve the Ministry of Agriculture regional directorates in field activities and monitoring.</p>	Operational	<p>Country office</p> <p>Country office</p> <p>Country office</p> <p>Country office</p> <p>Country office</p>	<p>2021 and 2022</p> <p>2022</p> <p>2022</p> <p>2022</p> <p>From 2021 into next CSP</p>

Annex 1: Summary terms of reference

Evaluation

Summary Terms of Reference



The Gambia: An Evaluation of WFP's Transitional Interim Country Strategic Plan (2018) and Country Strategic Plan (2019-mid 2020)

Country Strategic Plan Evaluations (CSPEs) encompass 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 and 2) to provide accountability for results to WFP stakeholders.

Subject and Focus of the Evaluation

The evaluation will cover all WFP activities (including cross-cutting results) for the period from January 2018 to mid-2020 under respectively its 2018 Transitional Interim Country Strategic Plan (T-ICSP) and its subsequent Country Strategic Plan (2019-2022), and will consider how activities and strategic direction evolved since WFP in 2018 moved from its operation-centred approach to its model of Country Strategic Plans.

The evaluation will assess WFP contributions to T-ICSP/CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

The evaluation will also cover adherence to humanitarian principles, gender and protection issues and accountability to affected populations.

The evaluation will adopt the norms and standards of the United Nations Evaluation Group (UNEG) and the evaluation criteria of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC), namely: relevance, efficiency, effectiveness, sustainability and coherence as well as connectedness and coverage as applicable.

Objectives and Users of the Evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office in The Gambia and its stakeholders. It presents an opportunity for the Country Office to benefit from an independent assessment of its operations and to use the evaluation evidence to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in November 2021.

Key Evaluation Questions

The evaluation will address the following four key questions:

Question 1: 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?

The evaluation team will reflect on the extent to which the T-ICSP and CSP have been and are relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. The evaluation will further assess the extent to which the T-ICSP/CSP have been addressing the needs of the most vulnerable people in the country to ensure that no one was left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the T-ICSP/CSP in light of changing context, national capacities and needs; and to what extent the T-ICSP/CSP have been and are coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantages of WFP in the country.

Question 2: What is the extent and quality of WFP's specific contribution to T-ICSP / CSP strategic outcomes in The Gambia?

The evaluation team will assess the extent to which WFP delivered expected outputs and has contributed and contributes to the expected T-ICSP/CSP strategic outcomes; whether it has been duly adapting to changes in the context; whether WFP has contributed to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). The team will also look into whether the achievements of the T-ICSP/CSP are likely to be sustainable; and whether the T-ICSP/CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

Question 3: To what extent has WFP used its resources efficiently in contributing to T-ICSP and CSP outputs and strategic outcomes?

The evaluation team will reflect on whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the T-ICSP and CSP?

The evaluation team will assess whether WFP analyzed or used

existing evidence on hunger challenges, food security and nutrition issues in the country to develop the T-ICSP/CSP; WFP has been able to mobilize adequate, predictable and flexible resources; the T-ICSP/CSP have been leading to partnerships and collaborations with other actors that positively influenced performance and results; the T-ICSP/CSP have provided greater flexibility in dynamic operational contexts and how it did affect results; other factors influencing WFP performance and the strategic shift expected by the T-ICSP/CSP.

Scope and Methodology

The units of analysis are the Transitional Interim Country Strategic Plan and the Country Strategic Plan, understood as the set of strategic outcomes, outputs, activities and inputs that were intended under the T-ICSP and CSP documents approved by the WFP Executive Board, as well as any subsequent, approved budget revisions.

The evaluation will adopt a mixed methods approach. This implies 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.

In line with this approach, data may be collected through a mix of primary and secondary sources with different methods, including desk review, semi-structured or open-ended interviews, closed answer questionnaires, focus groups, case studies 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.

Due to the COVID-19 situation, the inception phase of the evaluation will be conducted remotely. Should travel and access restrictions apply during the data collection stage, the evaluation team will recur to strategies for remote data collection.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to The Gambia T-ICSP and CSPE (i.e. evaluation of WFP activities; school feeding and other social protection mechanisms; country capacity strengthening; resilience, livelihoods and climate change; food security and nutrition) in addition to competencies in relation to cross cutting areas such as gender, cash based transfers and other.

OE Evaluation Manager: The evaluation will be managed by Mrs. Jacqueline Flentge, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process. Second level quality assurance will be provided by Mr. Michael Carbon, Senior Evaluation Officer.

Stakeholders: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External

stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communications

An internal reference group composed of key WFP staff from The Gambia Country Office, the Regional Bureau and Headquarters plays an advisory role, and will review and provide feedback on evaluation products.

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the field data collection. A country learning workshop will be held to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

While all evaluation products will be produced in English, arrangements for local translators during fieldwork may be required.

Timing and Key Milestones

Inception Phase: early June 2020

Field Data Collection Dates: September 2020

Fieldwork Data Collection Debriefing: Late September 2020

Reports: Mid December 2020 – Early March 2021

Learning Workshop: January 2021

Executive Board: November 2021

Findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Full Terms of Reference are available at <http://newgo.wfp.org/topics/evaluation>

For more information please contact the WFP Office of Evaluation at: WFP.evaluation@wfp.org

Annex 2: Evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
Evaluation question 1: To what extent is the WFP strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?				
1.1 To what extent is the CSP ¹³⁶ relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?				
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans, and whether the CSP process facilitated further alignment	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and activities, and national objectives and activities outlined in government policies, strategies and plans • Degree of involvement of the Government in the Zero Hunger Review and the preparation of the CSP • Perception of senior Government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans • Perception of the country office and Government officials on the evolution of the alignment of WFP's interventions with the adoption of the CSP model • Degree of matching of the CSP with national gender objectives 	<ul style="list-style-type: none"> • WFP country office • Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR • Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD • United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC • Civil society and NGOs: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • WFP T-ICSP and CSP • National School Feeding Policy • National Gender Policy • National Education Policy • National Agriculture Investment Plan 	<p>Individual semi-structured interviews</p> <p>Observation</p> <p>Document review</p>

¹³⁶ In the evaluation matrix, CSP refers to the T-ISP 2018 and CSP 2019-2021.

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			<ul style="list-style-type: none"> National Development Plan Zero Hunger Review MoUs signed with government institutions 	
1.1.2 Alignment to national SDGs	<p>The extent to which the strategic outcomes outlined in the CSP were aligned with Government SDG goals and targets</p> <p>The extent to which the structure of the CSP and the strategic outcomes are relevant to establish internal synergies and contribute to the achievement of SDGs</p>	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and national SDG goals and targets Explicit reference is made in the CSP to national SDG Frameworks Clarity of the chain of results of the CSP and internal synergies 	<ul style="list-style-type: none"> WFP country office WFP regional bureau WFP CSP and consecutive Budget Revision documents National SDG Framework VNR 2020 FAO SDGs progress report 	<p>Document review</p> <p>Semi-structured interviews</p>
1.1.3 Alignment of strategic objectives to subnational strategies and plans	<p>The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans</p>	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and activities and subnational objectives and activities outlined in government policies, strategies and plans Degree of involvement of subnational Governments in the preparation of the CSP Perception of senior subnational Government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans 	<ul style="list-style-type: none"> WFP country office Senior subnational Government officials WFP CSP and consecutive Budget Revision documents Zero Hunger Review Subnational government strategies, plans and programmes 	<p>Document review</p> <p>Semi-structured interviews</p>
1.1.4 Alignment with WFP corporate policies and strategies	<p>The extent to which the CSP SO and activities are aligned with the corporate policies and strategies, and all the relevant options allowed by</p>	<ul style="list-style-type: none"> Degree of matching between CSP SO and activities and WFP relevant policies and strategies 	<ul style="list-style-type: none"> WFP regional bureau CSP document WFP policies: school feeding resilience, 	<p>Document review</p> <p>Semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	those policies and strategies have been considered		capacity strengthening, gender, etc.	
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?				
1.2.1 Relevance of the CSP's strategic outcomes and activities with the identified needs	The extent to which the needs of the most vulnerable, including disabled, were appropriately assessed to inform the CSP formulation and implementation	<ul style="list-style-type: none"> • Relevance of the CSP's objective, strategic outcomes and activities considering the needs identified in relation to: <ul style="list-style-type: none"> - Food security and nutrition - Education - Social protection - Gender - Resilience, disaster management and climate change - Emergency response - Corresponding national capacity 	<ul style="list-style-type: none"> • WFP country office • Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • Beneficiaries • National School Feeding Policy • National Gender Policy • National Education Policy • National Agriculture Investment Plan • National Development Plan • Zero Hunger Review • Other needs assessments 	<ul style="list-style-type: none"> Individual semi-structured interviews Focus group discussion Document review
1.2.2 Appropriateness of the geographical and beneficiary targeting to the needs identified	The extent to which the selection criteria are relevant to the identified needs and have allowed support to reach the most vulnerable, including disabled	<ul style="list-style-type: none"> • Relevance of geographic coverage to the identified needs • Relevance of the beneficiary selection criteria established • Level of satisfaction of government and cooperating partners and beneficiaries on the coverage of the CSP 	<ul style="list-style-type: none"> • WFP country office • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • Beneficiaries • ACR • PDM reports 	<ul style="list-style-type: none"> Individual semi-structured interviews Focus group discussion Literature review

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> Were special efforts made to leave nobody behind (older persons, disabled, orphans, households headed by single women?) 	<ul style="list-style-type: none"> WFP and other stakeholders needs assessment reports 	
1.2.3 Appropriateness of the integration of gender, protection and accountability issues in the CSP design	The extent to which the CSP's objectives of gender equality, empowerment of women, do-no-harm approach and accountability are based on appropriate analysis	<ul style="list-style-type: none"> Availability of a gender assessment and protection assessment Gender Marker Perception of gender key informants on the relevance of integration of gender, protection and accountability into the CSP design Integration of GFM into sensitization carried out by WFP 	<ul style="list-style-type: none"> WFP country office Government: WB Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA CSP document Zero Hunger Review Other documents on gender, protection and accountability 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs?				
1.3.1 Main changes in the national context during the CSP implementation	Listing the main changes that have occurred during 2018, 2019 and 2020	<ul style="list-style-type: none"> Main changes in context related to the five strategic outcomes of the CSP 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC Civil society and NGOs: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			<ul style="list-style-type: none"> • Budget revisions • Country briefs • ACR 	
1.3.2 Ability of WFP to continuously assess changes in context, capacities and needs	Appropriateness of the mechanisms available at the WFP country office level for analysing continuously the evolution of the context, capacities and needs and the institutional/policy environment	<ul style="list-style-type: none"> • Degree of participation and role of WFP in sector coordination mechanisms • Appropriateness of the VAM unit work plan • Degree to which WFP has been able to capture the main changes in context, capacities and needs 	<ul style="list-style-type: none"> • WFP country office • Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA • Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD • United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC • Civil society and NGOs: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • VAM unit work plan • WFP assessment reports produced in the period • ACR reports • COVID response THR and CBS plan • SF support plan during COVID emergency 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
1.3.3 Ability of WFP to adapt to changes in context	The extent to which WFP has been able to adapt to the COVID-19 crisis and to other main changes in context	<ul style="list-style-type: none"> • Relevance and timeliness of WFP direct response to the COVID-19 crisis • Relevance and timeliness of WFP support to the Government to respond to the COVID-19 crisis 	<ul style="list-style-type: none"> • WFP country office • Government: NDMA, MBSE • Cooperating partners • Beneficiaries 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> Relevance and timeliness of WFP adaptation to other main changes in context 	<ul style="list-style-type: none"> COVID-19 response planning documents ACR 2018 and 2019 	
1.4 To what extent is the CSP coherent and aligned with the wider United Nations and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
1.4.1 Alignment with UNDAF and other United Nations strategies in the country	The extent to which the CSP's strategic outcomes and activities are aligned with the UNDAF objectives and activities	<ul style="list-style-type: none"> Degree of alignment of the CSP strategic outcomes with the UNDAF strategic objectives Degree of alignment of the CSP activities with the UNDAF activities Degree of participation of United Nations country team in the Zero Hunger Review Evolution/benefits of the adoption of the CSP model Perceived added value of WFP in the country 	<ul style="list-style-type: none"> CSP document UNDAF document Zero Hunger Review United Nations country team Donors Evaluation reports of past operations 	Literature review
1.4.2 Participation of WFP in coordination mechanisms, partnerships and synergies with other United Nations agencies	The extent to which WFP plays an active role in bilateral and multilateral coordination allowing for identifying and implementing synergies with other actors, through formal and informal partnerships Appropriateness and relevance of WFP partnership strategy	<ul style="list-style-type: none"> Level of participation and role played by WFP in sector and United Nations coordination mechanism Quality of the relationships with the United Nations country team members Relevance of the synergies and partnerships established with other members of the UNCT to the CSP and UNDAF strategic objectives Existence of partnership and synergies missed opportunities 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC MoUs established by WFP with other partners 	Individual semi-structured interviews Literature review

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
1.4.3 WFP comparative advantage	The extent to which WFP comparative advantage is clearly established and known by other United Nations, development cooperation and government stakeholders	<ul style="list-style-type: none"> Clarity of WFP comparative advantage as established in the CSP Perceived WFP comparative advantage, by WFP country office and regional bureau, Government, donors, United Nations and other development partners Evolution/benefits of the adoption of the CSP model 	<ul style="list-style-type: none"> WFP country office WFP regional bureau Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC CSP document Evaluation reports of past operations 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
1.4.4 Alignment with donors' priorities in the country	To what extent the CSP and T-ICSP strategic objectives and outcomes are aligned with donors' priorities in the country and WFP is a key stakeholder in the sectors covered by the CSP	<ul style="list-style-type: none"> Level of alignment of the CSP objectives with donors' priorities in the country Perception of donors on the positioning of WFP as a key player 	<ul style="list-style-type: none"> WFP country office Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD Donors' strategies 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
Evaluation question 2: What is the extent and quality of the WFP specific contribution to CSP strategic outcomes in the country?				
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?				
2.1.1 Delivery of planned outputs	Systematic review of the quantity and quality of outputs delivered versus planned	<p>SO1:</p> <ul style="list-style-type: none"> Beneficiaries receiving food or CBTs, by category, sex, age group and location Quantity and quality of food and CBTs distributed Beneficiaries of SBCC messaging, by category, sex, age group and location Number, location and quality of SBCC messaging activities 	<ul style="list-style-type: none"> WFP country office (2020) Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA Beneficiaries ACR (2018 and 2019) 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> • Beneficiaries from national partners of capacity strengthening activities by category, institutions, sex and location • Number, type, location and quality of capacity strengthening activities <p>SO2:</p> <ul style="list-style-type: none"> • Beneficiaries by category, institutions, sex and location of local government capacity building activities in HGSP • Children beneficiaries of HGSP by sex, age group and location • Quantity and quality of food distributed in the HGSP programme • Number of schools covered by region • Number of school days covered • Proportion of local purchase <p>SO3:</p> <ul style="list-style-type: none"> • Beneficiaries by category of activities, sex and location • Quantity and quality of specialized nutritious food distributed by location • Beneficiaries of SBCC messaging, by category, sex, age group and location • Number, location and quality of SBCC messaging activities <p>SO4:</p> <ul style="list-style-type: none"> • Beneficiaries by category of activities, sex and location • Quantity and quality of food and CBTs distributed by location 	<ul style="list-style-type: none"> • Gambia Nutrition evaluation • Other DEs • Training manual HGSP Catering Model • UE interim progress report 2019 	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> • Number and quality of assets created/repared by type and location • Beneficiaries and farmers associations participating in WFP local purchase, by sex and location • Quantity and quality of food purchased from local producers by location and programme allocation • Beneficiaries receiving capacity strengthening activities on value chains and market by category, sex and location • Number, type, location and quality of capacity strengthening activities <p>S05:</p> <ul style="list-style-type: none"> • Beneficiaries of capacity strengthening activities by category, institutions, sex and location • Number and quality of capacity development and technical assistance activities implemented, by type and location • Number of policies for which implementation strategies have been developed with the support of WFP 		
2.1.2 Contribution to planned outcomes	Systematic review of the WFP contribution to CSP strategic outcomes	<p>S01: WFP contribution to changes in:</p> <ul style="list-style-type: none"> • Consumption-based coping Strategy Index • Dietary Diversity Score • Food Consumption Score • Food Expenditure Share 	<ul style="list-style-type: none"> • WFP country office (2020) • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • Beneficiaries • ACR 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> • Proportion of children 6–23 months of age who receive a minimum acceptable diet • Proportion of eligible population that participates in the programme • Proportion of the target population that participates in an adequate number of distributions <p>SO2: WFP contribution to changes in:</p> <ul style="list-style-type: none"> • Enrolment rate • Gender ratio • Retention rate/drop-out rate • Attendance rate <p>SO3: WFPs contribution to changes in:</p> <ul style="list-style-type: none"> • MAM treatment default rate • MAM treatment mortality 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 • Proportion of target population that participates in an adequate number of distributions <p>SO4:</p> <ul style="list-style-type: none"> • Percentage of WFP food procured from pro-smallholder farmer aggregation systems 	<ul style="list-style-type: none"> • PDM reports • UE interim progress report 2019 	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> • Proportion of the population in targeted communities reporting benefits from an enhanced asset base thanks to WFP interventions <p>SO5:</p> <ul style="list-style-type: none"> • Progress achieved with WFP contribution in the transitioning and hand over of the SFP • Progress achieved with WFP contribution in capacity development for emergency preparedness and response • Progress achieved with WFP contribution on the construction of the national responsive social protection system 		
2.1.3 Other outcomes achieved, positive or negative	The extent to which the CSP activity implementation has produced other outcomes than those planned, positive and negative	<ul style="list-style-type: none"> • Non intended outcomes generated by SO2 on children education, household food security and nutrition, gender, protection, smallholder farmers, government and local stakeholder capacities, etc. • Non intended outcomes generated by the response to the COVID-19 crisis on household food security and nutrition, gender, protection, government and local stakeholders' capacities, etc. • Non intended outcomes generated by SO5 on government and local stakeholders' capacities. 	<ul style="list-style-type: none"> • WFP country office • Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • Regional and local government delegations • School staff • Food and school management committees • Beneficiaries 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			<ul style="list-style-type: none"> • ACR 	
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?				
2.2.1 Gender	<p>To what extent was the CSP design based on a sound gender analysis?</p> <p>Extent to which gender equality and empowerment of women objectives have been integrated into the CSP implementation and produced positive outcomes at the WFP and other stakeholders' level</p> <p>How did WFP actions affect the context of gender inequality? Did WFP work change gender inequalities and/or the lives of women, men, girls and boys? How and why?</p>	<ul style="list-style-type: none"> • Presence of a gender analysis report and/or other documented evidence of gender analysis undertaken during CSP design • Level of mainstreaming of gender equality and empowerment of women into the implementation of the five SO of the CSP • Gender markers of the CSP • Gender indicators of the CSP • Degree of compliance to the minimum standards established in WFP Gender policy • Specific activities aiming at promoting gender equality and empowerment of women in WFP direct intervention and capacity strengthening activities • Outcomes generated by gender equality and empowerment of women in WFP direct intervention and capacity strengthening activities • Beneficiary and stakeholder perceptions regarding changes in the context of gender inequality 	<ul style="list-style-type: none"> • WFP country office • Government: NDMA, MBSE • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • Regional and local government delegations • School staff • Food and school management committees • Beneficiaries • CSP document • ACR • Gender policy 	<p>Individual semi-structured interviews</p> <p>Focus group discussion</p> <p>Literature review</p>
2.2.2 Protection	Extent to which protection objectives have been integrated into the CSP implementation and avoided harming	<ul style="list-style-type: none"> • Level of integration of protection analysis in CSP activity programming and implementation • Protection indicator of the CSP • Positive or negative effects of the CSP implementation on the safety, dignity and integrity of the beneficiaries 	<ul style="list-style-type: none"> • WFP country office • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA 	<p>Individual semi-structured interviews</p> <p>Focus group discussion</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			<ul style="list-style-type: none"> Regional and local government delegations School staff Food and school management committees Beneficiaries ACR 	Literature review
2.2.3 Accountability to affected population	Extent to which accountability mechanisms have been established and allowed beneficiaries to provide feedback and be listened to	<ul style="list-style-type: none"> Functionality of accountability mechanisms put in place by WFP in its direct intervention and promoted by WFP in government intervention Number and nature of complaints/feedbacks received through different mechanisms, response rate, average time to respond, etc. Accountability indicator of the CSP 	<ul style="list-style-type: none"> WFP country office Government: NDMA Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA Regional and local government delegations Beneficiaries ACR 	Individual semi-structured interviews Focus group discussion Literature review
2.2.4 Environment	Extent to which potential effects on environment have been taken in account in the CSP implementation, positive effects have been produced and negative effects avoided	<ul style="list-style-type: none"> Degree of integration of environment and potential effects on environment in the CSP design Level of integration of environment in CSP activity programming and implementation Environment indicator of the CSP Stakeholders' perception of positive and negative effects of the CSP implementation on environment 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MA, NDMA, MECCNR Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA Regional and local government delegations Beneficiaries ACR 	Individual semi-structured interviews Focus group discussion Literature review
2.3 To what extent are the achievements of the CSP likely to be sustained?				

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
2.3.1 Integration of sustainability in the CSP design	Extent to which sustainability has been factored into the CSP with a specific exit strategy Extent to which this strategy is adapted to national stakeholder's capacity	<ul style="list-style-type: none"> • Existence of an exit strategy and specific approaches designed to achieve sustainability in the CSP formulation • Level of integration of the CSP strategic outcomes into national policies and systems. • Degree of matching on the handover strategy to national capacities 	<ul style="list-style-type: none"> • WFP country office • Government: MoBSE, NDMA • CSP document • National policies 	Individual semi-structured interviews Literature review
2.3.2 Sustainability perspectives of the CSP's achievements	Analysis of the factors that can influence positively and negatively the sustainability of the CSP's achievements	<ul style="list-style-type: none"> • Level of ownership by national institutions on WFP CSP objectives and activities • Extent and level of handover to Government • Level of contributiveness to sustainability of other key factors: <ul style="list-style-type: none"> • Technical sustainability and level of adaptation of innovations promoted by WFP to national and local capacities and systems • Social and organizational sustainability and appropriateness of national and local capacities • Community involvement and ownership • Financial and economic sustainability: economic viability of community and individual supports and availability of financial resources at the national and local level 	<ul style="list-style-type: none"> • WFP country office • Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • Local governments • Beneficiaries • CSP document • Documents presenting the detailed design for each activity • ACR • Monitoring reports 	Individual semi-structured interviews Focus group discussion Literature review

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> Environmental sustainability: non-harming solutions and adaptation to climate change 		
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and (where appropriate) peace work?				
2.4.1 Internal coherence and synergies of the CSP	The extent which the CSP proposes an adequate balance between emergency response, resilience and root causes and synergies between the three categories of interventions	<ul style="list-style-type: none"> Share of planned budget and resources mobilized between emergency response, resilience and root causes Correspondence between the issues addressed in the three types of intervention (extent to which resilience and root causes are expected to reduce the vulnerability related to most frequent shocks and emergencies) 	<ul style="list-style-type: none"> WFP country office WFP regional bureau CSP document 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
2.4.2 Role played by WFP to promote linkages between humanitarian, development and peace work	The extent to which WFP has positioned itself among humanitarian and development actors to promote coordination and synergies	<ul style="list-style-type: none"> Participation and role played by WFP on coordination mechanisms Evidence available on linkages promoted by WFP between humanitarian and development programming (i.e. through resilience and social protection approaches) 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
Evaluation question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?				
3.1 To what extent were outputs delivered within the intended timeframe?				
3.1.1 Timeliness	Extent to which activities were implemented within the intended work plan and at appropriate moments and analysis of delays	<ul style="list-style-type: none"> Planned and actual activity implementation plan Timeliness of activity implementation considering the implementation 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR 	<p>Individual semi-structured interviews</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
	Extent to which crisis response activities have been implemented in a timely manner and analysis of delays	<p>strategy of the CSP and sustainability objectives</p> <ul style="list-style-type: none"> • Timeliness of activity implementation considering seasons • Timeliness of crisis response activities • Causes of delays, including pipeline breaks, lead times and actions taken to overcome delays • Measures taken by the WFP country office to save time 	<ul style="list-style-type: none"> • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • Local governments • Beneficiaries • CSP document • ACR 	<p>Focus group discussion</p> <p>Literature review</p>
3.2 To what extent was coverage and targeting of interventions appropriate?				
3.2.1 Targeting and coverage	Extent to which the targeting approach of the CSP was effective to reach the population most in need	<ul style="list-style-type: none"> • Existence of clear and coherent targeting strategy and mechanism for all SOs • Appropriateness of geographical and beneficiary categories targeting and selection criteria • Effectiveness of targeting mechanisms to reach the most vulnerable 	<ul style="list-style-type: none"> • WFP country office • Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA • Local governments • Beneficiaries • CSP document • PDM reports • ACR 	<p>Individual semi-structured interviews</p> <p>Focus group discussion</p> <p>Literature review</p>
3.3 To what extent were WFP activities cost-efficient in delivery of its assistance?				
3.3.1 Cost efficiency of the CSP implementation	Extent to which required resources have been adequately defined and available resources have been adequately used Analysis of implementation costs	<ul style="list-style-type: none"> • Level of utilization of available resources • Level of implementation of the CSP budget by SO • Perceptions of WFP country office and key stakeholders on the adequacy of the planned and available resources 	<ul style="list-style-type: none"> • WFP country office • WFP regional bureau • Government: MBSE, MA, NDMA • Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> Transition costs since adoption of the CSP as compared to the previous period Cost per beneficiary Direct support costs Food and cash distribution costs 	<ul style="list-style-type: none"> CSP document Needs-based plan CSP budget ACR Cost information from other countries provided by the Office of Evaluation 	
3.4 To what extent were alternative, more cost-effective measures considered?				
3.4.1 Cost-effective alternatives	Extent to which the WFP country office bases its decisions on cost-effectiveness analysis.	<ul style="list-style-type: none"> Justification of the approach taken by WFP, including for transfer modalities, and evidence on alternatives considered and cost-effectiveness implications Perception of WFP county office and key stakeholders on the existence of alternatives that could increase the CSP cost-effectiveness 	<ul style="list-style-type: none"> WFP country office WFP regional bureau Government: MBSE, MA, NDMA Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA CSP document Previous evaluations 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
Evaluation question 4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?				
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?				
4.1.1 CSP formulation process and evidence used	Analysis of the CSP formulation process and the extent to which appropriate available information on hunger challenges, food security and nutrition have been appropriately used to formulate the CSP	<ul style="list-style-type: none"> Degree of matching between the Zero Hunger Strategic Review and the context analysis included in the CSP document Other evidence used in the CSP document Perception from key stakeholders on the appropriateness of the Zero Hunger Review and other key evidence used for the formulation of the CSP 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
			UN Women, UNPBF, UNISS, IOM, ITC <ul style="list-style-type: none"> • CSP document • Zero Hunger Strategic Review • Food security and nutrition analysis documents available at the time of the formulation of the CSP (2018) 	
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?				
4.2.1 Resource mobilization	<p>The extent to which resources mobilized represent an enabling or limiting factor for the achievement of the CSP SOs</p> <p>The extent to which the CSP objectives have been defined realistically considering potential available resources</p>	<ul style="list-style-type: none"> • Level of resource mobilized as compared to the CSP budget, disaggregated by strategic outcome • Level of earmarked funds and multi-year funding and evolution as compared to the pre-CSP period • Evidence on the financial forecast carried out in the CSP formulation phase • Appropriateness of the resource mobilization strategy of the WFP country office and regional bureau • Comparative budget and level of resource mobilization of other United Nations agencies • Perception of donors on the extent to which the CSP objectives match with their own priorities in the country • Evolution of resource mobilization strategy and resource structure (% of required resource mobilized, % of 	<ul style="list-style-type: none"> • WFP country office • United Nations country team: FAO, UNDP, UNICEF • Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF • Resource mobilization update • ACR • Document presenting financial forecast • United Nations public resource mobilization documents 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		earmarked funds) with the adoption of the CSP model		
4.2.2 Resource prioritization	Analysis of how strategic outcomes and activities have been prioritized strategically for the use of the available resources	<ul style="list-style-type: none"> Level of resource mobilized as compared to the CSP budget, disaggregated by strategic outcome Level of earmarked funding Justification provided by WFP on how available resources have been used according to clear priorities 	<ul style="list-style-type: none"> WFP country office Resource mobilization updates ACR 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?				
4.3.1 Partnerships	<p>Extent to which WFP has established appropriate strategic institutional partnerships and operational partnerships considering the objectives of the CSP</p> <p>Extent to which WFP has positioned itself as a key partner of the Government for the 2030 agenda</p>	<ul style="list-style-type: none"> Adequacy of strategic institutional partnerships established considering the objective established in each strategic outcome of the CSP, considering the mandate and role of institutional partners Mandate, capacity and added value of cooperating partners Degree of participation of Government, United Nations, civil society and donors in the Zero Hunger Review Evolution/benefit of the partnership strategy with the adoption of the CSP model Perception of government agencies on WFP positioning as a key partner for the 2030 agenda 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC Cooperating partners: DDF, ADWC, AVS, FWEGC, NRCRCS, AAI, TGBD, WSDA CSP document Zero Hunger Review MoUs and FLAs Evaluation reports of past operations 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
4.3.2 Coordination mechanisms	Extent to which WFP has adequately participated and played a role in coordination mechanisms, providing a strong positioning to WFP	<ul style="list-style-type: none"> Level of participation and role played by WFP in sector coordination mechanisms Perception of key stakeholders on the extent to which WFP is a key partner and has a clear added value 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC CSP document ACR 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
4.3.3 Synergies	The extent to which WFP has established synergies with other institutions and agencies contributing mutually to the achievements of planned outcomes and potential impact	<ul style="list-style-type: none"> Evidence available on existing synergies between WFP and other key stakeholder interventions at the national, subnational and local levels 	<ul style="list-style-type: none"> WFP country office Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF, IFAD United Nations country team: FAO, IFAD, UNICEF, UNDP, UNFPA, UN Women, UNPBF, UNISS, IOM, ITC. CSP document ACR 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?				
4.4.1 Flexibility of the CSP as compared to previous programming model	The extent to which the adoption of the CSP model has brought benefits resulting in more flexibility for prioritizing activities and financial and human resources and adapting to changes in context	<ul style="list-style-type: none"> Evidence on how the WFP country office has prioritized activities and resources considering the evolution of the context and needs Level of resource mobilization and resource structure as compared to previous operations (level of 	<ul style="list-style-type: none"> WFP country office Government: MBSE, MHSW, MA, MTIRIE, NDMA, NaNa, NAS, WB, SB, FSQA, MECCNR 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> earmarked funds and multiyear funding) Balance between direct implementation and capacity development compared with previous operations Timeliness in budget revisions 	<ul style="list-style-type: none"> Donors: WB, EU, ECHO, DFID, GF, ADF, OPEC FID, USA, IDB, IMF Previous operations evaluation reports 	
4.5 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?				
4.5.1 Contextual factors	Analysis of the main contextual factors that have supported or affected the implementation of planned activities and achievement of planned outputs and outcomes	<ul style="list-style-type: none"> Evolution of the political and institutional context and turn over in key institutions Effect of COVID 19 on WFP ability to deliver outputs Effect of COVID-19 and other shocks on the redefinition of the CSP priorities and implementation of the annual workplans Effect of COVID-19 and other shocks on resource mobilization Other shocks or contextual factors affecting the food security and nutrition situation (climate, markets, etc.) Access to target population in all seasons 	<ul style="list-style-type: none"> WFP country office ACR Food security and nutrition assessments carried out during the CSP implementation 	<p>Individual semi-structured interviews</p> <p>Literature review</p>
4.5.2 WFP internal factors	Analysis of the main WFP internal factors	<ul style="list-style-type: none"> Adequacy, gender dimensions and stability of the key staff of WFP country office: position covered versus position opened, average duration of key staff, staff capacity building, staff gaps Adequacy of logistic resources: food supply chain, offices, communication facilities, other 	<ul style="list-style-type: none"> WFP country office WFP regional bureau M&E plan Capitalization and lessons learned documents Regional bureau and headquarters mission reports 	<p>Individual semi-structured interviews</p> <p>Literature review</p>

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques
		<ul style="list-style-type: none"> • Adequacy and gender dimensions of the CSP Monitoring and Evaluation System and resources dedicated to M&E to measure the planned output and outcomes and contribute to performance analysis and decision making • Appropriateness of M&E systems to measure capacity strengthening performance • Evidence on capitalization and use of past and ongoing experience • Availability and use of corporate tools for capacity strengthening • Adequacy of the support provided by the WFP regional bureau and headquarters, including on resource mobilization and emerging areas such as the Integrated Road Map, social protection, capacity strengthening, etc. 	<ul style="list-style-type: none"> • Gambia WFP country office staff chart and list 	

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Annex 4: Evaluation methodology

METHODOLOGICAL APPROACH

The methodology was designed to respond to the evaluation questions defined in the ToRs and presented below, through the implementation of a mixed-method approach, based on qualitative and quantitative methods for data collection and analysis, and applying the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria of relevance, effectiveness, efficiency and sustainability, as well as coverage, coherence and connectedness.

Primary data collection was essentially qualitative, while most quantitative data came from secondary sources. However, the evaluation methodology included mini household surveys, which were conducted for the collection of non-representative quantitative data.

Evaluation questions	Evaluation criteria
1: To what extent is WFP strategic position, role and specific contribution based on country priorities and people's needs as well as WFP strengths?	
1.1 To what extent is the CSP relevant to national policies, plans, strategies and goals, including the achievement of the national Sustainable Development Goals?	Relevance, coherence, connectedness
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?	Relevance, coverage
1.3 To what extent has the WFP strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs?	Relevance
1.4 To what extent is the CSP coherent and aligned with the wider UN and to what extent does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country?	Relevance, coherence
2: What is the extent and quality of WFP specific contribution to CSP strategic outcomes in the country?	
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?	Effectiveness
2.2 To what extent did WFP contribute to the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?	Effectiveness, connectedness
2.3 To what extent are the achievements of the CSP likely to be sustained?	Sustainability
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and (where appropriate) peace work?	Connectedness
3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1 To what extent were outputs delivered within the intended timeframe?	Efficiency
3.2 To what extent was coverage and targeting of interventions appropriate?	Coverage, efficiency
3.3 To what extent were WFP activities cost-efficient in the delivery of its assistance?	Efficiency
3.4 To what extent were alternative, more cost-effective measures considered?	Efficiency
4: What were the factors that explain WFP performance and the extent to which it has made the strategic shifts expected in the CSP?	
4.1 To what extent did WFP analyse or use existing evidence about hunger challenges, food security and nutrition issues in the country to develop the CSP?	Relevance
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?	Effectiveness
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?	Efficiency

4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?	Efficiency, connectedness
4.5 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?	Efficiency

The evaluation questions have been disaggregated into lines of inquiry and indicators in the evaluation matrix presented in Annex 2. The evaluation matrix also identified key sources of information and methods for data collection for each question and indicator. While the evaluation matrix represented the main methodological tool that guided the evaluation team to apply the different methods for determined sources of information, it has been used with flexibility so as to allow for incorporating additional subjects and information that had been identified in the inception phase. As such, the evaluation adopted an iterative approach that required constant questioning of initial assumptions and evidence.

The evaluation matrix identifies several sources of information and several methods for data collection for each indicator, which allowed for systematic triangulation aimed at obtaining the most reliable information possible. Evidence gathered was considered reliable and used for elaborating the results and conclusions of the evaluation when it had been corroborated several times without contradictory evidence. When contradictory evidence was found, the evaluation team used a convergence of evidence approach for elaborating results.

In addition to systematic triangulation, the following elements were applied for mitigating possible bias and allowing for an appropriate depth of analysis:

Historical approach and analysis of processes: The analysis of all the elements that have been observed during the time scope of the evaluation could start before the CSP/T-ICSP. The evaluation team explored the evolution in time and in the processes developed before and since the design of the T-ICSP and CSP.

Multidisciplinary and systemic approach: The CSP/T-ICSP tackles multiple dimensions – economic, financial, technical, social, gender-related, institutional, environmental, etc. The evaluation team developed an analysis of all these dimensions and their relationships and linkages. This was reflected in the composition and expertise of the evaluation team and through the inclusion of specific questions related to the different relevant dimensions and their linkages during the interviews carried out with WFP and the other stakeholders.

Participatory approach: The CSP/T-ICSP stakeholders have been consulted through different methods (semi-structured interviews, mini surveys, real time feedback on the main information gathered, etc.), which allowed their perceptions and interpretation to be captured.

The evaluation adopted a gender approach that included the analysis of the extent to which gender equality and empowerment of women objectives had been integrated into the CSP/T-ICSP design, implementation and monitoring and evaluation. The evaluation also assessed how gender activities taken by WFP in The Gambia are in alignment with WFP corporate commitments and standards on gender. The gender lens has been systematically applied to all evaluation data collection tools and questions. The evaluation applied, where possible, separate data collection with groups of women and men, in particular through focus group discussions.

The evaluation applied a contribution analysis approach for assessing the relationships between activities, outputs and outcomes and assumptions, with the aim of appreciating the contribution of the CSP/T-ICSP to the perceived outcomes.

DATA COLLECTION METHODS AND TOOLS

Methods and tools

The evaluation used complementary methods for collecting information, the combination of which allowed for obtaining the most reliable findings and conclusions. The application of these methods for each evaluation question is presented in the evaluation matrix in Annex 2.

The methods applied are: (1) literature review of secondary data (qualitative and quantitative); (2) semi-structured qualitative interviews; (3) observation; and (4) mini household surveys.

Literature review of secondary data: This was based on documents transferred to the evaluation team by WFP (CSP/T-ICSP design documents, activity reports, corporate policies, national policies, assessments, memoranda of understanding, etc.) and on other documents gathered with stakeholders during the data collection phase. The literature review provided the bulk of quantitative data that was used at the scale of the CSP/T-ICSP or SOs.

Semi-structured interviews: These represented the most important primary data collection method applied during the data collection phase, allowing the collection of qualitative data. Semi-structured interviews were conducted with the majority of CSP/T-ICSP stakeholders. The choice of stakeholders consulted was based on a stakeholders' mapping conducted during the inception phase. Interviews with WFP staff, institutional and cooperating partners and key informants at the local level were conducted individually or in small groups. The main gap as far as stakeholders consulted is concerned is donors. Interviews with beneficiaries and community organizations, including food management committees and mothers' clubs, were conducted in small focus groups of separated men and women. Interviews with the regional bureau and headquarters took place after data collection in the country in order to focus on key elements that needed to be triangulated at regional bureau level. The evaluation team used interview guides by type of stakeholder.

Household mini surveys. Two household mini surveys were conducted to collect complementary data at the household level. These surveys had the aim of complementing data collected in focus group discussions, allowing for deepening the information on key elements of WFP activities, outputs and outcomes. These surveys provided mainly quantitative information. While the surveys were not intended to be statistically representative at CSP/T-ICSP or SO level, the data collected was inserted into the triangulation and contributed to the elaboration of the evaluation findings and conclusions. A training of enumerators and testing of the questionnaire took place prior to data collection. Based on an estimation of the time available for the household survey in communities considering other data collection activities carried out by the team (focus group discussions, field visits), it was estimated that eight households could be visited in each community. Those households were selected randomly among either beneficiaries of the COVID-19 assistance provided by the Government or households whose children receive school meals.

Observation: Direct observation carried out by the evaluation team allowed for complementing and triangulating information collected using other methods. International team members who only carried out evaluation activities remotely did not apply this method.

Special precautions related to COVID-19: In accordance with WFP recommendations for food distribution procedures in the context of COVID-19, the following measures were taken for physical data collection to avoid transmission of COVID-19 to both interviewees and the evaluation team:

- Daily monitoring of body temperature and flu-like symptoms of evaluation team members.
- Communication of the risks and measures taken to mitigate them to all stakeholders involved in physical data collection together with the invitation for participation in the evaluation activities.
- Physical distance of 1–2 metres between team members and participants to interviews/focus groups, including distance between participants.
- No physical contact between the evaluation team and participants. As an additional measure, the evaluation team brought a hydroalcoholic solution and invited participants to wash their hands before and after activities.
- Separate interviews with populations at risk (older persons, pregnant and lactating women, people with disabilities, etc.).
- Systematic utilization of medical masks by the evaluation team members.

Sampling approach

A mapping of current WFP field activities based on information provided by the WFP country office was prepared during the inception phase.

The evaluation team intended to make the best possible use of the available time in order to cover as many regions and sites as possible. The data collection phase included a 16-day field mission for the national team members.

All the regions of the country were covered by the evaluation. Central River and North Bank received a larger coverage in terms of number of communities visited as they met two key criteria: (1) highest level of food insecurity according to the 2018 and 2019 pre-harvest assessments; (2) larger coverage by WFP activities according to the mapping provided by the WFP country office.

In addition, for the home-grown school feeding, one region covered by WFP (North Bank) and one region covered by the Government (Lower River) were selected based on their similarities to two key criteria: (1) similar agroecological characteristics that determine the potential for local purchase; (2) similar sociocultural characteristics that potentially determine access to school, particularly for girls.

The combination of these criteria resulted in the following coverage by the evaluation mission.

Table 26: Regional and field coverage of the evaluation mission

SO	Communities covered by region					
	Banjul	West Coast	Lower River	North Bank	Central River	Upper River
HGSF			2 (Government)	3 (WFP)		
COVID-19			2	3	2	
SO1		3	2	4	4	2
SO2	4			4	4	2
SO4				3	3	4
SO5				3	3	

Sites were selected based on this coverage during the mission preparation, with the support of the WFP country office, using the following criteria:

- Logistical conditions
- Communities covered by the T-ICSP and the CSP
- Communities with the highest number of beneficiaries
- Communities receiving in-kind assistance and communities receiving CBT
- Communities covered by different partners with the aim to cover as many partners as possible
- Communities covered by several SOs (in addition to facilitating logistical arrangements, which allowed for appreciating synergies and the cumulative effect of activities under different SOs).

QUALITY ASSURANCE

WFP has developed a Centralized Evaluation Quality Assurance System (CEQAS) based on the United Nations Evaluation Group Norms and Standards and good practices of the international evaluation community (ALNAP and DAC). It sets out process maps with in-built steps for quality assurance and templates for evaluation products. This includes three-level systematic quality review of the products by the Office of Evaluation carried out by the evaluation manager, a senior evaluation officer and final clearance by the WFP director of evaluation. The evaluation team systematically applied CEQAS standards throughout the evaluation process.

The evaluation team relied on KonTerra support and expertise, adding a final layer of quality control. KonTerra as a company holds ultimate responsibility for promoting and delivering quality assurance in all its work. KonTerra ensured the quality of data (validity, consistency and accuracy) throughout.

For the optimal management of this evaluation, the KonTerra director of evaluation, the team leader and an external quality assurance advisor worked closely and shared responsibility for accomplishing the assignment. The process of quality assurance at KonTerra was at two levels: (1) an external quality assurance expert, Johanna Jelensperger, critically reviewed all evaluation deliverables (Draft Inception Report, Final Inception Report, Draft Evaluation Report, Final Evaluation Report) and provided written comments to the team to improve the drafts and final documents before submission to WFP; and (2) the KonTerra director of evaluation, Belen Diaz, provided a final review of the evaluation products to ensure that the team had adhered to the United Nations Evaluation Group Norms and Standards.

Annex 5: List of persons met

Name	Institution	Position
Cecilia Roccato	WFP headquarters	Programme Policy Officer – Gender
Katri Kangas	WFP headquarters	Capacity Strengthening Unit
Louis Rovira	WFP headquarters	Social Protection and Safety Nets Adviser
Maria Lukyanova	WFP headquarters	Capacity Strengthening Unit
Marine Delanoe	WFP headquarters	Programme Policy Officer
Wanja Kaaria	WFP Gambia	Country Director
Adam Mcvie	WFP Gambia	Programme Policy Officer – Resilience and Climate Change Adaptation
Anta Kah Janneh	WFP Gambia	Partnership and Donor Relation Officer
Dedenal Williams	WFP Gambia	Human Resources Unit
Dawda Samba	WFP Gambia	Nutrition Officer
Duncan Ndhlovu	WFP Gambia	Head of Programme (Evaluation Focal Point)
Lilian Mokgosi	WFP Gambia	Programme Policy Adviser
Mam Yassin Ceesay	WFP Gambia	M&E Officer
Njogou Jeng	WFP Gambia	Senior Programme Associate
Nuha Nyangado	WFP Gambia	VAM Officer
Pappy Mwenge	WFP Gambia	Head of Finance and Administration
Tamsir Cham	WFP Gambia	Programme Policy Officer, School Feeding
Sulaymanss Jammeh	WFP Gambia	Programme Policy Officer
Thomas Kimaru	WFP Gambia	Programme Policy Officer
Abdi Farah	WFP regional bureau	Regional School Feeding Officer
Jordan Sisson	WFP regional bureau	Programme Officer
Miranda Sende	WFP regional bureau	Regional Programme and Policy Advisor
William Affif	WFP regional bureau	Head of Programme
Darrell Sexstone	EU Delegation Banjul	Programme Officer
Penny Williams	World Bank	Senior Social Protection Specialist
Anita Martin	GIZ	Liaison Officer
Alagie Fadera	Ministry of Finance	Directorate of Development and Planning
Tida Jatta	Ministry of Basic and Secondary Education	Director of Basic and Secondary Education
Jerreh Sanyang	Ministry of Basic and Secondary Education	Deputy Permanent Secretary
Ebrima Sisawo	Ministry of Agriculture	Permanent Secretary
Pagumbo Saine	School Agriculture and Food Management Unit (SAFMU)	Project Manager
Mamadou Bah	Food Safety and Quality Authority	Director General
Sanna Dahana	National Disaster Management Agency	Executive Director
Mando Amadou Jallow	National Disaster Management Agency	ARC National Coordinator
Alaye Barra	Social Protection Secretariat	National Coordinator
Moshibudi Rampedi	Food and Agriculture Organization	Country Representative
Raimund Moser	ITC	Country Representative
Kunle Adeniyi	UNFPA	Country Representative
Toshiko Takahashi	UNICEF	Deputy Representative
Aissata De	UNDP	Resident Representative

Alassane Senghore	Gambia Red Cross Society	Secretary General
Eric Mendy	Financial Institution (CBT)	Finance Manager
Musa Saho	Agency for Village Support	Programme Officer
Edi Bah	Foni Ding Federation	Federation Manager
Nfamara Dabo	ChildFund Gambia	Programs and Sponsorship Director
Mr Joof	ADWAC	Executive Director
Tamsin Walters	KonTerra Group	Team Leader DE
Janko Jawneh	URR	Principal Education Officer (RED)
Sadibu Jammeh	URR	Education Officer (RED)
Mohammed Mballow	URR	Education Officer (RED)
Tijan Susso	URR	Education Officer (RED)
Amie Mbaye	URR	School Principal (RED)
Yunusa Manneh	URR	SMC (Senior Master Class C)
Hudul Colley	URR	Regional Coordinator, NDMA
Samba Bah	URR	Regional Governor
Eric Mpitabakana	WFP Gambia	Head of Field Office – Basse
Kemo Gassama	URR	WFP Regional Staff
Dawda Sankareh	GRCS, URR	Branch Officer
Karamo Minteh	URR	Regional Director of Agriculture
Ebrima Baldeh	URR	Regional Health Officer
Saikou Drammeh	URR	Nutrition Field Officer
Binta Sey Jadama	WCR	Regional Disaster Management Coordinator
Lamin Fatty	WCR	Branch Officer, Gambia Red Cross Society
Lamin D. Njie	WCR	Regional Coordinator for HIV/National AIDS Secretariat
Ebrima Barrow	WCR	National Agency for Legal Aid
Sabally Saidykhan	WCR	Regional Population Field Officer
Kaddy Janneh	WCR	Women's Bureau Regional Officer
Harouna Badjie	WCR	Social Welfare Regional Coordinator
Momodou Ceesay	LRR	Regional Disaster Management Coordinator
Momodou Sanneh	LRR	Branch Officer, Gambia Red Cross
Momodou Lamin Darboe	LRR	Regional Agricultural Director
Amie Nyabally	LRR	Secretary, Mansakonko Area Council
Momodou Lamin Darboe	LRR	Regional Agricultural Director
Lamin Jawara	LRR	Senior Agricultural Officer
Abdoulie Ceesay	LRR	Planner/M&E Officer
Alieu Boye	LRR	Focal Point, Regional School Feeding
Paul K Mendy	CRR	Regional Education Director
Lamin Sonko	CRR	Principal Education Officer
N'Fally Fofana	CRR	Senior Education Officer
Mamadi Jarju	CRR	Senior Education Officer
Amadou Jaiteh	CRR	Senior Education Officer
Abdoulie Jallow	CRR	Ag. Education Officer
Lamin Gighali	CRR	Education Officer (Islamic)
Oumie Jallow	CRR	Ag. Education Officer
Ebrima Fatty	CRR	Ag. Education Officer
Ousman Bamba	CRR	IT Officer
Rohey John Manjang	LRR	Governor
Hamdi Jobe	LRR	Social Welfare
Gibril Sanneh	LRR	Regional Nursing Officer

Madou Camara	LRR	Regional Livestock Director
Abdoulie Bondi	LRR	Education Directorate – PEO
Alieu Mbow	LRR	Public Health Officer
Abdou Samadou Hydara	LRR	Principal Program officer
Paa Said Ceesay	LRR	Mansa Konko Area Council
Kebba Darboe	LRR	Regional Health officer
Momodou Sanneh	LRR, GRCS	Branch Officer
Sheriff K. Kanyi	NBR	Regional School Feeding Focal Person
Ousman C. Jallow	NBR	Gambia Red Cross Officer
Momodou Cham	NBR	Regional Education Director
Murtala Ceesay	NBR	Regional Senior Education Officer
Lamin Saidy	NBR	Regional Disaster Management Coordinator
Alasan Sanneh	NBR	Social Worker
Sheriffo Mboge	NBR	Youth Council
Mamudou Kinteh	NBR	Governor's Office
Sanna Kolley	NBR	Ombudsman Office
Alasana Jawo	NBR	Youth and Sport
Kemo Gassama	NBR	Governor's Office
Momodou Jallow	NBR	Senior Education Officer
Abba Sanyang	CRR	Governor
Pa Kijerra	CRR, GRCS	Branch Officer
Ngai Jeng	CRR	Regional Disaster Management Coordinator
Lamin Saho	CRR	Regional Health Officer
William Mendy	CRR	Regional Health Officer
Alpha Sowe	CRR	Regional Health Officer
Mr Mendy	CRR	Regional Health Officer
Alieu Sarr	CRR	NEA Regional Coordinator
Lamin R. Darboe	CRR	Deputy Governor
Alieu Gaye	CRR	Physical Planning Officer
Ebrima Jammeh	CRR	Community Development Officer

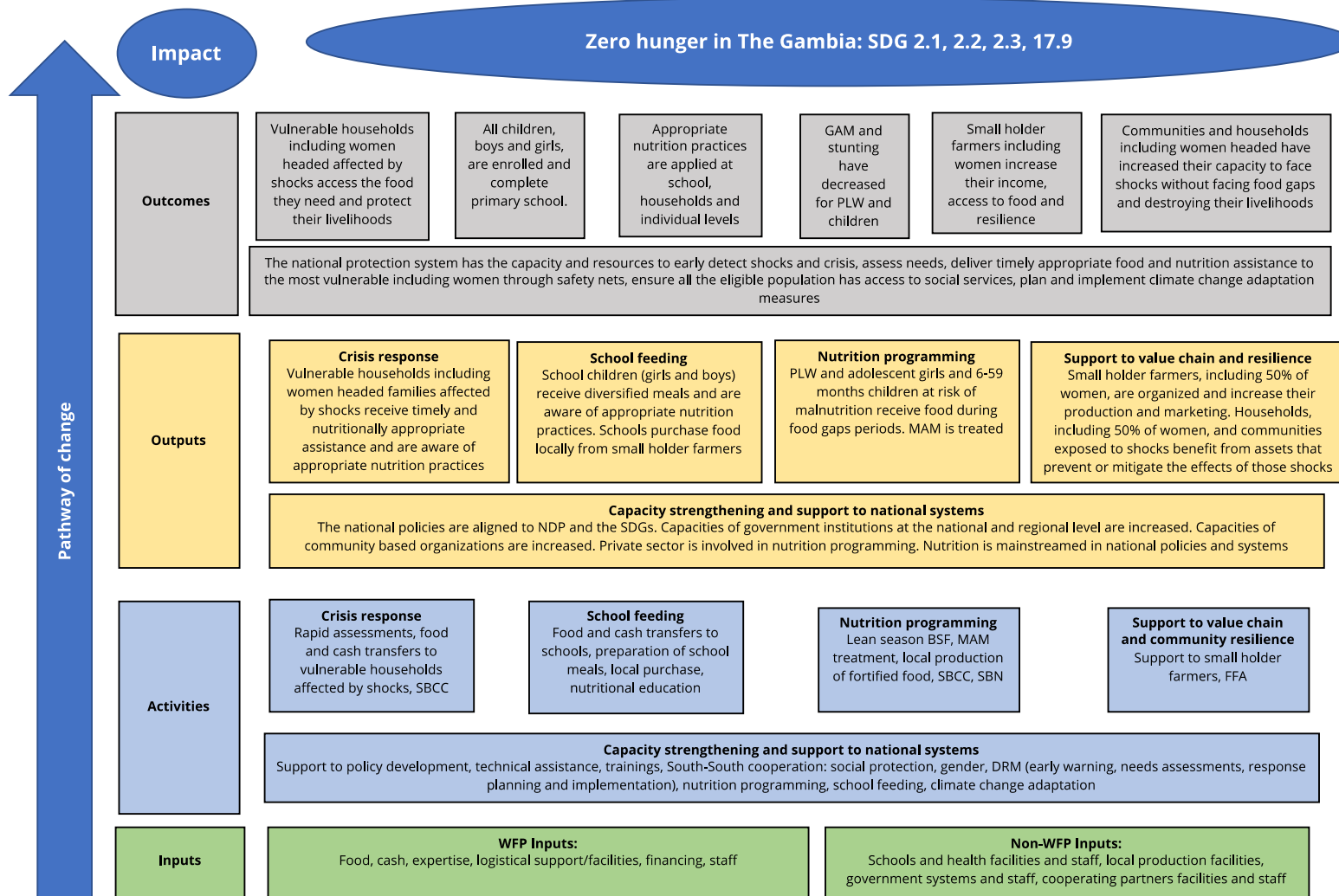
Annex 6: Agenda of the field mission

Day	Date	Falie C. K. Baldeh	Mamma Savaneh	Alieu Gibba	Enumerators
1	Monday 14 Sept	<ul style="list-style-type: none"> Briefing with WFP Interviews with WFP units Interviews with external stakeholders Night in Banjul	<ul style="list-style-type: none"> Briefing with WFP Interviews with WFP units Interviews with external stakeholders Night in Banjul	<ul style="list-style-type: none"> Briefing with WFP Interviews with WFP units Interviews with external stakeholders Night in Banjul	
2	Tuesday 15 Sept	<ul style="list-style-type: none"> Interviews with WFP units Interviews with external stakeholders Night in Banjul	<ul style="list-style-type: none"> Interviews with WFP units Interviews with external stakeholders Night in Banjul	<ul style="list-style-type: none"> Field visit, Albion and St Joseph (SO2), region of Banjul 	
3	Wednesday 16 Sept	<ul style="list-style-type: none"> Interviews with WFP units Interviews with external stakeholders Night in Banjul	<ul style="list-style-type: none"> Virtual training Night in Banjul	<ul style="list-style-type: none"> Field visit, St John's for the deaf and Methodist learning difficulties (SO2), region of Banjul 	<ul style="list-style-type: none"> Virtual training Night in Banjul
4	Thursday 17 Sept	<ul style="list-style-type: none"> Interviews with WFP units Interviews with external stakeholders Night in Banjul	<ul style="list-style-type: none"> Virtual training Night in Banjul	<ul style="list-style-type: none"> Travel to Lower River Region Night in Mansa Konko	<ul style="list-style-type: none"> Virtual training Night in Banjul
5	Friday 18 Sept	<ul style="list-style-type: none"> Interviews with WFP units Interviews with external stakeholders Night in Banjul	<ul style="list-style-type: none"> Internal meeting evaluation team Testing data collection tools Night in Banjul	<ul style="list-style-type: none"> Interviews with regional stakeholders Night in Mansa Konko	<ul style="list-style-type: none"> Internal meeting evaluation team Testing data collection tools Night in Banjul
6	Saturday 19 Sept	<ul style="list-style-type: none"> Literature review Virtual team meeting Night in Banjul	<ul style="list-style-type: none"> Travel to North Bank Region Night in Kerewan	<ul style="list-style-type: none"> Field visit, Samkwia (SO1) Night in Mansa Konko	<ul style="list-style-type: none"> Travel to North Bank Region Night in Kerewan
7	Sunday 20 Sept	<ul style="list-style-type: none"> Travel to Upper River Region 	<ul style="list-style-type: none"> Preparation of field work Meeting with enumerators 	<ul style="list-style-type: none"> Field visit, Jabisa (SO1) Travel to Central River Region 	<ul style="list-style-type: none"> Preparation of field work Meeting with enumerators

Day	Date	Falie C. K. Baldeh	Mamma Savaneh	Alieu Gibba	Enumerators
		Night in Basse Santa Su	Night in Kerewan	Night in Janjanbureh	Night in Kerewan
8	Monday 21 Sept	<ul style="list-style-type: none"> Interviews with regional stakeholders Night in Basse Santa Su	<ul style="list-style-type: none"> Interviews with regional stakeholders Night in Kerewan	<ul style="list-style-type: none"> Field visit, Banni (SO1) Field visit, Fullabantang (SO2) Night in Janjanbureh	<ul style="list-style-type: none"> Interviews with regional stakeholders Night in Kerewan
9	Tuesday 22 Sept	<ul style="list-style-type: none"> Field visit, Perai and Walliba Kunda (SO4) Night in Basse Santa Su	<ul style="list-style-type: none"> Field visit, Salikene Field visit, Ndugu Kebbeh Night in Kerewan	<ul style="list-style-type: none"> Field visit, Tabanani and Manna (SO1) Night in Janjanbureh	<ul style="list-style-type: none"> Field visit, Salikene Field visit, Ndugu Kebbeh Night in Kerewan
10	Wednesday 23 Sept	<ul style="list-style-type: none"> Field visit, Barrow Kunda (SO1) Field visit, Koba-Kunda (SO2) Night in Basse Santa Su	<ul style="list-style-type: none"> Field visit, Sabach Njien Field visit, Dibba Kunda Travel to Central River Region Night in Janjanbureh	<ul style="list-style-type: none"> Field visit, Brikamaba and Jahally (SO2) Travel to North Bank Region Night in Kerewan	<ul style="list-style-type: none"> Field visit, Sabach Njien Field visit, Dibba Kunda Travel to Central River Region Night in Janjanbureh
11	Thursday 24 Sept	<ul style="list-style-type: none"> Travel to Central River Region Night in Janjanbureh	<ul style="list-style-type: none"> Interviews with regional stakeholders Night in Janjanbureh	<ul style="list-style-type: none"> Field visit, Essau (SO1+SO2) Night in Kerewan	<ul style="list-style-type: none"> Interviews with regional stakeholders Night in Janjanbureh
12	Friday 25 Sept	<ul style="list-style-type: none"> Interviews with regional stakeholders Field visit, Jahally (SO4) Night in Janjanbureh	<ul style="list-style-type: none"> Field visit, Jarummeh Koto Night in Janjanbureh	<ul style="list-style-type: none"> Field visit, Jamagen (SO1) Field visit, Darsilami (SO1) Night in Kerewan	<ul style="list-style-type: none"> Field visit, Jarummeh Koto Night in Janjanbureh
13	Saturday 26 Sept	<ul style="list-style-type: none"> Field visit, Wassu and Kuntaur (SO5) Night in Janjanbureh	<ul style="list-style-type: none"> Field visit, Fitu Fula Night in Janjanbureh	<ul style="list-style-type: none"> Field visit, Kerewan (SO2) Field visit, Salikene (SO2) Night in Kerewan	<ul style="list-style-type: none"> Field visit, Fitu Fula Night in Janjanbureh
14	Sunday 27 Sept	<ul style="list-style-type: none"> Travel to North Bank Region Night in Kerewan	<ul style="list-style-type: none"> Meeting with enumerators Travel to Lower River Night in Mansa Konko	<ul style="list-style-type: none"> Travel to West Coast Region Night in Brikama	<ul style="list-style-type: none"> Meeting with research analyst Travel to Lower River Night in Mansa Konko
15	Monday 28 Sept	<ul style="list-style-type: none"> Interviews with regional stakeholders Field visit, Tambakoto and Darsilameh (SO4) Night in Kerewan	<ul style="list-style-type: none"> Interviews with regional stakeholders Field visit, Kani Kunda Field visit, Sare Samba Night in Mansa Konko	<ul style="list-style-type: none"> Interviews with regional stakeholders Field visit, Bullock (SO1) Night in Brikama	<ul style="list-style-type: none"> Interviews with regional stakeholders Field visit, Kani Kunda Field visit, Sare Samba Night in Mansa Konko
16	Tuesday 29 Sept	<ul style="list-style-type: none"> Field visit, Farrafeni and Essau (SO5) 	<ul style="list-style-type: none"> Field visit, Kaiaf Field visit, Jarra-Karantaba 	<ul style="list-style-type: none"> Field visit, Sibanor (SO1) Field visit, Mayork (SO1) 	<ul style="list-style-type: none"> Field visit, Kaiaf Field visit, Jarra-Karantaba

Day	Date	Falie C. K. Baldeh	Mamma Savaneh	Alieu Gibba	Enumerators
		<ul style="list-style-type: none"> Travel to Banjul Night in Banjul 	<ul style="list-style-type: none"> Travel to Banjul Night in Banjul 	<ul style="list-style-type: none"> Travel to Banjul Night in Banjul 	<ul style="list-style-type: none"> Travel to Banjul Night in Banjul
17	Wednesday 30 Sept	<ul style="list-style-type: none"> Debriefing with enumerators 	<ul style="list-style-type: none"> Debriefing with enumerators 	<ul style="list-style-type: none"> Debriefing with enumerators 	<ul style="list-style-type: none"> Debriefing with enumerators

Annex 7: Theory of change



Annex 8: Complementary information on efficiency

Table 27: Direct support costs and indirect support costs of other comparable country CSPs (USD)

	2018			2019			2020		
	Benin	Sierra Leone	Guinea Bissau	Benin	Sierra Leone	Guinea Bissau	Benin	Sierra Leone	Guinea Bissau
Direct costs (DC)	2,478,208	7,261,496	7,479,004	5,327,684	12,613,317	3,121,161	12,458,514	11,157,296	5,674,306
Direct support costs (DSC)	262,934	882,505	370,947	417,002	1,702,940	166,279	445,175	855,737	609,161
Indirect support costs (ISC)	187,566	561,016	749,702	346,674	843,481	408,552	747,313	1,131,190	435,978
Total budget (TB)	2,665,774	7,822,512	8,228,706	5,674,358	13,456,798	3,529,713	13,205,826	12,288,486	6,110,283
% DSC of DC	10.6%	12.1%	5.0%	7.8%	13.5%	5.3%	3.6%	7.7%	10.7%
% ISC of TB	7.0%	7.2%	9.1%	6.1%	6.3%	11.6%	5.7%	9.2%	7.1%

Source: ARC 2018, 2019 and 2020, Benin, Sierra Leone and Guinea Bissau.

Annex 9: Resource mobilization complementary information

Table 28: Level of resource mobilization of previous operations (USD)

	Budget of the operation	Resources mobilized	Percentage of resources mobilized
DEV 200327 (2012–2017)	25,358,120	15,356,611	61%
PRRO 200557 (2013–2015)	13,897,080	5,869,371	42%

Source: DEV 200327: Final evaluation report, August 2018. PRRO 200557. PRRO 200557: Final evaluation report, January 2016.

Table 29: Contributions received for the CSP 2019–2021

Donor	Amount (USD)	Period of implementation	Earmarking
European Commission	1,110,571	01/07/2017 to 01/07/2021	SO5
European Commission	1,686,041	01/07/2017 to 01/07/2021	SO2
European Commission	75,730	01/07/2017 to 01/07/2021	SO5
European Commission	10,557	01/07/2017 to 01/07/2021	SO4
European Commission	2,632,570	15/01/2017 to 01/01/2020	SO3
Gambia	38,763	09/06/2017 to 31/12/9999	
Gambia	3,977	09/06/2017 to 31/12/9999	SO3
Gambia	159,642	23/01/2014 to 31/12/2019	SO2
Gambia	1,840,000	25/04/2019 to 31/12/9999	SO1
Gambia	1,344,303	22/04/2020 to 31/12/9999	SO1
Private donors	200,000	04/12/2018 to 30/09/2020	SO2
Republic of Korea	92,996	01/12/2016 to 31/12/9999	SO2
United Nations Peacebuilding Fund	748,500	02/02/2020 to 27/21/2021	SO4
World Bank	65,000	29/05/2019 to 31/12/2019	

Source: Information provided by WFP country office, November 2020.

Table 30: Contributions received for the T-ICSP 2018

Donor	Amount (USD)	Period of implementation	Earmarking
European Commission	110,034	01/07/2017 to 01/07/2021	SO3
European Commission	1,511,039	01/07/2017 to 01/07/2021	SO2
European Commission	76,097	01/07/2017 to 01/07/2021	SO4
European Commission	20,000	31/12/2017 to 31/12/2018	SO4
European Commission	1,077,511	15/01/2017 to 01/01/2020	SO2
Gambia	48,778	09/06/2017 to 31/12/9999	
Republic of Korea	40,446	01/12/2016 to 31/12/9999	SO2

Source: Information provided by WFP country office, November 2020.

Table 31: Contributions received for the development project 200327

Donor	Amount (USD)	Period of implementation	Earmarking
Australia	10,494	11/11/2015 to 31/12/9999	School feeding
European Commission	4,111,255	17/09/2012 to 17/12/2016	School feeding
European Commission	150,549	17/09/2012 to 17/12/2016	School feeding
Gambia	2,867,158	23/01/2014 to 31/12/2018	School feeding
Gambia	68,918	08/09/2014 to 31/12/2017	School feeding
Gambia	92,550	08/09/2014 to 31/12/2017	School feeding
Japan	2,091,209	13/08/2015 to 31/12/2017	School feeding
Japan	1,265,209	09/09/2016 to 31/12/9999	School feeding
Private donors	101,371	01/03/2013 to 04/02/2015	School feeding

Private donors	33,168	01/03/2013 to 01/11/2017	School feeding
Private donors	11,871	25/01/2012 to 01/11/2017	School feeding
Private donors	174,221	25/01/2012 to 18/01/2016	School feeding
Republic of Korea	166,538	01/12/2016 to 31/12/9999	School feeding

Source: Information provided by WFP country office, November 2020.

Table 32: Contributions received for PRRO 200557

Donor	Amount (USD)	Period of implementation	Earmarking
Canada	25,945	20/08/2015 to 31/12/9999	
European Commission	543,478	01/07/2014 to 01/02/2015	Livelihood support
European Commission	424,178	01/03/2015 to 01/09/2015	Livelihood support
European Commission	1,908,675	15/01/2017 to 15/06/2019	Nutrition
Japan	3,564,356	27/06/2013 to 28/02/2015	Nutrition
United Nations CERF	746,300	02/10/2014 to 30/06/2015	Livelihood support
United Nations CERF	223,898	02/10/2014 to 30/06/2015	Livelihood support
USA	342,212	28/07/2015 to 30/06/2017	Nutrition

Source: Information provided by WFP country office, November 2020.

Table 33: Forecasts of resource mobilization at the approval of the CSP 2019-2021 (USD)

Donor	Total (USD)	SR 1		SR 2	SR 3	SR 5	Year 1	Year 2	Year 3	
		Crisis Response	Access to Food	End Malnutrition	Smallholder farmers productivity	CCS	2019	2020	2021	
Total	34,577,236	12,800,000	13,258,397	4,800,000	1,488,763	2,230,077	7,887,929	13,473,949	13,215,375	
1	EU	9,288,473	-	6,408,397	2,000,000	-	880,077	3,049,167	3,123,949	3,115,357
2	Gambia	38,763	-	-	-	38,763	-	38,763	-	-
3	ECHO	1,500,000	500,000	-	-	-	1,000,000	500,000	500,000	500,000
4	DFID / UK	550,000	300,000	-	200,000	-	50,000	300,000	250,000	-
5	Food for Peace / USA	1,100,000	500,000	-	600,000	-	-	500,000	300,000	300,000
6	Japan	3,300,000	1,000,000	2,300,000	-	-	-	1,000,000	1,150,000	1,150,000
7	KOICA / Korea	4,500,000	-	3,550,000	-	950,000	-	-	2,250,000	2,250,000
8	Germany	10,800,000	10,000,000	-	-	500,000	300,000	2,000,000	4,400,000	4,400,000
9	China	1,500,000	500,000	1,000,000	-	-	-	500,000	500,000	500,000
10	Canada	2,000,000	-	-	2,000,000	-	-	-	1,000,000	1,000,000

Source: Information provided by WFP country office, November 2020.

Annex 10: Alignment of the CSP objectives and activities to the ZHSR recommendations

CSP SOs and activities	Corresponding recommendations of the ZHSR	Comments
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 crisis		
1. Provide food assistance and SBCC training for crisis-affected population and strengthen the capacity of national partners to respond to crisis.	SDG 2, target 2: <i>f) Incorporate nutrition education in all interventions</i>	There is no explicit reference to crisis response in the ZHSR recommendations. However, food assistance to respond to shocks is recognized as a <i>common mode of coping with nutrition and food supply shocks in the short term</i> . ¹³⁷ In addition, several elements referring to the construction of a DRM system are mentioned in the recommendations and addressed in other SOs of the CSP.
SO2: Food insecure populations in targeted areas, including school-aged children, have access to adequate and nutritious food all year		
2. Provide school meals for pre-school and primary school children 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, including HGSF, integration of nutrition SBCC messages and transition to nationally-owned programme.	SDG 2, target 1: <i>a) Continue and expand the programme to cover all primary schools</i> <i>c) Development of an operational plan for a nationally-owned HGSF program</i> <i>e) Develop a focus on nutrition education</i> <i>f) Develop a clear plan to transition to national ownership and management</i>	Recommendations of the ZHSR included other aspects not included in the CSP, such as the development of a safety net for reducing drop out, especially for girls, and set up of a multi-sectoral coordination mechanism.
SO3: Nutritionally vulnerable populations in targeted areas, including children, pregnant and lactating women and girls, have improved nutritional status in line with national targets		
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, including SBCC programming, a cost of hunger analysis.	SDG 2, target 2: <i>b) Maternal and child nutrition interventions focusing on the first 1,000 most critical days.</i> <i>f) Incorporate nutrition education in all interventions</i>	Recommendations of the ZHSR included other aspects not included in the CSP, such as the adoption and piloting of an essential package of Basic Nutrition Services.

¹³⁷ ZHSR. P. 25.

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		
4. Provide supply chain and market support for farmers to increase productivity and access to markets, complemented by community asset creation through FFA activities.	<p>SDG 2, target 3:</p> <p><i>14) Increased investment in physical rural agricultural infrastructure</i></p> <p><i>15) Increased investment in post-harvest rural agricultural infrastructures and services</i></p> <p>Cross-cutting</p> <p><i>4. Efforts for gender parity increased</i></p>	
SO5: National and sub-national institutions have strengthened capacity to meet zero hunger targets		
5. Provide technical support to the Government on coherence between relevant policy instruments under the NDP; implementation of the NSPP, with a focus on gradual transition to government ownership of the HGSP programme, national management of nutrition programmes and disaster preparedness and shock response systems. This included the support to the development of the social protection agenda, to the institutionalization of nutrition activities in national work plans and to the national DRR system.	<p>SDG 2, target 4:</p> <p><i>21) Enhanced access to agricultural risk insurance for resilience building</i></p> <p><i>22) Strengthened Early Warning Food Security Information System</i></p> <p>SDG 2, target 1:</p> <p><i>7) Continuation and expansion of school feeding programme with view of handover to the Government</i></p> <p><i>8) A combined food and nutrition security policy to be formulated and integrated within the agricultural policy</i></p> <p>Cross-cutting</p> <p><i>5) Strengthen the provision of social protection support to poor and vulnerable groups such as women and youth</i></p>	

Annex 11: Data collection tools

DATA COLLECTION TOOLS FOR STRATEGIC OUTCOMES 1 AND 2

Key informant interviews at the national and regional/sub-regional levels

1.1 WFP country office staff (emergency response)

IDENTIFICATION DATA				
Date of interview:				
Place of interview (region):				
Details of interviewees:				
NO	NAME	TITLE	M/F	MOBILE
1				
2				

1. Briefly explain the WFP strategy on emergency response and how it has evolved from 2018 (T-ICSP implementation) through to CSP (2019) to date and why? (Relevance)
2. Briefly describe the extent to which the needs of the most vulnerable were appropriately assessed in the design of CSP strategic outcome 1 on emergency response. Explain how SO1 remains relevant to the country's national, sub-national priorities and strategies. (Relevance)
3. What targeting criteria have been used and how relevant is the criteria to the needs of vulnerable populations? (Relevance)
4. How has past WFP emergency preparedness since 2018 resulted in the reduced impact of COVID-19? (Relevance)
5. How has WFP adapted and responded to COVID-19? (Relevance)
6. What type of technical assistance has WFP been providing to NDMA from 2018 (T-ICSP) to date during CSP (include COVID-19)?
7. Does the technical assistance provided by WFP address the needs of the NDMA? (Relevance)
8. Based on your experiences, in what ways have you seen changes in the capacity for emergency preparedness at the national and sub-national levels (during T-ICSP and CSP implementation)?
9. Based on your experiences, what additional capacity building needs do you see related to emergency response?
10. Briefly describe what you consider having been the most significant achievements/results of the emergency response since 2018 to date. (Realization of objectives/Effectiveness)
11. Where is the evidence of these achievements – e.g. ACR, M&E findings and external reports? (Effectiveness)
12. What is the available evidence of the long-term effects (positive or negative, intended or unintended) of the emergency response on the livelihoods of targeted households and communities? (Impact)
13. What are the main factors behind the overall results for emergency response? [Note: emphasis on the key internal and external factors influencing these results] (Factors)
14. What are the best practices and key lessons emerging from the emergency response and COVID-19 response? (Impact)
15. What are the key questions you are left with – in relation to what did or did not happen – and where is WFP looking to go next? (Sustainability)
16. What were the main challenges of the emergency response? [Management, programming/operational, staffing, partnership, funding] (Challenges)
17. In what way have you seen gender sensitivity, protection, accountability to affected populations and environment integrated into emergency response activities? (Integration of cross-cutting issues)

18. How do you work with partners? Who do you consider to be direct partners and boundary partners? What is the status of formal and informal partner relationships? Please describe coordination at all levels. Are all stakeholders engaged in the process? (Coordination)
19. In the next CSP, what would you do differently? What adjustments are required to the design and implementation programme to make emergency response effective? [Models, approach, collaboration, and coordination, etc.] (Sustainability)
20. ANY OTHER INFORMATION:

1.2 WFP country office staff (school feeding)

IDENTIFICATION DATA				
Date of interview:				
Place of interview (region):				
Details of interviewees:				
NO	NAME	TITLE	M/F	MOBILE
1				
2				
3				

1. Briefly explain the WFP strategy on school feeding and how it has evolved from 2018 (T-ICSP implementation) through to CSP (2019) to date and why? (Relevance)
2. Briefly describe the extent to which the needs of the most vulnerable were appropriately assessed in the design of the CSP's strategic outcome on school feeding/HGSF. Explain how SO2 remains relevant to the country's national, sub-national priorities and strategies. (Relevance)
3. What targeting criteria have been used and how relevant is the criteria to the needs of vulnerable boys and girls? (Relevance)
4. How has WFP adapted and responded to COVID-19 within SO2? (Relevance)
5. What type of technical assistance has WFP been providing to MBSE from 2018 to date?
6. Does the technical assistance provided by WFP address the needs of the MBSE? (Relevance)
7. Based on your experiences, in what ways have you seen changes in the capacity for school feeding at the national and sub-national levels?
8. Based on your experiences, what additional capacity building needs do you see related to HGSF?
9. Briefly describe what you consider have been the most significant achievements/results of the school feeding. (Realisation of Objectives/Effectiveness)
10. Where is the evidence of these achievements – e.g. ACR, school feeding evaluation, findings and external reports? (Effectiveness)
11. What is the available evidence of the long-term effects (positive or negative, intended or unintended) of the school feeding on the food security, nutrition and education of boys and girls? (Impact)
12. What are the main factors behind the overall results for school feeding? [Note: emphasis on the key internal and external factors influencing these results] (Factors)
13. What are the best practices and key lessons emerging from school feeding/HGSF? (Impact)
14. What are the key questions you are left with – in relation to what did or did not happen – and where is WFP looking to go next? (Sustainability)
15. What were the main challenges of school feeding/HGSF? [Management, programming/operational, staffing, partnership, funding] (Challenges)
16. In what way have you seen gender sensitivity, protection, accountability to affected populations and environment integrated into the school feeding activities? (Integration of cross-cutting issues)

17. How do you work with school feeding partners? Please describe coordination at all levels. Are all stakeholders engaged in the process? (Coordination)
18. In the next CSP, what would you do differently? What adjustments are required to the design and implementation programme to make the school feeding effective? [Models, approach, collaboration, and coordination, etc.] (Sustainability)
19. ANY OTHER INFORMATION:

1.3 Ministry of Basic and Secondary Education

IDENTIFICATION DATA				
Date of interview:				
Place of interview (region):				
Details of interviewees:				
NO	NAME	TITLE	M/F	MOBILE
1				
2				

1. Please briefly narrate the history of The Gambia school feeding programme, including its model of implementation. (Context/relevance).
2. To what extent is school feeding aligned to other social protection instruments, government policies and strategies? (Relevance)
3. To what extent is school feeding aligned to the needs of the targeted boys and girls? [Elicit the specific needs of boys and girls targeted by the school feeding] (Context/relevance)
4. What design and/or implementation adjustments has WFP and the Ministry of Basic and Secondary Education made on the school feeding between 2018 (during the T-ICSP implementation) and to date? Including those that may have been made in 2020 in response to COVID-19. What informed these adjustments and what was their impact (if any)? (Relevance)
5. To what extent did the adjustments made remain relevant to the needs of boys, girls, men and women? How is it aligned to government priorities? (Relevance)
6. Briefly describe what you consider have been the most significant achievements/results of the school feeding programme since 2018 to date? (Realization of Objectives, Effectiveness)
7. What is the available evidence of the long-term effects (positive or negative, intended or unintended) of school feeding on the lives of boys and girls, and households, local traders, farmers and cooks? (Impact)
8. What are the main factors behind the overall results for school feeding since 2018 to date? [Note: emphasis on the key internal and external factors influencing these results] (Factors)
9. What are the main challenges experienced since 2018 to date? [Management, programming/operational, staffing, partnership and funding, for each model?] (Challenge)
10. What are the best practices and key lessons emerging from school feeding/HGSF? What are the key questions you are left with in relation to the needs of pre-primary and primary school children, children with special needs, and children with special dietary needs? [Sustainability] (Impact and Sustainability)
11. Is there a multi-sectoral steering committee coordinating the implementation of school feeding at the national level? If yes, please identify which sectors are part of this steering committee. (Coordination)
12. To what extent has the school feeding programme achieved its intended education (food security and nutrition, health, and livelihood) outcomes for boys, girls, men and women over the period under review? (Effectiveness)

13. What are the long-term effects (positive or negative, intended or unintended) of the school feeding programme on the lives of boys and girls targeted and the households? (Impact)
14. Is there evidence that school feeding has contributed to increased livelihood opportunities, social protection, nutrition and incomes for men and women, especially in the rural areas? (Impact)
15. In what way have you seen gender sensitivity, protection, accountability to affected populations and environment integrated into school feeding activities since 2018 to date? (Integration of cross-cutting issues)
16. What capacity building was conducted by WFP, the Ministry of Basic and Secondary Education, other government ministries, NGOs or development partners to ensure that school feeding yields the desired benefits? (Capacity strengthening)
17. What are the M&E arrangements for the implementation of WFP and government supported school feeding/HGSF at the national, regional and school levels? [Probe data collection, analysis, reports, and the information management system]
18. What are the key considerations for HGSF? [Elements that need to be considered before implementing HGSF] (Recommendations)
19. Describe the implementation of the handover of the two regions by WFP to the Ministry of Basic and Secondary Education. How effective was the strategy? What worked and what could be done differently? (Effectiveness)
20. Any other information? [Ask for statistics]

1.4 Ministry of Health

IDENTIFICATION DATA				
Date of interview:				
Place of interview (region):				
Details of interviewees:				
NO	NAME	TITLE	M/F	MOBILE
1				
2				

1. What role does your ministry/department play in health and nutrition programmes in the country? (Relevance)
2. In your opinion, what has been the contribution of the school feeding programme to the health, nutrition and educational outcomes of boys and girls in pre-primary and primary school since 2018 (T-ICSP) to date? Comment on the nutrition indicators. (Effectiveness)
3. Comment on the quality of the meals served in terms of nutritional value and sufficiency for pre-primary and primary school children since 2018 to date. What can be done differently? (Effectiveness)
4. How effective is the coordination and collaboration of partners in the implementation of school feeding by WFP and the Government? What is the status of formal and informal partner relationships? How engaged are the stakeholders? (Coordination)
5. What capacity building was conducted to support the school feeding programme since 2018 to date? How successful was it? [Note: ask about the modality and uptake] (Capacity building)
6. In future (re school feeding), what would you recommend be done differently? What adjustments are required to the design and implementation of the school feeding programme to make it more effective in WFP and Government supported schools? (Recommendation)

1.5 National Disaster Management Agency (NDMA)

IDENTIFICATION DATA				
Date of interview:				
Place of interview (region):				
Details of interviewees:				
NO	NAME	TITLE	M/F	MOBILE
1				
2				

1. Please briefly explain The Gambia humanitarian/emergency context between 2018 (T-ICSP implementation) to date, including the emergence of COVID-19. (Context/relevance)
2. How has the NDMA responded to these emergencies since 2018? What are the successes achieved by the NDMA in the recent past, with regards to disaster risk reduction in the country? (Note: zoom into issues around COVID-19 response) (Context/relevance)
3. What has been the role and relevance of WFP support to NDMA responses to these past emergencies since 2018, including the COVID-19 response? (Relevance)
4. Thinking back to 2018 (or when you first began in this role) what have been the major changes in the capacity of NDMA at the national and sub-national levels to act in the emergency preparedness and humanitarian response? (Relevance)
5. Since 2018, what do you see as having been the most successful actions for effectiveness at emergency preparedness and humanitarian response, including the COVID-19 response? (Factors)
6. Since 2018, what have been some of the biggest challenges facing NDMA for effectiveness at emergency preparedness and humanitarian response, including the COVID-19 response? (Factors)
7. What are your perceptions of the WFP diffusion of capacity strengthening work from the national level to sub-national levels? How effective has there been a cascade effect on the capacities of the sub-national levels? What are some barriers to sub-national capacity strengthening? (Effectiveness)
8. In what way has the WFP support/National Capacity work in NDMA been appropriate to the needs of the sub-national levels of government of the Gambia in the context? (Relevance)
9. From your perspective, to what degree have the capacity strengthening activities been implemented in a timely manner? In what components have there been significant delays (if any)? (Efficiency)
10. Based on your experiences, what additional capacity building needs do you see related to EPR Programming at the sub-national level? (Effectiveness)
11. What effect have any significant delays had on the results? What is the quality of the partnerships and the relationships that WFP has with different partners at the sub-national levels? Are there different strengths and weaknesses? (Efficiency)
12. In what way does the monitoring and reporting system function for emergency response activities at the sub-national levels? What are some gaps or challenges? (Monitoring and evaluation)
13. In what ways has the monitoring and reporting information been used, if at all, to address implementation bottlenecks or improve performance of delivery of activities at the sub-national levels? What might be improved?
14. In what way have you seen gender sensitivity, protection and accountability to affected populations and environment integrated into the emergency response at the national, regional, and sub-regional levels? (Integration of cross-cutting issues)

2. Focus group discussions (FGDs) at the community and school levels

2.1 FGDs with school management committee/food management committee (mixed gender)

IDENTIFICATION DATA			
Date of interview:			
Place of interview (region, school name):			
Details of interviewees:			
NO	NAME	GRADE	M/F
1			
2			
3			
4			
5			
6			
7			
8			

1. Explain the operations of school feeding/HGSF at your school? [Cash/food transfers, local procurement]
2. What is the relevance of the targeting criteria (geographic and beneficiary)?
3. What priority food and nutrition security needs does the HGSF meet?
4. Are there any other food and nutrition security needs that the school feeding activities are not addressing that they should be?
5. Is school feeding contributing to improvements in attendance, enrolment and drop-out rates for targeted boys and girls?
6. What factors have influenced achievement (or not) of the intended outcomes stated above?
7. Are the school feeding activities implemented in the most efficient way in terms of (i) timeliness of activities; (ii) quality of services provided; and (iii) implementation approach?
8. Have any of the community members/food management committee members had training/capacity strengthening?
 - a. Who provided the training?
 - b. In what areas? And how often?
 - c. How useful was the training?
9. What have been some of the positive and/or negative effects that you have observed because of the school feeding activities on targeted women, men, boys and girls?
10. How has school feeding promoted community ownership?
11. What are the key factors that drive community ownership of the school feeding programme in your area?

2.2 Focus group discussions with caterers

IDENTIFICATION DATA			
Date of interview:			
Place of interview (region, company name):			
Details of interviewees:			
NO	NAME	GRADE	M/F
1			
2			
3			
4			

1. Describe your role in the school feeding programme and the length of your partnership agreement with the Ministry of Basic and Secondary Education.
2. Did anyone of you receive training? If yes, in what areas?
3. Explain the ration and the extent to which it meets the needs of the pre-primary and primary school boys and girls.
4. Since 2018, was there any instance where you had to deviate from the normal ration (cook less, some ingredients were not available, etc.) [adherence to ration size]? If yes, how often did this happen? (Rare, often, very often)
5. Since 2018, was there any incident where the prepared food ran out before all the pupils could get their rations? If yes, what caused the food to run out?
6. Since 2018, was there an incident where food remained after all the pupils had received their ration? If yes, how often did that happen? (Rare, often, very often) What caused the food to remain and what happened to the leftover food?
7. What challenges, if any, do you face while doing your job?
8. In your view, what needs to be changed to improve the way school feeding is delivered under this model?
9. Any other information?

Strategic outcome 4: data collection tools

Approach/methods: semi-structured interviews

The evaluation questions will be used flexibly during all interviews, as a checklist and guide for the consultant. The order of issues to be addressed may change during conversations, depending on the dynamics of the meetings and open-endedness of questions. There will be interactive learning that will encourage participatory attitudes and arouse interest and commitment in the assessment. This tool cannot substitute a formal questionnaire. It's a guide for discussion, requiring an active involvement of all stakeholders in this evaluation.

The assessment process seeks local information and measures of WFP T-ICSP/CSP contribution towards enhancing livelihoods and resilience of food-insecure smallholder farmers and communities in the targeted areas to better meet their food security and nutrition needs all year round. The strategic and operational focus of this CSP outcome are: a) *"to support small-holders through local procurement and tailored trainings"*; and b) *to support the "need for resilience programming with vulnerable populations during the lean season"*. The strategic outcome is to *"provide supply chain and market support (including HGSP) to farmers to increase productivity and access to markets, complemented by community asset creation through FFA"*.

1. National level interviews

1.1 Interviews with WFP country office staff

1. How is capacity strengthening of smallholder farmers on agricultural value chains and markets relevant to the design of this CSP?
2. Please describe the WFP role on capacity strengthening of smallholder farmers in The Gambia.
3. Which WFP capacity strengthening activities are linked to smallholder farmer support or local agriculture and food markets?
4. Please describe how WFP is delivering on smallholder farmers' capacity strengthening and resilience programming with vulnerable populations.
 - a) Categorize beneficiaries receiving capacity strengthening activities on value chains and market by sex and location.
 - b) Number, type and location of capacity strengthening activities.
5. Which national programmes were enhanced as a result of WFP-facilitated South-South and triangular cooperation support?
6. Please describe the effectiveness of your collaboration with the Ministry of Agriculture, in particular the extension service on smallholder farmers' capacity strengthening activities on agricultural value chains and markets?
7. Describe farmers associations (if any), participating in WFP local purchase.
 - a) Provide information on their locations.
 - b) Quantity of food purchased from local producers by location and programme allocation.
8. Describe other beneficiaries and actors participating in WFP local purchase:
 - a) Provide information on their locations and sex.
 - b) Quantity of food purchased from local producers by location and programme allocation.
9. Please describe the effectiveness of your collaboration with partners on smallholder farmers' capacity strengthening activities on agricultural value chains and market?
10. How were the activities of SO4 implemented during the period under review?
11. What were the main successes, difficulties and failures in implementing the component?
 - a) What were the underlying causes of these difficulties?

- b) In relation to the various forms of home-grown school feeding?
 - c) For the capacity building and preparation of the future handover to the Government of The Gambia?
12. Describe the process of targeting beneficiaries of WFP supported programmes.
 - a) Provide information on the beneficiary by category of activities, sex and location?
 - b) Provide information on types and locations of assets (FFA) created and/or repaired?
 - c) Quantity of food and CBTs distributed by sex and location.
 - d) Percentage of WFP food procured from pro-smallholder farmer aggregation systems.
 - e) Value and volume of smallholder sales through WFP-supported aggregation systems.
 - f) Proportion of the population in targeted communities reporting benefits from an enhanced asset base.
 13. Please describe your collaboration with FAO, with regard to local food production and capacity strengthening of smallholder farmers?
 14. Are there positive outcomes in terms of gender equality and empowerment of women from this outcome of the CSP? How/what?
 15. Please explain the budget performance on this strategic outcome: the exact financial history and the actual situation. Successes, difficulties and variances towards end of CSP?

1.2 Interviews with staff of the Ministry of Basic and Secondary Education – Permanent Secretary

1. Please describe the effectiveness of your partnership with WFP on local procurement and tailored trainings.
2. What are your perceptions of WFP local procurement of food in the school feeding programme as part of its CSP?
 - a) Describe the strategic relevance of local procurement to Gambian economy.
 - b) Elaborate on the strategic benefits (or otherwise) to the agriculture value chains.
 - c) What would you recommend on WFP local procurement of food for school feeding?
3. What improvements (if any), would you like to see in The Gambia's future school feeding?
 - a) At short term, medium term and at the longer term?
4. What is the role of the National Inter-Ministerial School Feeding Task Force?
 - a) How does the Ministry of Basic and Secondary Education interact with this group?
 - b) How does this group effectively contribute on guiding school feeding policy and strategic planning?
 - c) What are the strengths and challenges of the inter-sectoral coordination?

1.3. Interviews with staff of School Agriculture and Food Management Unit (SAFMU)

1. Please describe the effectiveness of your partnership with WFP on local procurement and tailored trainings.
2. Describe SAFMU's role (if any), in capacity strengthening of smallholder farmers in relation to WFP local food procurement and aggregation systems:
 - a) With regard to the home-grown school feeding?
 - b) With regard to resilience building with vulnerable communities and FFA creation?

3. Structural obstacles to procurement of locally produced food. How do you see the problems at the local production side? Do you see challenges in terms of the regulation/laws for procurement by the Government? If so, how can this be addressed?
4. Please describe the successes and challenges of SMC/FMCs in implementing and managing school feeding in schools, i.e. planning, procuring food, reporting, etc.
5. How would you describe the capacity levels of SMCs/FMCs to implement and manage school feeding after handing over to the Government of The Gambia (i.e. when WFP technical assistance phases out)?
6. Please describe the positive outcomes in terms of gender equality and empowerment of women from WFP local food procurement and aggregation systems.
 - a) What improvements would you recommend in WFP local food procurement and aggregation systems?

1.4 Interviews at the Ministry of Agriculture

1. Please describe the WFP role in the capacity strengthening of smallholder farmers, FFA creation and resilience building with vulnerable populations in The Gambia.
2. Please discuss WFP capacity strengthening of relevant national institutions and local civil society entities, farmers' organizations and other CBOs working to enhance smallholder productivity, marketing and other livelihood opportunities.
3. Please describe the effectiveness of your partnership (if any) with WFP on smallholder farmers' capacity strengthening activities on agricultural value chains and market, FFA creation and building resilience with vulnerable populations.
4. What is the Ministry of Agriculture's role in the capacity strengthening activities of smallholder farmers as part of the WFP CSP (2017–2021)?
5. Please elaborate the Ministry of Agriculture's support (if any) to smallholder farmers and other value chain actors that are benefiting from the large-scale reliable procurement of WFP.
6. Please describe the strategic benefits (or otherwise) of WFP local procurement to the agriculture value chains.
7. Which national food security and nutrition policies, programmes and systems were enhanced as a result of WFP capacity strengthening?
8. How does the National Inter-Ministerial School Feeding Task Force support/guide mainstreaming of school feeding in agriculture and related policies and planning?
9. What are your short-term and medium-term strategic supports to home-grown school feeding?
 - a) Are there specific actions towards supporting local procurement for school feeding?
10. What improvements would you recommend for future home-grown school feeding programmes in The Gambia?

1.5 Interviews with staff of National Disaster Management Agency

1. Please describe the effectiveness of your partnership (if any) with WFP on strengthening capacities of other government partners and regional structures in disaster risk reduction, prevention, preparedness and response to crises related to food and nutrition security.
2. How would you describe the WFP support to partners promoting livelihoods, FFA creation and resilience-building linked to food security and nutrition, climate change adaptation and risk management among vulnerable people and communities?

2. Interviews at regional/sub-national level

2.1 Interviews with the regional multi-sectoral committees

1. Which of the government institutions participated in WFP capacity strengthening activities in this region?
 - a) Type of capacity strengthening activities.
 - b) How many participants by sex and by institution?
2. Describe available markets at the district, regional and national levels for agricultural input supply and produce marketing.
3. Describe institutional capacities of agricultural farmer associations and assess existing value-adding activities (e.g., post-harvest handling, primary processing and packaging) for job creation and possible entrepreneurship opportunities.
4. What proportion of the population in targeted communities are reporting environmental benefits from WFP asset creation activities?

2.2 Interviews with regional education directors (RED) or senior officer

1. Please describe the effectiveness of your partnership (if any) with other actors (government and others) in relation to school feeding?
2. How effective is the inter-sectoral coordination? How does the multi-sectoral committee/group effectively operate at the regional level? Is the regional multi-sectoral committee/group supporting school feeding? What are the challenges and opportunities?
3. How effective is the coordination between these different actors achieved?
4. Was WFP technically supporting your staff on local procurement for school feeding? If so, who benefited from this support and how many? Was there any specific training?
5. What are your perceptions of the WFP local procurement of food for school feeding?
 - a) Describe the strategic relevance of local procurement to the Gambian economy.
 - b) What would you recommend to improve the WFP local procurement of food for school feeding?
6. What capacity strengthening would you recommend to improve the home-grown school feeding programme for the immediate future, at medium term and at long term?

2.3 Interviews with school feeding focal points (SFFP) in the regions

1. What has been your role and function in the WFP local procurement of food for school feeding?
2. Did you receive any technical support/assistance or training (from WFP or its partners) to perform your role as school feeding focal points?
 - a) If yes, what type of technical support or training and how often?
3. What are the challenges in local purchases of locally produced food for the schools? How can these mechanisms be improved without risks for too high prices/poor quality?
4. How effective are the multi-sectoral committee/group supporting local procurement and other inter-sectoral actions at the regional level?
 - a) What would you recommend to improve multi-sectoral planning and activities on school feeding?
5. How would you describe local capacity at the Regional Education Directorate (RED) in the management of future school feeding programmes?

2.4 Interviews with the capacity development officers (CDOs) of WFP in the Regions

1. How would you describe WFP capacity strengthening of smallholder farmers, FFA creation and resilience building with vulnerable populations in the region?
2. What are the main capacity strengthening activities (human, organizational, operational, institutional) among actors and stakeholders in this Region?
3. Is local capacity sufficiently developed to allow significant reduction of the WFP role?

4. Which specific difficulties are posed by the home-grown school feeding approach? How can you work to increase local capacities with regard to procurement of locally grown food?
5. What would you recommend to improve the design and implementation of the HGSF programme?
 - a) Improvements in the short term, at medium and long term?

3. Interviews with stakeholders and actors at the local (and community) level

3.1 Interviews with local suppliers (aggregators and traders)

1. Describe your role as a supplier in the large-scale WFP procurement of locally produced food for school feeding.
2. Why is it interesting for you to be, or become, a regular supplier of food to schools?
3. Are smallholder farmers accessible to WFP local procurement opportunities for school feeding?
 - a) If so, what percentage of targeted smallholders sell through WFP-supported farmer aggregation systems?
4. Are there existing infrastructure and processes for value additions to improve quality and demand for the commodity/product?
5. What distribution channels of produce exists for actors and who are the major competitors?
6. What are the most important infrastructure constraints affecting growth and profitability of the business related to your commodity (road/transport, electric supply, storage, etc.)?
7. Are there entrepreneurship advisory and financial service providers supporting the development of your product? If so, explain how effective these services are.
8. What government policies/regulations benefit/hinder businesses related to your commodity?
9. What would you recommend to improve local procurement opportunities for a home-grown school feeding programme in The Gambia?
10. To what extent can local procurement strengthen the economies of poor families? To what extent can local procurement strengthen the social and economic position of women in local society?

3.2 Interviews with smallholder producer groups/family farmers/focus group of smallholder farmers

1. What are your major needs/opportunities in producing the right commodities for large-scale WFP local purchases?
2. What support is needed for the commodity (i) to increase quantity and quality of domestic production and (ii) raise incomes of the poor?
3. As production increases, are there ways to further increase demand? What are the implications for youth and women?
4. Please describe WFP capacity strengthening of smallholder farmers, FFA creation and resilience building with vulnerable populations in the region?
5. What WFP capacity strengthening activities involving service providers benefited smallholder farmers?
 - a) Agricultural value chains and marketing.
 - b) FFA creation and building resilience with vulnerable populations?
6. How were the benefits (knowledge, skills and practice) cascaded to smallholder producers?
7. Who are the actors (gender) involved in production activities of major commodities for WFP local purchases?
 - a) Describe the roles of individual actors of these commodities.
8. What are the production volumes of each commodity and the number of actors involved in each?

9. What have you recently done to improve your productivity and the quality of your products?
10. Where does the product originate from and where does it go?
11. Are there out-grower models for your commodity? If so, explain.

3.3 Interviews with school management committees (SMCs) in schools on HGSF

1. Please describe the significance of WFP local purchase of food for HGSF modality.
2. Please elaborate on the impact of local purchases on overall school feeding in your school.
3. What prerequisite capacity (and skills) are required to efficiently implement and manage HGSF in your school?
 - a) Has your school developed that requisite capacity?
 - b) If no, what capacity strengthening would you require to implement and manage HGSF in your school?
4. Have there ever been irregularities in the management of food or funds?
5. What would you recommend to improve and sustain HGSF modality in The Gambia?

3.4 Interviews with other value chain actors – local processors and marketing agents

1. How do you organize and manage the processing/preservation of your products?
2. What standard or certification requirements do your products need to conform to?
 - a) Who sets these standards and requirements?
3. What are your major needs/opportunities in processing/preserving your products to add value for quality and price?
4. Are there advisory and training service providers supporting the processing and preservation of your product? If so, explain how effective these services are.
5. Is your current equipment or machinery an impediment to growth? If so, what kind of equipment or machinery could improve your commodity?
6. Describe the business model and institutional arrangement for marketing your commodity.
7. What support is needed for marketing your commodity: (i) access to market information, (ii) increase quantity and quality of product and (iii) pricing mechanism?
8. Describe available alternative markets at the district, regional and national levels for agricultural produce marketing.
9. Are actors engaged in cooperative marketing of the commodity? If so, explain how effective these cooperatives are.
10. Are finance and financial institutions (including microfinance institutions (MFIs) and community banking, etc.) accessible to youth and women for produce marketing?

Data collection tools

Stakeholders interview guides – capacity strengthening

WFP

Relevance

- Detailed description of all capacity strengthening activities planned and implemented in the CSP at the national, regional and local level.
- To what policies are these activities relevant?
- For regional and local activities, to what extent are the proposed activities relevant to the specific conditions of the selected regions?
- For each theme of capacity strengthening, explain in detail the expected chain of results. Is there any gap or weakness in this chain? If yes, what could be proposed to fill those gaps in the next CSP?
- Background of social protection/DRM in the country.
- Why has WFP prioritized social protection, school feeding and DRM for capacity strengthening in the CSP?
- How the specific needs/gaps related to social protection, school feeding and DRM have been identified and which stakeholders (at all levels) have been involved in defining the WFP role and activities for supporting national related systems.
- For regional and local activities, how the targeted regions and communities have been selected and why.
- To what extent the CCS objectives and activities are relevant to the WFP CCS policy. What is the assessment of needs and complementary approach for the three levels of CCS of the policy?
- What are the main capacity strengthening objectives related to gender, protection and accountability? How gender, protection and accountability have been mainstreamed into capacity strengthening activities.
- What are the main changes in context since 2018 related to national, regional and local institutions and systems? How has WFP modified its activities and approaches to adapt to those changes? What mechanisms are in place in the WFP country office to detect and analyze changes in context?
- How has the support provided by WFP for the national response to the context been decided? To what extent is it in continuation of previous or overall CSP DRM objectives and activities? To what extent is the support provided by WFP to the response timely?
- To what extent is the school feeding handover plan realistic considering government capacities and resources?
- To which coordination mechanisms does WFP participate in relation to social protection and DRM? What role does WFP play?
- With which United Nations agencies are relations most developed, and what synergies have been established in relation to capacity strengthening? Are there any missed opportunities?
- What is the comparative advantage of WFP in relation to national, regional and local capacity building on social protection and DRM?

Effectiveness

- Review of the level of achievements of planned outputs and outcomes.
- Progress achieved in strengthening the Government's schools feeding programme and in the implementation of the handover plan, and specific contribution of WFP to this.
- Progress achieved in the objectives established for the adaptive social protection system and DRM system and specific contribution of WFP to this.

- Specific activities implemented for promoting gender equality, empowerment of women, protection and accountability in CCS activities.
- Progress achieved on the gender, protection and accountability CCS related objectives.
- Are there any outputs and outcomes not planned in the CSP that have been achieved?

Sustainability

- How is sustainability conceived in the CSP and for the WFP country office in relation to CCS objectives and activities? What is the assessment made of national, regional and local capacities, resources and conditions to sustain the systems that are being supported (adaptive social protection, school feeding, DRM), considering:
 - Appropriateness of technical solutions to national, regional and local capacities and conditions.
 - Institutional and organizational set up at all levels.
 - Community involvement and ownership.
 - Financial resources at all levels.
 - Appropriateness of the systems supported considering climate change and forecasted impacts.
- What is the level of ownership of national, regional and local stakeholders of these systems and to what extent are they part of the priorities?

Efficiency

- Have planned CCS activities been implemented following the initial time frame? If not, why, and what consequences does this have on the level of achievement of planned outputs and outcomes?
- What is the perspective on achieving the outputs before the end of the CSP? To what extent does the sequencing of activities and times of implementation represent a positive factor for sustainability?
- Are the resources planned for CCS activities adapted to the objectives?
- What is the level of implementation of the planned resources for CCS?
- Is there a strategy for CCS that integrates diverse approaches in a coherent and efficient way to achieve the objective? Have different options for building capacities in relation to the marked objectives been considered and related costs assessed?

Factors

- Has WFP promoted and participated to the creation of synergies with other actors for CCS?
- To what extent is the M&E system in place adequate for measuring achievements and progress in CCS?
- Does the WFP country office have staff specialized in CCS? Has the staff been proposed capacity building in CCS? What is the support received from regional bureau and headquarters on CCS?
- Are there any corporate tools available for CCS? Have they been used? Are they adapted to the CCS work in The Gambia?

Government institutions (Ministry of Basic and Secondary Education, National Disaster Management Agency, Social Protection Secretariat)

Relevance

- Background of social protection/DRM in the country.
- To what degree have you participated to the Zero Hunger Review (ZHR)?
- Are you familiar with the ZHR and do you agree with the results?

- To what degree have you participated to the formulation of the CSP?
- Are you more involved and do you have more ownership of the CSP than for previous WFP operations? Provide examples to illustrate the changes.
- To what extent are the themes proposed for capacity strengthening in the CSP relevant to the national and sub-national policies and priorities?
- Are home-grown school feeding and CBT relevant in The Gambia and why?
- To what extent are the themes targeted for CCS in the CSP relevant to the more pressing needs of the population?
- What is the added value of WFP in the themes of CCS of the CSP?
- Who are the most important partners of the Government and players in CCS related to social protection and DRM?

Effectiveness

- What are the main achievements registered since 2018 in the construction of the responsive social protection system? What has been the contribution of WFP to this and what were the major contributions of other stakeholders?
- What are the main achievements registered since 2018 in the construction of a DRM system? What has been the contribution of WFP to this and the major contribution of other stakeholders?
- Is the handover plan of the school feeding programme being implemented as planned? What has been achieved since 2018?
- What are the main achievements registered since 2018 in the integration of gender, protection and accountability into national systems? What has been the contribution of WFP to this and major contribution of other stakeholders?
- Is there other any achievement on national systems for which WFP has provided a significant contribution?
- To what extent are environment and climate change taken into account in the DRM, responsive social protection systems and school feeding programme?

Sustainability

- What are the perspectives of sustainability of the systems promoted with the support of WFP?
- What is the level of ownership of national, regional and local stakeholders of these systems and to what extent are they part of the priorities?
- To what extent do national and regional institutions and local stakeholders have the capacity to sustain the systems promoted in the future, considering:
 - Technical capacities.
 - Institutional stability and set up, and organizational capacities.
 - Financial resources.
 - Engagement of donors and other key cooperation stakeholders.
 - Other.

Efficiency

- Are the CCS activities implemented in a timely manner and are they following the plans?
- Is the support of WFP to the national response to COVID-19 timely?
- Are the resources planned and mobilized by WFP sufficient to support significant and timely progress in the capacity development of national actors regarding DRM, social protection and school feeding?

- Are the capacity strengthening methods used efficient? If not, why, and what other methods would be more efficient?

Factors

- Are all the relevant institutions and stakeholders involved in WFP-promoted activities considering the CSP objectives, CCS and priorities of the country?
- Since 2018, has WFP been more flexible to adapt to changing context and needs? (Consider COVID-19 and other aspects.)
- To what extent has the political and institutional situation since 2018 been supportive for achieving progress in the social protection agenda, DRM systems and school feeding handover?

United Nations country team

- To what extent are the CSP's capacity strengthening objectives and activities relevant to the national, regional and local priorities and needs? (Social protection, DRM, school feeding.)
- To what extent are the CSP and CCS objectives and activities relevant to the common United Nations objectives? (UNDAF, others.)
- Has WFP been timely in supporting the Government to respond to COVID-19?
- Is the support provided by WFP to the national response to COVID-19 relevant and why?
- What is the added value of WFP regarding national capacity development on social protection, DRM and school feeding?
- What have been the main progresses registered on those systems since 2018?
- What has been the contribution of WFP to those progresses and what have been the other major contributors?
- What are the main achievements registered since 2018 in the integration of gender, protection and accountability into national systems? What has been the contribution of WFP to this and major contribution of other stakeholders?
- Are there any other achievements on national systems for which WFP has provided a significant contribution?
- To what extent are environment and climate change taken into account in the DRM, responsive social protection systems and school feeding programme?
- To what extent do national and regional institutions and local stakeholders have the capacity to sustain the systems promoted in the future, considering:
 - Technical capacities.
 - Institutional stability and set up, and organizational capacities.
 - Financial resources.
 - Engagement of donors and other key cooperation stakeholders.
 - Other.
- Are all the relevant institutions and stakeholders involved in WFP-promoted activities considering the CSP objectives, CCS and priorities of the country?
- To what extent has the political and institutional situation since 2018 been supportive for achieving progress in the social protection agenda, DRM systems and school feeding handover?

Donors and other technical partners

- To what extent are the CSP's capacity strengthening objectives and activities relevant to the national priorities and needs? (Social protection, DRM and school feeding.)
- Has WFP support to the Government to respond to COVID-19 been timely?

- Is the support provided by WFP to national response to the COVID-19 relevant and why?
- What are the main achievements registered since 2018 in the integration of gender, protection and accountability into national systems? What has been the contribution of WFP to this and major contribution of other stakeholders?
- Are there other any achievements on national systems for which WFP has provided a significant contribution?
- To what extent are environment and climate change taken into account in the DRM, responsive social protection systems and school feeding programme?
- To what extent do national and regional institutions and local stakeholders have the capacity to sustain the systems promoted in the future, considering:
 - Technical capacities.
 - Institutional stability and set up, and organizational capacities.
 - Financial resources.
 - Engagement of donors and other key cooperation stakeholders.
 - Other.
- Are all the relevant institutions and stakeholders involved in WFP-promoted activities considering the CSP objectives, CCS and priorities of the country?
- To what extent has the political and institutional situation since 2018 been supportive for achieving progress in the social protection agenda, DRM systems and school feeding handover?

Data collection tools

Stakeholders interview guides – transversal elements

WFP

Relevance

- What approach has been used for conducting the Zero Hunger Review (ZHR) and for formulating the CSP in terms of stakeholders' involvement, including regional and local stakeholders? To what extent has this resulted in a more inclusive process as compared to the former project approach and to more ownership by national and sub-national stakeholders? Provide examples illustrating the changes.
- What are the synergies planned and established within the CSP structure and between strategic objectives? To what extent does the structure of the CSP facilitate the creation of synergies relevant to the contribution to the strategic objectives? What factors within WFP country office structure support or affect the creation of synergies?
- Is there a gender and protection assessment in the WFO country office? What are the main gender and protection and accountability objectives of the CSP? What is the justification of these objectives considering the identified needs?

Effectiveness

- Degree of compliance to the minimum standards of the WFP gender policy.
- What are the synergies established between emergency response, resilience and root causes objectives and activities of the CSP? To what extent are activities related to each of three categories and is there a coherence between those objectives and activities?
- What difference is there between the planned and actual balance of objectives, activities and resources between the three categories?
- To what extent can the actual balance affect the achievement of the strategic objectives of the CSP?
- How WFP has positioned itself within humanitarian and development stakeholders? What is the level of participation and role played by WFP in humanitarian and development coordination mechanisms? Has WFP played any role to promote linkages between humanitarian and development stakeholders and programming?

Efficiency

- Have transition costs changed with the adoption of the CSP as compared to the former programme approach? Explain in detail.

Factors

- What is the evidence used for the formulation of the CSP, in addition to the ZHR?
- Detailed description of the resource situation, by year and strategic objective: resources mobilized, when, from who, % of earmarked funds and comparison with before the CSP, level of execution of the year budget.
- Financial forecast for 2021.
- Existence of a resource strategy and justification of the options taken.
- How has prioritization of utilization of funds been made and why?
- Existence of a partnership strategy for the CSP?
- To what extent are the institutional partners of CSP the most relevant for the strategic objectives of the CSP?
- How have cooperating partners been selected? Do they have appropriate capacity considering the expectation of WFP? Do they add value?
- In addition to the United Nations, has WFP created synergies with other stakeholders?

- Has the CSP model brought more flexibility for programming, in particular in response to emergencies, as compared to the former programme approach? Explain why.
- Is the process of elaborating and approving budget revisions more timely and flexible?
- How has COVID-19 affected the outputs and outcomes of the CSP?
- What other shocks have affected the performance and how?
- What other factors have affected the performance and how?
- To what extent do human resources represent a positive or limiting factor for the achievements, in quantity and quality? Are there any positions that have not been filled for a significant time? What is the average duration of the staff in their position?
- Are logistic resources adequate?
- Are the CSP Monitoring and Evaluation System and resources dedicated to M&E to measure the planned output and outcomes and contribute to performance analysis and decision making adequate?
- To what extent has past experience been capitalized and used in the CSP? Is there a capitalization and information management system in place?
- Has the support provided by the regional bureau and headquarters been adequate, especially regarding emerging themes (CCS, social protection, etc.)?

Government institutions

- To what degree have you participated in the Zero Hunger Review?
- Are you familiar with the ZHR and do you agree with the results?
- To what degree have you participated in the formulation of the CSP?
- Are you more involved in and do you have more ownership of the CSP than for previous WFP operations? Provide examples to illustrate the changes.
- Do you consider that the ZHR is a relevant evidence base for the formulation of the WFP CSP in the country?
- Is there any other essential evidence that has not been used for the formulation of the WFP CSP?
- To what extent is the CSP formulation more evidence-based than in previous operations?
- To what extent are the gender objectives of the CSP relevant?
- What is the value added by WFP in your sector?
- How has the positioning and added value of WFP evolved regarding food security, nutrition, school feeding, resilience, DRM, social protection, gender and protection, etc.?
- To what extent has WFP been able to adapt to the major changes in context since 2018? (Shocks, institutional changes, etc.)
- What is the role played and participation of WFP in sectoral coordination mechanisms?
- Recommendations for the next WFP CSP.

United Nations country team

- To what degree have you participated in the Zero Hunger Review?
- Are you familiar with the ZHR and do you agree with the results?
- To what degree have you participated in the formulation of the CSP?
- Are you more involved in and do you have more ownership of the CSP than for previous WFP operations? Provide examples to illustrate the changes.

- Do you consider that the ZHR is a relevant evidence base for the formulation of the WFP CSP in the country?
- Is there any other essential evidence that has not been used for the formulation of the WFP CSP?
- To what extent is the CSP formulation more evidence-based than in previous operations?
- To what extent is WFP a key player within the UNCT and what is the WFP added value?
- How has the positioning and added value of WFP evolved regarding food security, nutrition, school feeding, resilience, DRM, social protection, gender and protection, etc.
- What have been the main changes in context since 2018?
- To what extent has WFP been able to adapt to those changes?
- Has WFP been timely in responding to COVID-19 and other shocks?
- What is the participation and role played by WFP in sectoral and United Nations coordination mechanisms (food security, nutrition, DRM, social protection, resilience, school feeding, etc.)?
- What synergies and partnerships have been established between WFP and other members of the UNCT? Are there synergies to the UNDAF objectives? Are there any missed opportunities for building synergies among UNCT members?
- Has WFP participated in or promoted synergies and linkages between humanitarian and development actors? To what extent has this been relevant and produced benefits?
- What is the budget of your current strategic plan in the country, level of resource mobilization and level of earmarked funds?
- Was the level of resources needed for WFP CSP realistic considering the resources available and the donor strategy in the country?
- Has WFP established partnerships with the relevant key institutions considering the objectives of the CSP?
- Recommendations for the next WFP CSP.

Donors

- To what degree have you participated in the Zero Hunger Review?
- Are you familiar with the ZHR and do you agree with the results?
- To what degree have you participated in the formulation of the CSP?
- Do you consider that the ZHR is a relevant evidence base for the formulation of the WFP CSP in the country?
- Is there any other essential evidence that has not been used for the formulation of the WFP CSP?
- To what extent is the CSP formulation more evidence-based than in previous operations?
- What have been the main changes in context since 2018?
- To what extent has WFP been able to adapt to those changes?
- Has WFP been timely in responding to COVID-19 and other shocks?
- What is the added value of WFP in the country?
- How has the positioning and added value of WFP evolved regarding food security, nutrition, school feeding, resilience, DRM, social protection, gender, protection, etc.
- What is the participation and role played by WFP in sectoral coordination mechanisms (food security, nutrition, DRM, social protection, resilience, school feeding, etc.)?
- To what extent do the objectives of the WFP CSP correspond to your objectives and priorities in the country?

- What is the most usual funding modality of your institution in the country (earmarked funds, flexible contribution, etc.) and why?
- Was the level of resources needed for the WFP CSP realistic considering the resources available and the donor strategy in the country?
- Has WFP established partnership with the relevant key institutions considering the objectives of the CSP?
- Recommendations for the next WFP CSP.

MINI HOUSEHOLD SURVEY QUESTIONNAIRE
Emergency preparedness and response with a focus on COVID-19

Introduction

My name is _____ and I am doing this work on behalf of WFP. This is a CSP evaluation commissioned by WFP Office of Evaluation in The Gambia. We highly appreciate if you could spare us some time in providing information related to your household livelihoods and COVID-19 response. The information you provide will be used purely for informing and preparing the evaluation report of The Gambia Country Strategic Plan (CSP). You may withdraw from the study at any time and if there are questions that you would prefer not to answer then we respect your right not to answer them. You are rest assured that your name and information provided will be strictly confidential for the purpose of this baseline study.

Do you consent to participating in the interview? 0= No 1= Yes

Section A – General information (Fill in prior to the interview)		
Date	Day <input type="text"/> <input type="text"/> Month <input type="text"/> <input type="text"/> Year <input type="text"/> <input type="text"/>	Questionnaire number
Enumerator's name		
Location ID	GPS coordinates _____ Region <input type="text"/> <input type="text"/> <input type="text"/> <i>Code: 1: Lower River Region 2: North Bank Region 3: Central River North 4: Central River South</i> Community <input type="text"/> <input type="text"/> <input type="text"/> Household number <input type="text"/> <input type="text"/> <input type="text"/> Respondent name _____ Respondent's gender 1= male <input type="checkbox"/> 2= female <input type="checkbox"/>	

Section B – Demographics		
B1	What is the sex of the head of household?	1= Male 2= Female
B2	What is the highest education level of the head of household?	1= No formal education 2= Primary education 3= Secondary education 4= Tertiary education
B3	How many people currently live in your household?	Total _____
Household composition		
B3.1	Under 5 years old	1= male 2= female
B3.2	5–15 years old	1= male 2= female
B3.3	16–59 years	1= male 2= female
B3.4	60 or more	1= male 2= female
B3.5	How many household members with special needs (physical or mental)?	1= male 2= female
B3.6	How many members of household are chronically ill? (<i>Indicate a person who has been persistently ill for 3 months or more reducing his/her productivity</i>)	1= male 2= female

Section C – Current livelihoods activity		
What is your main income source for the household during the past 30 days? For the income sources mentioned, what is the relative contribution of each activity to total income of the household during the past 30 days?		
1	Crops	% [<input type="text"/>]
2	Livestock	% [<input type="text"/>]
3	Transfers (remittances, gifts, donations)	% [<input type="text"/>]
4	Business (selling, petty trade)	% [<input type="text"/>]
5	Agriculture wage labour	% [<input type="text"/>]
6	Non-agriculture wage labour	% [<input type="text"/>]
7	Food aid sale	% [<input type="text"/>]
8	Firewood/charcoal/grass sale	% [<input type="text"/>]
9	Begging	% [<input type="text"/>]
10	Salaried work	% [<input type="text"/>]
11	Other	% [<input type="text"/>]

Section D – Impact of COVID-19 on livelihoods and food security			
D.1 Impact on livelihoods			
D1.1	Have your household been affected by the COVID-19 crisis?	1= Yes	2= No
D1.2	If yes, how and who has been MOST affected?		
D1.2.1	Loss of employment/work	1= Male 2= Female	
D1.2.2	Loss of income	1= Male 2= Female	
D1.2.3	Lack of access to (agriculture, livestock, fishing) activities due to movement restrictions	1= Male 2= Female	
D1.2.4	Loss of remittances	1= Male 2= Female	
D1.2.5	Lack of clients for petty trading activities	1= Male 2= Female	
D1.2.6	Others	1= Male 2= Female	
D.2 Impact on food security			
D2.1	Have you experienced difficulties in accessing sufficient food for your household due to the impacts of COVID-19?	1= Yes	2= No
	If yes, what were the causes of these difficulties and who was MOST affected?		
D2.2.1	Shortage of food in the market	1=Male 2= Female	
D2.2.2	Increase in the price of food	1=Male 2= Female	
D2.2.3	Markets /grocery stores are closed	1=Male 2= Female	
D2.2.4	Lack of sufficient money to buy food	1=Male 2= Female	
D2.2.5	Unable to access the markets	1=Male 2= Female	
D2.2.6	All food stocks at home have been consumed	1=Male 2= Female	
D2.2.7	Others	1=Male 2= Female	

Section E – Assistance received to cope with the impacts of COVID-19 (output indicators)			
E1	Did you receive any form of assistance to cope with the impacts of COVID-19?	1= Yes	2= No
E2	If yes, from WHOM did you receive the assistance?	1= Government 2= WFP 3= NGO 4= Other	
E3	If yes, WHO received the assistance?	1= Under 5 years old children 2= Mothers 3= Women 4= Men	
E4	If yes, WHAT assistance was received?	1= Food 2= Cash 3= Training 4= Other	
E5	Were you informed of the assistance before you received it?	1= Yes	2= No
E6	What is your level of satisfaction with the assistance received?	1= Very satisfied 2= Satisfied 3= Fairly satisfied 4= Not satisfied 5= Very unsatisfied	
E7	If answers 4 or 5 in E6, can you explain why?	1= The ration/money received was insufficient 2= The ration/money was distributed too late 3= The assistance was not provided to the most in need 4= The food/money distribution wasn't well organized 5= I felt insecure during or after the transfer due to COVID-19 6= I felt insecure during and after the transfer due to other reasons 7= Other	
E8	Did you receive the assistance that you were promised or as planned?	1= Yes	2= No
E9	Is there a mechanism available for you to complain if the assistance was not what was planned?	1= Yes	2= No
E10	If the mechanism exists, have you used it?	1= Yes	2= No
E11	If you have used the mechanism, what was the outcome?	1= Useful	2= Not useful
E12	Did you suffer any protection issues due to your benefit of the assistance received (security, discrimination, etc.)?	1= Yes	2= No
E13	If yes, can you explain what happened?	Open answer	

Section F – Current situation (WFP CSP outcome indicators)

How many days in the past 7 days has your household eaten the following food items and what was the main source of each food item consumed?

Food Item		Main food source (where do you get the food from?) Insert code from below	Number of days when the food was eaten last week (0–7)
1	Cereals and grain: maize/porridge, rice, sorghum, millet, wheat, bread, etc.	_	_
2	Roots and tubers: cassava, potatoes, sweet potatoes	_	_
3	Legumes/nuts: beans, peanuts, nuts and other nuts	_	_
4	Orange vegetables (vegetables rich in Vitamin A): carrot, red paper, pumpkin, orange sweet potatoes, etc.	_	_
5	Green leafy vegetables: spinach, broccoli, other dark green leaves, cassava leaves	_	_
6	Other vegetables: onion, tomatoes, cucumbers, green beans, peas, lettuce, etc.	_	_
7	Orange fruits (fruits rich in Vitamin A): mango, papaya, peach, etc.	_	_
8	Fruits: e.g. banana, apple, lemon, etc.	_	_
9	Meat: beef, goat, mutton, pork, game, chicken	_	_
10	Liver, kidney, heart and/or other organ meats	_	_
11	Fish: fish including other seafood	_	_
12	Eggs	_	_
13	Milk and other dairy products: fresh/sour, yoghurt, cheese, etc.	_	_
14	Oil/fat/butter: vegetable oil, palm oil, butter, margarine, other fats and oils	_	_

Food source codes

1= Own production (crops, animal)

2= Fishing/hunting

3= Gathering

4= Loan

5= Market (purchase on cash)

6= Market (purchase on credit)

7= Beg for food

8= Exchange for labour or items for food

9= Gift (food) from family/relatives

10= Food aid (NGOs, WFP)

Section G – Consumption coping strategies

G1. In the past 7 days, were there times when you did not have enough food or money to buy food?		1=Yes 2= No If No, go to question G.2
If yes, how often has your household had to:		Number of days in the past 7 days (0–7)
1	Rely on less expensive or less preferred foods?	_
2	Eat borrowed food or borrowed money to purchase food?	_
3	Rely on help from friends or relatives?	_
4	Limit portion size at mealtimes?	_
5	Restrict consumption for adults in order for small children to eat?	_
6	Reduce number of meals eaten in a day?	_

MINI HOUSEHOLD SURVEY QUESTIONNAIRE

Home Grown School Feeding

Introduction

My name is _____ and I am doing this work on behalf of WFP. This is a CSP evaluation commissioned by WFP Office of Evaluation in the Gambia. We highly appreciate if you could spare us some time in providing information related to your household livelihoods and COVID-19 response. The information you provide will be used purely for informing and preparing the evaluation report of The Gambia Country Strategic Plan (CSP). You may withdraw from the study at any time and if there are questions that you would prefer not to answer then we respect your right not to answer them. You are rest assured that your name and information provided will be strictly confidential for the purpose of this baseline study.

Do you consent in participating in the interview?

0= No |__| 1= Yes |__|

Section A – General information (Fill in prior to the interview)		
Date	Day __ __ Month __ __ Year __ __	Questionnaire number
Enumerator's name		
Location ID	GPS coordinates _____ Region _____ __ __ <i>Code: 1: Lower River Region 2: North Bank Region 3: Central River North 4: Central River South</i> Community _____ __ __ Household number _____ __ __ Name of school _____ __ __ Government supported school __ __ WFP supported school __ __ <i>[tick where applicable]</i> Respondent's name _____ Respondent's gender 1= male __ 2= female __	

Section B – Demographics		
B1	What is the sex of the head of household?	1= Male 2= Female
B2	What is the highest education level of the head of household?	1= No formal education 2= Primary education 3= Secondary education 4= Tertiary education
B3	How many people currently live in your household?	Total _____
Household composition		
B3.1	Under 5 years old	1= male 2= female
B3.2	5–15 years old	1= male 2= female
B3.3	16–59 years	1= male 2= female
B3.4	60 or more	1= male 2= female
B3.5	How many household members with special needs (physical or mental)?	1= male 2= female
B3.6	How many members of household are chronically ill? <i>(Indicate a person who has been persistently ill for 3 months or more reducing his/her productivity)</i>	1= male 2= female

Section C – Current livelihoods activity		
What is your main income source for the household during the past 30 days? For the income sources mentioned, what is the relative contribution of each activity to total income of the household during the past 30 days?		
1	Crops	% [_____]
2	Livestock	% [_____]
3	Transfers (remittances, gifts, donations)	% [_____]
4	Business (selling, petty trade)	% [_____]
5	Agriculture wage labour	% [_____]
6	Non-agriculture wage labour	% [_____]

7	Food aid sale	%[_____]
8	Firewood/charcoal/grass sale	%[_____]
9	Begging	%[_____]
10	Salaried work	%[_____]
11	Other	%[_____]

Section D – Outputs received from school feeding from last school year (2019)

D1	What type of transfer did your children receive from the school last year (2019–2020)?	1= Cash 2= Food 3= None 4= Other
D2	Did your child (4–16 years) receive a meal/ration every day he/she attended school last year (2019)?	1= Yes 2= No
D3	If answer to D1 is No, state the reason why.	
D4	During the school year 2019–2020, if your child received a meal at school, what was its composition most frequently, in terms of number of food items included?	1= 1 food item. 2= 2 food items. 3= 3 food items. 4= 4 food items. 5= 5 food items. 6= 6 food items
D5	What is your level of satisfaction on the school meal programme since 2018?	1= Very satisfied. 2= Satisfied. 3= Fairly satisfied. 4= Not satisfied. 5= Very unsatisfied
D6	Have your child received any assistance from the school meal programme since schools are closed due to COVID-19?	1= Yes 2= No
D5	If yes, what type of transfer was it?	1= Cash 2= Food 3= None 4= Other
D6	Is this transfer received during COVID-19 adequate?	1= Yes 2= No
D7	If not, why?	Open answer

Section E – Education outcomes (enrolment, attendance, retention/dropout)

E1	How many children (4–12 years) were enrolled at school last year (2019)?	1= Boys 2= Girls (<i>Record total for boys and girls</i>)
E2	Did all the children (4–12 years) attend school all days last year (2019)?	1= Yes 2= No
E3	If not, how many times were children (4–12 years) absent from school last year (2019), on an average?	1= Exceptionally. 2= Less than once a week. 3= Once a week. 4= Several times a week
E4	For what reasons were the children absent from school last year (2019)?	Choose from reasons below
E5	Did any of your children (4–12 years) drop out of school?	1= Yes 2= No
E6	If yes, what were the reasons for this?	Choose from reasons below
Reasons for being absent or dropping out of school		
1= Illness 2= Work for food or money 3= Help with household work 4= Care for ill household member 5= Care for younger sibling 6= Not interested in school 7= Distance to school far		8= Hunger 9= Expensive/no money 10= Child considered too young 11= Pregnancy/marriage 12= Incapable of continuing 13= Other reason 14= Not applicable

Section F – Other outcomes at household level

F1	Did your child bring part of the food from school to share with the household last year (2019)?	1= Yes, always 2= Most days, 3–4 days per week 3= Sometimes, 1–2 days per week 4= Rarely 5= Never
F2	How does school feeding benefit your child? (Record all reasons mentioned.)	1= Child gets food 2= Child is more active/attentive 3= Child is learning 4= Child is healthier 5= Child has more opportunity in life 6= Other _____

F3	When your child eats at school, do you spend less money on food in the household?	1= Same amount of money 2= Less money 3= More
F4	Do you sell anything to the school for school feeding? (Record all reasons mentioned.)	1= None 2= Firewood 3= Vegetables 4= Other food 5= Labour 6= Water 7= Other
F5	How do you benefit from the home-grown school feeding?	1= Sell vegetables to the school 2= Grow vegetables for school feeding 3= Cash for working at the school 4= N/A 5= Other
F6	Parents participation in the school Are you a member of the school management committee or mothers' club in the community?	1= Yes 2= No
F6.1	Gender of the member participating in the school management committee or mothers' club in the community.	1= Male 2= Female
F7	Do you participate in managing the school meal programme?	1= Yes 2= No
F8	How many times did you visit the school last year?	1= Once 2= 3–5 times 3= More than 5 times 4= None

Section G – Accountability and protection

G1	Is there a mechanism available for you to complain if the children or yourself are not satisfied with the meals?	1= Yes 2= No 3= I don't know
G2	If the mechanism exists, have you used it?	1= Yes 2= No
G3	If you have used the mechanism, what was the outcome?	Open answer
G4	Since 2018, have you or your family members experienced any issue of security related to the school feeding programme?	1= Yes 2= No
G5	If yes, could you explain what happened?	Open answer

Annex 12: Link between recommendations, findings and conclusions

Recommendations		Related findings	Related conclusions
Recommendation 1: Continue supporting the thematic areas supported in the CSP 2019–2021 with a strong focus on strengthening national capacities and systems with some adjustments to increase the alignment with national priorities and needs and ensure appropriate structure of the WFP country office		53 to 68, 70, 72, 82, 89, 110, 138, 148	211, 213, 215, 216, 217, 219, 220, 221
1.1	Expand crisis response SO with a higher caseload than in the CSP, in order to ensure appropriate structures of the WFP country office respond adequately to shocks and parallelly progress in resilience and root causes activities.	72, 73	213
1.2	Continue supporting the process of the handover of the school feeding programme with an emphasis on consolidating the HGSP programme with CBT and national resource mobilization. WFP and the Government to assess capacity gaps in order to strengthen the technical skills required to support Ministry of Basic and Secondary Education structures, systems and procedures for management, planning, finance, human resources and M&E, and the ability to mobilize resources. Engage with other partners who have been in the periphery such as the Ministry of Agriculture and FAO. Engage in policy dialogue with relevant sectors involved in the SFP on the appropriate and realistic coverage of the SFP and targeting criteria.	59, 65, 68, 89, 110, 138, 148	215
1.3	Integrate the problematic of excess weight and obesity within the nutrition package and across the CSP and promoting collaboration with actors involved in the problematic.	61, 66	217

1.4	Integrate food processing as a key potential element of value chains, where women can potentially play an important role. Continue supporting the local production of nutritious food products and mainstream nutrition into agriculture and food systems.	60, 65	216, 220
1.5	Increase the duration in order to allow significant achievements in the construction of national systems (five years).		
1.6	Continue supporting the social protection agenda as a broad framework to integrate WFP activities and promote the construction of national systems to address food insecurity and malnutrition. Promote a lessons learning exercise on the response to COVID-19 in order to strengthen relations and coordinated programming with key actors such as the World Bank.	53, 54, , 57, 70, 82	211
Recommendation 2: Elaborate a capacity strengthening strategy for the next CSP		70, 125, 126, 137, 147, 149, 207	219
2.1	Elaborate specific theories of change for the national system supported by WFP, identifying long-term objectives and pathways: DRM, social protection, nutrition systems, SFP.	70, 125, 147, 149, 207	219
2.2	Carry out capacity assessments oriented on the theories of change, in order to identify the capacity gaps that need to be addressed at all levels at short, medium and long term.	70, 125, 137, 147	219
2.3	Elaborate a capacity strengthening strategy that includes a coherent combination of resources, partners and methods.	70, 125, 147, 149, 207	219
2,4	Adapt the structure of the CSP for more coherence and clarity: consider fully mainstreaming CCS into thematic SOs (removing the dedicated SO), in order to integrate CCS with direct implementation and increase clarity in reporting.	125, 126	219

Recommendation 3: Continue to strengthen the gender approach of the CSP in order to progress in the gender transformative objectives of the CSP		60, 77, 139, 140, 159, 207	216, 220
3.1	Continue to develop the WFP country office capacities in gender programming: include dedicated budgeting and consider expanding to full-time the dedication of the gender focal point.	139, 159, 207	220
3.2	Conduct a gender analysis assessment focused on nutrition and household and community practices and norms that affect nutrition outcomes.	140	220
3.3	Carry out assessments of the participation of women in value chains and particularly in processing activities, in order to identify potentials to be developed through SO4 and linking with the HGSF programme.	60, 77	216, 220
Recommendation 4: Strengthen the M&E system of the CSP in order to ensure appropriate analysis and reporting of the CSP outputs and outcomes		136, 137, 139, 208	217, 219, 220
4.1	Ensure continuity in the measurement of all output and income indicators, maintaining the same indicators during the whole CSP implementation period and through appropriate planning and sufficient resources.	136, 137, 139, 208	217, 220
4.2	Elaborate a specific comprehensive M&E system for CCS aimed at measuring progresses in CCS based on theories of change recommended above.	136, 137, 139, 208	219
Recommendation 5: Improve the approach and processes related to local purchase in the HGSF in order to increase options of smallholder farmers to participate in the programme		86, 100, 120, box 1, 148, 190	216

5.1	Carry out a cash flow assessment review of payment mechanisms, both WFP and Government, and identify bottlenecks affecting the frequency and timeliness of payments.	100, 120, Box 1	216
5.2	Review and simplify the administrative requirements for suppliers.	120, Box 1	216
5.3	Review the contracting and pricing system and consider adopting a farming contract approach that includes the negotiation of a fair price for farmers.	120, Box 1	216
5,4	Engage with key specialized institutions, in particular the Ministry of Agriculture and FAO, and promote their participation in agriculture-related activities of SO4. Involve the regional directorates of the Ministry of Agriculture in field activities and monitoring.	86, 148, 190	216

Acronyms

AF	Adaptation Fund
ARC	Africa Risk Capacity
BR	Budget Revision
BSF	Blanket Supplementary Feeding
CBT	Cash-Based Transfer
CFM	Complaints and Feedback Mechanism
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CH	Cadre Harmonisé
CO	Country Office
COHA	Cost of Hunger in Africa
CRR	Central River Region
CSI	Coping Strategy Index
CSP	Country Strategic Plan
DAC	Development Assistance Committee
DC	Direct Costs
DE	Decentralized Evaluation
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DSC	Direct Support Costs
EC	European Commission
ECD	Early Childhood Development
ET	Evaluation Team
EDF	European Development Fund
EWS	Early Warning System
FAO	Food and Agriculture Organization

FASDEP	Food and Agriculture Sector Development Project
FBF	Fortified Blended Foods
FFA	Food Assistance for Assets
GAFSP	Global Agriculture and Food Security Programme
GAM	Global Acute Malnutrition
GBoS	Gambia Bureau of Statistics
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
GHI	Global Hunger Index
GMD	Gambian Dalasi
GNAIP	Gambia National Agriculture Investment Plan
GNMS	The Gambia National Micronutrient Survey
GRCS	The Gambia Red Cross Society
HDI	Human Development Index
HGSF	Home-grown School Feeding
I-CSP	Interim Country Strategic Plan
ILO	International Labour Organization
IRI	International Research Institute for Climate and Society
IRM	Integrated Road Map
ITC	International Trade Center
LGA	Local Government Area
LRR	Lower River Region
LSR	Lean Season Response
MA	Ministry of Agriculture
MAM	Moderate Acute Malnutrition
MECCNAR	Ministry of Environment, Climate Change and Natural Resources

MICS	Multiple Indicator Cluster Surveys
MoBSE	Ministry of Basic and Secondary Education
MOFEA	Ministry of Finance and Economic Affairs
MoH	Ministry of Health
MOTIE	Ministry of Trade, Industry, Regional Integration & Employment
MT	Metric tonnes
MWCSW	Ministry of Women, Children and Social Work
M&E	Monitoring and Evaluation
NaNA	National Nutrition Agency
NBP	Needs-Based Plan
NBR	North Bank Region
ND-GAIN	Notre Dame Global Adaptation Initiative
NDMA	National Disaster Management Agency
NDP	National Development Plan
NSPP	National Social Protection Policy
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OEV	Office of Evaluation
PBF	Peacebuilding Fund
PDM	Post Distribution Monitoring
PLW/G	Pregnant and Lactating Women and Girls
PRRO	Protracted Relief and Recovery Operation
RB	Regional Bureau
RDMCs	Regional Disaster Management Committees
SAM	Severe Acute Malnutrition
SBCC	Social and Behavioural Change Communication
SBN	SUN Business Network
SDGs	Sustainable Development Goals

SFP	School Feeding Programme
SO	Strategic Outcome
SPCR	Strategic Programme on Climate Resilience
SUN	Scaling Up Nutrition
TAG	Technical Advisory Group
T-ICSP	Transitional Interim CSP
ToR	Terms of Reference
TSF	Targeted Supplementary Feeding
UNCT	United Nations Country Team
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Population Fund
UNESCO	United Nations Development Programme
UNFPA	United Nations Educational, Scientific and Cultural Organization
UNICEF	The United Nations Children's Fund
UNOPS	United Nations Office for Project Services
URR	Upper River Region
VAM	Vulnerability Assessment and Mapping
VNR	Voluntary National Review
VSGs	Village Support Groups
WCR	West Coast Region
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review

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