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The Gambia country strategic plan (2019–2021)

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

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

Executive summary

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

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

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

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

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

Draft decision*

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

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

1. Country analysis

1.1 Country context

1. The Gambia is at a cross-roads in its development. The Government that was in power since 1994 was replaced in 2016 elections, sparking a renewed sense of optimism. Although The Gambia ranks 173rd of 188 countries in the 2016 Human Development Index, the new Government is optimistic that it can lift half of its 2 million people out of poverty, address food security needs and combat global acute malnutrition (GAM) rates as high as 10.3 percent.¹ To meet the Sustainable Development Goals (SDGs) by 2030 and the goals of Vision 2020 – the Gambian development plan adopted in 1996 – the Gambia must significantly reduce national debt. Currently 50 percent of the national budget is devoted to repayments² to enable investment in social programmes. The National Development Plan (2017–2021) (NDP) will support this by promoting investment in sectors that contribute to gross domestic product (GDP) such as agriculture and tourism to provide opportunities for a young workforce, including women in particular.
2. Clear sector-specific policies are in place, but a 2018 zero hunger strategic review (ZHSR) revealed a critical lack of policy coherence, coordination or alignment with the NDP. Almost 60 percent of the population resides in towns³ and 66 percent is below the age of 25 and employed in the informal sector, which constitutes 63 percent of the economy.⁴ Young people are the driving force behind rising migration; young Gambian men are the second largest national group attempting to enter Europe illegally in search of employment.⁵ In view of the Gambia's high population growth rate of 3 percent⁶ this could constitute an opportunity to empower young people, especially women, and increase access to employment, thereby enhancing economic growth and leveraging progress towards the SDGs.
3. Food insecurity has increased over the last five years, largely due to structural issues such as a weak agriculture sector consisting primarily of smallholder subsistence farmers – mostly men – limited access to resources and exposure to food price fluctuations and climate shocks such as the 2012 and 2017 floods. The Gambia produces only 50 percent of the food it needs and depends on food imports; the most vulnerable people are constantly at risk of being unable to purchase sufficient food. Considering the large number of people at risk of falling into phase 3 crisis, as defined in a 2017 *cadre harmonisé*, the Gambia is now prioritized in the 2018 United Nations Integrated Strategy for the Sahel (UNISS).

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

² Gambia 2018 national budget.

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

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

⁵ IOM. 2016. *Flow to Europe Overview dataset*.

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

4. Women and girls account for 50 percent of the population, but only 10.3 percent of the members of parliament.⁷ There is gender parity in primary education enrolment and retention,⁸ but 38 percent of women are unemployed compared with 21 percent of men.⁹ The ZHSR showed that rural women lack access to credit and land. Even though women are recognized as the main rice producers on swamp lands, a review of an irrigation project found that only 10 percent of improved land was registered to women.¹⁰ Such discrimination makes it harder for women to compete in the agricultural sector, which is the largest employer in the country. Social indicators for women are worrying. The Gambia ranked 148th of 159 countries in the 2016 Gender Inequality Index,¹¹ with 46 percent of women married before the age of 18.¹² An estimated 20,000 people, including pregnant women and girls, were living with HIV in 2016, of whom only 30 percent were receiving anti-retroviral therapy.¹³

1.2 Progress towards SDG 2

Progress towards SDG 2 targets

Access to food

5. The poverty rate remains at 48 percent,¹⁴ and food insecurity has risen from 5 percent to 8 percent in the last five years.¹⁵ These trends can be explained in part by weak food systems and the effects of the 2012 drought and floods. A 2016 comprehensive food security and vulnerability assessment found that people mainly dependent on agriculture were the most food-insecure. Major shocks such as the reduction of tourism following the 2015 Ebola outbreak also affected GDP. According to the *cadre harmonisé* 45,000¹⁶ people were reported to be at food insecurity phase 3 – crisis – in March 2018 because household food reserves were low during the lean season. Crop production fell by 26 percent because of long dry spells in 2017, and fluctuating market prices¹⁷ had detrimental effects for the most vulnerable households, who spend half their income on food.¹⁸

⁷ Inter-Parliamentary Union. 2018. *Women in parliament in 2017 The year in review*. Available at <https://www.ipu.org/fr/file/4313/download?token=xjTtH6WR>.

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

⁹ 2016 Integrated household survey.

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

¹¹ United Nations Development Programme. *Human Development Report 2016: Human Development for Everyone*.

¹² See: https://www.unicef.org/gambia/children_1266.html.

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

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

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

¹⁶ Sex and age disaggregated figures are not available.

¹⁷ 2018 *cadre harmonisé*.

¹⁸ 2016 CFSVA.

End malnutrition

6. Child and maternal mortality rates¹⁹ have been reduced under the Millennium Development Goals (MDGs). Child obesity is only 0.5 percent but GAM rates increased from 9.9 percent in 2012 to 10.3 percent in 2015, reaching 13.9 percent in Basse and other areas.²⁰ The prevalence of acute malnutrition was 11.1 percent for boys and 9.4 percent for girls and highest among children aged 6–17 months.²¹ Stunting rates remained high, at 23 percent, and 64 percent of children under 5 were found to be vitamin A deficient; 73 percent of children suffered from some form of anaemia in 2015.²²

Smallholder productivity and incomes

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

Sustainable food systems

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

Macroeconomic environment

9. Gross domestic product was USD 960 million in 2008 and in 2016.²⁶ Growth of 4.8 percent is forecast for 2018, driven by economic reforms.²⁷ The agriculture, service and tourism sectors are expected to receive significant investment under the NDP, which also focuses on gender equity, with a view to providing access to employment for almost half of the country's workforce; this would have significant positive effects on GDP.
10. The prices of basic foods have risen in the past five years because of the high dependence on imports and increased interest rates as exports have stagnated, leading to depreciation of the Gambian *dalasi* (currently USD 1.0 = *dalasi* 48.2).²⁸ Inflation fell, however, from 8.8 percent in 2017 to 6.4 percent in 2018 following the political transition in 2016.²⁹

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

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

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

²² 2015 SMART survey.

²³ 2016 integrated household survey.

²⁴ African Union. Malabo Declaration, June 2014.

²⁵ 2018 zero hunger strategic review (ZHSR).

²⁶ Gambia Bureau of Statistics, 2016.

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

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

²⁹ International Monetary Fund, 2018.

Key cross-sector linkages

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

1.3 Hunger gaps and challenges

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

1.4 Country priorities

Government

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

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

16. The Nutrition Policy (2018–2025) will support the achievement of the SDG 2 and 3 targets. The Government currently coordinates the planning and implementation of nutrition interventions through the Ministry of Health and Social Welfare and the National Nutrition Agency (NaNA), focusing on the most vulnerable regions in terms of nutrition and maternal health. The nutrition interventions are part of an NSPP minimum nutrition package supporting the establishment of a nutrition-focused social safety net for vulnerable groups.
17. Support for smallholders is a prominent element of the Agriculture and Natural Resources Policy (2009–2015).³⁰ The national school meals policy³¹ prioritizes a home-grown component, and the new National Alliance for Food Fortification run jointly by the Ministry of Health and Social Welfare, the Directorate of Social Welfare and the Food and Agriculture Organization of the United Nations (FAO) aims to enhance the availability of fortified foods.
18. The National Disaster Management Agency (NDMA) operates under the Office of the Vice-President with a mandate to manage early-warning and disaster risk reduction (DRR) systems.

United Nations and other partners

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

2. Strategic implications for WFP

2.1 WFP's experience and lessons learned

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

³⁰ The policy is currently being updated.

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

21. Several evaluations suggest that WFP should continue to support the Government in identifying viable and cost-efficient school meals programme modalities,³² with a view to eventual hand-over, and in enhancing national monitoring and evaluation capacities and gender responsiveness.
22. Recent evaluations have also highlighted the positive effects of the joint FAO/WFP project (MDG 1c) for smallholder farmers³³ as an area for expansion.³⁴ Lessons learned have fed into the design of this country strategic plan (CSP) with a view to leveraging WFP's comparative advantage to address bottlenecks in the food value chain, for example by enabling farmers – particularly women – to meet market quality standards and by improving linkages between producers and markets. The school meals programme features a strong home-grown component in line with the Government goal of reducing reliance on food imports.

2.2 Opportunities for WFP

23. *Streamlining the country portfolio under the social protection umbrella.* Nutrition and the school meals programme feature prominently in the NSPP.³⁵ As shown in a 2018 paper on social protection,³⁶ WFP is well positioned to contribute to three of the four NSPP objectives through seasonal transfers, school meals, nutrition programming, food assistance for assets (FFA) and early-warning systems. WFP will prioritize vulnerable groups such as households headed by women, PLHIV and people with disabilities; this could include schools for children with disabilities under the school meals programme. WFP and its partners will address the vulnerabilities of individual household members – mothers, babies, children under 5, children in pre-school and primary school, young people and adults in agriculture. In response to consistently high GAM rates, WFP will engage with FAO to extend food fortification, SBCC and related activities.
24. *Consolidating the school meals programme in a nationally owned social protection flagship.* The first national budget allocation to the school meals programme reflects the Government's commitment. WFP will continue to support children in pre-schools³⁷ and primary schools and will extend value chain opportunities to smallholder farmers. In view of the limitations of the Government's investment caused by high levels of national debt, the CSP includes a phased transition plan that envisages the hand-over of two regions in 2019 and another in 2021. UNICEF will support the Government in addressing the needs of secondary-school-aged children, especially girls.
25. *An enhanced focus on resilience building.* In line with various recommendations and evaluations, the CSP will involve expansion of resilience activities, with a focus on the needs of vulnerable populations during lean seasons, particularly women, through FFA and capacity support for smallholders in line with ZHSR recommendations. Support for smallholders will involve leveraging expertise in supply chains, food safety management and market access in partnership with FAO, the International Fund for Agricultural Development (IFAD), IOM and ITC.

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

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

³⁴ MDG 1c evaluation. 2017.

³⁵ In line with operational evaluations, the ZHSR and government consultations.

³⁶ https://docs.wfp.org/api/documents/WFP-0000073283/download/?_ga=2.156190835.970215055.1534143026-1929962497.1531135551

³⁷ Recommendation in the 2011 ZHSR.

26. *Crisis response and government support on preparedness and early warning systems.* Given the likelihood of recurrent natural hazards, WFP's support for crisis response will be maintained. Evaluations and consultations³⁸ have highlighted a role for WFP in partnership with UNDP in empowering the NDMA and supporting the development of an integrated early-warning system to replace the current fragmented system involving various ministries.

2.3 Strategic changes

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

3. WFP strategic orientation

3.1 Direction, focus and intended impacts

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

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

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

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

Focus area

32. This strategic outcome focuses on crisis response.

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

Expected outputs

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

Key activities

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

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

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

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

Focus area

37. This strategic outcome focuses on resilience building.

Expected outputs

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

Key activity

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

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

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

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

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

Focus area

44. This strategic outcome focuses on resilience building.

Expected outputs

45. Strategic outcome 3 will be achieved through the following three outputs:

- Targeted children aged 6–59 months and pregnant and lactating women and girls receive adequate and timely specialized nutritious foods to treat moderate acute malnutrition.
- Targeted children aged 6–23 months and pregnant and lactating women and girls receive adequate and timely specialized nutritious foods to prevent moderate acute malnutrition.
- Targeted beneficiaries – children aged 6–59 months, adolescent girls, pregnant and lactating women and girls and other nutritionally vulnerable individuals – receive SBCC messaging to improve nutrition practices and prevent malnutrition.

Key activity

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

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

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

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

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

Focus area

50. This strategic outcome focuses on resilience building.

Expected outputs

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

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

Activity

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

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

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

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

Focus area

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

Expected outputs

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

Key activity

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

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

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

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

3.3 Transition and exit strategies

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

4. Implementation arrangements

4.1 Beneficiary analysis

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

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY

Strategic outcome	Activity	Women	Men	Girls	Boys	Total
1	Provide food assistance and SBCC training for crisis-affected populations and strengthen the capacity of national partners to respond to crises.	2 550	2 450	2 550	2 450	10 000⁴⁰
2	Provide school meals for pre-school and primary schoolchildren vulnerable to food insecurity during the school year and strengthen the capacity of local governments to manage school meals programmes as a national safety net.	1 237	1 188	61 287	56 928	120 640⁴¹
3	Provide comprehensive nutrition programming including nutritious foods for pregnant or lactating women and girls and children under 5 to prevent or treat acute and chronic malnutrition complemented by support for the Government in the management of nutrition programmes.	5 940	0	26 608	22 665	55 214⁴²
4	Provide supply chain and market support (including for home-grown school meals) for farmers to increase productivity and access to markets, complemented by community asset creation through FFA activities.	3 000	2 000	0	0	5 000⁴³
Total		12 727	5 638	86 198	78 327	182 890⁴⁴

⁴⁰ Annual figure, including beneficiaries receiving SBCC.

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

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

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

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

4.2 Transfers

Food and cash-based transfers

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

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

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

66. The ration and transfer values have been calculated on the basis of a typical basket of diverse locally grown foods and their average lean-season prices. Monthly price monitoring will inform any required changes to the transfer values. The country office will carry out a cost of hunger analysis in 2018 and if resources are available a cost of diet analysis.
67. The kilocalories of the rations⁴⁶ vary according to activity and objectives (see table 2). The food basket takes into account local preferences and the availability of nutritious local foods such as dark green leaves, fish, cereals, *nyebeh* (Gambian black-eyed beans) and iodized salt.

Capacity strengthening including South–South cooperation

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

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

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

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

4.3 Supply chain

72. In 2017, 15 percent of WFP's food requirement in the Gambia was procured locally, injecting USD 500,000 into the rural economy. WFP will continue to procure locally from smallholder farmers and farmers' associations during the CSP and will prioritize women smallholders. A supply chain gap assessment in 2018 identified bottlenecks in local procurement processes, a lack of food inspection and monitoring and tracking systems, insufficient supply chain planning and ineffective external and internal coordination.
73. Under strategic outcome 1, WFP will be ready to deliver supply chain services for direct food or cash-based transfer assistance for affected populations and will support supply chain capacity enhancement for national partners in crises.
74. Under strategic outcome 2, WFP will continue direct deliveries of food assistance and will establish linkages with smallholder farmers through local purchases and training (see also strategic outcome 4). The Government, schools and local committees will receive capacity building relevant to in-kind assistance, which will include technical materials on food procurement, central warehouse facilities, storage management, packaging and handling, food tracking and transport planning and management; and cash-based transfers, which will include analysis of procurement options, retail and logistics assessments, contracting and supply chain continuity monitoring.
75. Under strategic outcome 4, WFP will work with partners⁴⁷ to enhance the supply chain capacities of smallholder farmers and farmers' associations: this will include technical or material assistance to improve storage management at the farm level and larger scales; planning and contracting; food quality and safety in supply chains; and market access, including market information sharing and improved access to transport to WFP and other buyers. The aim is to improve agricultural productivity, reduce post-harvest losses and strengthen the management of farmers' associations.
76. Supply chains will also be a focus under strategic outcome 5. This will involve the provision of technical and material assistance through partnerships with national institutions and through South-South cooperation to enhance capacities, knowledge management and supply chain practices and policies for the school meals programme (with the Ministry of Basic and Secondary Education), nutrition activities, early warning, DRR and emergency preparedness (with the NDMA).

4.4 Country office capacity and profile

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

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

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

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

4.5 Partnerships

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

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

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

84. WFP's country office monitoring and evaluation tool and other online monitoring software will enable the efficient collection, analysis and storage of data.
85. In line with WFP's strategy for accountability to affected populations, a gender-sensitive complaint and feedback mechanism using a toll-free telephone number will be set up to address complaints and feedback and thus facilitate the refinement of WFP's procedures. Implementing partners and beneficiaries will be trained in the use of the mechanism, with a focus on the importance of reporting sexual harassment and misconduct.
86. A country portfolio evaluation of the CSP by the Office of Evaluation in 2020 will inform the subsequent CSP cycle. WFP is planning a joint decentralized evaluation with the Ministry of Basic and Secondary Education in 2020⁴⁸ to cover the school meals programme, with a focus on support for capacity development, which will facilitate assessment of the preparation of transition strategies for the next CSP.
87. The monitoring, review and evaluation plan will guide monitoring and evaluation, for which adequate resources have been budgeted.

5.2 Risk management

Contextual risks

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

Programmatic risks

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

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

6. Resources for results

6.1 Country portfolio budget

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

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

6.2 Resourcing outlook

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

6.3 Resource mobilization strategy

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

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

ANNEX I**LOGICAL FRAMEWORK FOR THE GAMBIA COUNTRY STRATEGIC PLAN****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 1: Crisis-affected populations in targeted areas, including those affected by seasonal shocks, are able to meet their basic food and nutrition needs during and in the aftermath of crises**

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

Assumptions

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

Outcome indicators

Consumption-based Coping Strategy Index (Average)

Dietary Diversity Score

Food Consumption Score

Food Expenditure Share

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs

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

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

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

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

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

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

Assumptions

Sufficient resources (human, logistical, financial) for food and nutrition assistance

No pipeline breaks due to funding opportunity

Supplementary activities of Water, Sanitation and Hygiene for All (WASH) and Nutrition

No security crisis and further deterioration of the security situation in the Gambia

Partners have sufficient capacity and resources to implement planned activities

Active community participation

Outcome Indicators

Enrolment rate

Gender ratio

Retention rate

Activities and outputs

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

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

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

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

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

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

Focus area: resilience building

Assumptions

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

Outcome indicators

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

Activities and outputs

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

Targeted beneficiaries - children aged 6–59 months, adolescent girls, PLW/G and other nutritionally-vulnerable individuals - receive SBCC messaging to improve nutrition practices and prevent malnutrition. (E: Advocacy and education provided)

Targeted children aged 6–59 months, and PLW/G receive adequate and timely specialized nutritious food to treat moderate acute malnutrition. (A: Resources transferred)

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

Strategic Objective 3: Achieve food security

Strategic Result 3: Smallholders have improved food security and nutrition

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

Outcome category:
Increased smallholder
production and sales

Focus area: resilience
building

Assumptions

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

Outcome indicators

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

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

Activities and outputs

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

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

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

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

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

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

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

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

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

Focus area: root causes

Assumptions

Government and partners have sufficient capacity and resources to implement activities as intended

Government effective coordination mechanisms for zero hunger

Political and security conditions remain stable

Outcome indicators

Zero Hunger Capacity Scorecard

Activities and outputs

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

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

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

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

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

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

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

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

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

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

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

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

ANNEX II

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

Acronyms used in the document

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