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Operational matters — Projects approved by vote by correspondence
For information

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Revision of the Gambia country strategic plan (2019–2021) and corresponding budget increase

	Current	Change	Revised
Duration	1 January 2019– 31 December 2021	1 January 2022– 31 December 2022	1 January 2019– 31 December 2022
Beneficiaries	733 000	57 646	790 646
<i>USD</i>			
Total cost	49 112 366	17 433 821	66 546 187
Transfers	40 965 182	14 957 091	55 922 273
Implementation	2 781 738	810 156	3 591 894
Adjusted direct support costs	2 367 978	602 538	2 970 515
Subtotal	46 114 898	16 369 785	62 484 683
Indirect support costs (6.5 percent)	2 997 468	1 064 036	4 061 504

Gender and age marker:* 3

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

Decision

The Board approved by vote by correspondence the revision of the Gambia country strategic plan (2019–2021) and the corresponding budget increase of USD 17,433,821 outlined in the present document.

3 November 2021

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Rationale

1. This third revision of the country strategic plan (CSP) for the Gambia for 2019–2021 is required to extend the CSP by one year, to 31 December 2022, to align it with the national development plan and the United Nations development assistance framework for 2017–2021, which have similarly been extended through the end of 2022.
2. The revision will also align beneficiary planning figures with the current needs informed by the most recent data from a 2021 Ministry of Basic and Secondary Education statistical report, the March 2021 *cadre harmonisé*, the 2021 urban vulnerability assessment and the 2020 demographic and health survey, as well as the 2020 common country assessment, which identifies risk areas and populations vulnerable to food and nutrition insecurity.
3. The revision will also accommodate short- and medium-term operational recommendations arising from a recently completed decentralized evaluation of nutrition activities in the Gambia for the period 2016–2019 and an evaluation of the country's CSP covering the period January 2018–September 2020, while the one-year extension will allow WFP to take into account long-term strategic recommendations in the design of the next full CSP, which will cover the period 2023–2027.

Changes

Strategic orientation

4. The strategic orientation of the CSP will not change with this revision. The CSP will continue to focus on WFP's role as an enabler and supporter of national hunger solutions, combining direct implementation and capacity strengthening to facilitate the alignment with national policies and programmes.

Strategic outcomes

5. Strategic outcomes 1 and 3 remain unchanged, while the number of beneficiaries under strategic outcome 2 has increased to reflect a rise in enrolment figures since the last revision of the CSP.
6. Under strategic outcomes 4 and 5, WFP, in partnership with the Government of the Gambia, will implement the five-year (November 2021–November 2026) Rural Integrated Climate Adaptation and Resilience Building (RICAR) project, which focuses on climate change adaptation activities to address climate risks and vulnerabilities, with the overall goal of enhancing the adaptive capacity of rural populations through support for diversified, climate-resilient livelihoods. The project includes climate services and development of risk transfer mechanisms targeting smallholder farmers through micro-insurance and other financial inclusion strategies to strengthen the adaptive capacity of affected communities.

Targeting approach and beneficiary analysis

7. For activity 2, the number of beneficiaries has been updated based on the latest enrolment statistics, from 111,667 in the approved CSP to 118,474, as projected for 2022. Some beneficiaries will receive cash-based transfers (CBTs) while others will be targeted with a mix of cash, food and e-transfers.
8. For strategic outcome 4, the RICAR project will target smallholder farmers and other vulnerable rural groups who are already at risk from climate variability and climate change, with an emphasis on women and youth. In line with the design of the project the 21,040 new beneficiaries were selected on the basis of climate vulnerability. Targeting will be done through farmers' organizations and community-based organizations, where

assessments will be conducted using selection criteria to determine the eligible beneficiaries for 2022.

Transfer modalities

9. WFP will provide in-kind assistance, CBTs or a hybrid ration based on a needs assessment for each activity. CBTs will be delivered through mobile digital payments for activities 1 and 4 and through credit union cooperatives for activity 2. Market price monitoring and analysis will inform any required adjustments to the transfer values.

Partnerships

10. To implement the RICAR project, WFP will collaborate with the Ministry of Environment, Climate Change and Natural Resources, the Ministry of Fisheries and Water Resources, the Ministry of Local Government and Lands, the Department of Community Development and the Ministry of Agriculture, along with civil society and United Nations partners.
11. With reference to recommendation 1.6* arising from the CSP evaluation, a lesson-learning exercise on the response to the coronavirus disease (COVID-19) pandemic will be undertaken with partners in order to strengthen relations and coordinated programming with key actors.

Country office capacity

12. WFP will hire additional technical experts to meet the specialized needs of the new project on climate adaptation, the implementation of which will begin in 2022. Staff costs have been adjusted accordingly, with a proportional budget change for each strategic outcome.

Supply chain challenges

13. The supply chain matrix revision aligns with the revised food distribution requirements for the extended CSP period. Food will be procured through local, regional and international purchases based on import parity analysis. WFP will continue to engage commercial transporters to deliver food across the country.
14. Within the framework of home-grown school feeding and with a view to minimizing food losses and damages, WFP will provide smallholder farmers, aggregators and schools with basic supply chain training.

Accountability to affected populations, protection risks and restrictions of gender and disabilities

15. WFP will continuously analyse protection risks and develop mitigating measures that guarantee the safety and dignity of affected populations, including children, women and persons with disabilities, by creating an enabling environment. WFP will continue to take all necessary measures to avoid contributing to the spread of COVID-19. The extension will allow WFP to review all material risks to ensure that they are taken into account in the next CSP.

Monitoring and evaluation

16. The monitoring and evaluation budget has been adjusted to accommodate the baselines and technical studies required under the RICAR project, including environmental impact assessments.

* Recommendation 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 the COVID-19 in order to strengthen relations and coordinated programming with key actors such as the World Bank."

Proposed handover strategy

17. WFP will continue to provide capacity strengthening support to the Government in line with strategic outcome 5 to facilitate a transition to national ownership. Through staff secondment at the Ministry of Environment, Climate Change and Natural Resources, WFP will provide on-the-job technical support and guidance for government counterparts responsible for project planning, implementation, coordination and reporting.

Beneficiary analysis

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY								
Strategic outcome	Activity	Modality	Period	Women (18+ years)	Men (18+ years)	Girls (0–18 years)	Boys (0–18 years)	Total
1	Food assistance to crisis-affected population	Food	Current	152 755	145 588	233 652	205 573	737 568
		CBT	Current	151 864	144 739	232 289	204 374	733 266
2	Provision of school meals to children	Food	Current	1 237	1 188	61 287	56 928	120 640
			Increase/ (decrease)	0	(1 188)	0	0	(1 188)
			Revised	1 237	0	61 287	56 928	119 452
		CBT	Current	0	0	40 648	39 053	79 701
			Increase/ (decrease)	979	0	22 799	14 995	38 773
			Revised	979	0	63 447	54 048	118 474
3	Provision of comprehensive nutrition programming for pregnant and lactating women and girls and children under 5	Food	Current	24 072	312	53 777	51 668	129 829
4	Provision of assistance to smallholder farmers and communities	CBT	Current	3 000	2 000	0	0	5 000
			Increase (decrease)	12 624	8 416	0	0	21 040
			Revised	15 624	10 416	0	0	26 040
Total (without overlap)			Current	151 808	144 687	232 205	204 300	733 000
			Increase/ (decrease)	12 624	7 228	22 799	14 995	57 646
			Revised	164 432	151 915	255 004	219 295	790 646

Transfers

TABLE 2: FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY								
	Strategic outcome 1	Strategic outcome 2		Strategic outcome 3				Strategic outcome 4
	Activity 1	Activity 2		Activity 3				Activity 4
Beneficiary type	Households	Children		Children (TSF)	Children (BSF)	PLWG	PMTCT	Smallholder farmers (household)
Modality	Food and CBTs	Food and CBTs	CBTs	Food				CBTs
Cereals	208	60						
Pulses		12						
Oil		7.2						
Salt		3						
Sugar								
Super Cereal						200	200	
Super Cereal Plus				200	200			
Micronutrient powder								
Total kcal/day	1 128	750	750	787	787	984	984	1 128
% kcal from protein	26.6	21.5	21.5	14.5	14.5	14.5	14.5	26.6
Cash-based transfers (USD/person/day)	0.11	0.05	0.11					0.11
Number of feeding days per year	90	196	196	90	150	90	90	120

Abbreviations: BSF: blanket supplementary feeding; PLWG: pregnant and lactating women and girls; PMTCT: prevention of mother-to-child transmission; TSF: targeted supplementary feeding.

	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	25 951	13 259 209	4 716	3 057 000	30 667	16 316 210
Pulses	429	317 772	66	85 155	495	402 927
Oil and fats	364	406 886	71	79 574	434	486 460
Mixed and blended foods	4 055	8 138 622	2 079	2 509 412	6 133	10 648 034
Other	202	32 346	16	3 392	219	35 738
Total (food)	31 001	22 154 836	6 948	5 734 532	37 949	27 889 368
Cash-based transfers		9 792 035		5 624 984		15 417 019
Total (food and cash-based transfer value)	31 001	31 946 871	6 948	11 359 516	37 949	43 306 387

Cost breakdown

18. This revision increases the total country portfolio budget from USD 49.1 million to USD 66.5 million. This increase is required to extend the CSP through 2022 and to align beneficiary planning figures with current needs as established by the most recent data.
19. In 2019, at the start of the CSP, the country office planned to gradually move food assistance to the CBT modality for most of its interventions. There is a 5 percent increase in CBT transfer value and a corresponding 5 percent decrease in food assistance value between the previous CSP revision and the present revision.

	Strategic Result 1/ SDG Target 2.1	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	Resilience building	Resilience building	Root causes	
Transfers	5 806 413	3 181 843	3 711 265	1 606 710	65 861	14 957 091
Implementation	148 071	254 591	157 929	202 530	47 036	810 156
Adjusted direct support costs						602 538
Subtotal						16 369 785
Indirect support costs (6.5 percent)						1 064 036
Total						17 433 821

Abbreviation: SDG: Sustainable Development Goal.

TABLE 5: OVERALL CSP COST BREAKDOWN, AFTER REVISION (USD)						
	Strategic Result 1/ SDG Target 2.1	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	Resilience building	Resilience building	Root causes	
Transfers	22 593 715	13 434 058	14 024 436	3 904 984	1 965 080	55 922 273
Implementation	585 615	1 010 376	947 341	686 198	362 365	3 591 894
Adjusted direct support costs	1 157 026	746 568	736 477	214 522	115 922	2 970 515
Subtotal	24 336 356	15 191 002	15 708 254	4 805 704	2 443 367	62 484 683
Indirect support costs (6.5 percent)	1 581 863	987 415	1 021 037	312 371	158 819	4 061 504
Total	25 918 219	16 178 418	16 729 290	5 118 075	2 602 185	66 546 187