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Draft The Gambia country strategic plan (2024–2028)

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Gender and age marker*	3

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

Executive summary

One of the smallest countries in Africa, the Gambia has a population of 2.6 million, 63 percent of whom live in urban areas and 44 percent are under the age of 14. Per capita income has barely increased in the last three decades, recorded at USD 637 in 1991 and USD 772 in 2021. The national poverty rate was 53.4 percent in 2020 and poverty is mostly concentrated in rural areas, where it affects 76 percent of the population. Nearly 75 percent of the poor and 91 percent of the extremely poor are farmers.

The Gambian economy is highly exposed to shocks and relies heavily on remittances, tourism and rain-fed agriculture; the latter contributes 25 percent of gross domestic product, employs 70 percent of the population and is the source of livelihoods for 80 percent of the rural population. The country is vulnerable to fluvial, coastal and rainfall flooding and to coastal erosion. Food insecurity increased from 8 percent in 2016 to 27 percent in 2022. Food inflation averaged 14.5 percent in 2022 and was mainly driven by global commodity market shocks and local currency depreciation.

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The Gambia ranked 174 out of 191 countries in the Human Development Index in 2022. The primary school enrolment rate stagnated during the 2000s but picked up significantly from early 2010s. The upward trend coincided with a renewed commitment from the Government to increasing participation in education, including by increasing the coverage and quality of the national school feeding programme, which WFP supported. The primary school net enrolment rate improved from 65.8 percent in 2013 to 81.5 percent in 2021.

This country strategic plan is based on the strategic orientation of the Gambia's national development plan for 2023–2027 and the United Nations sustainable development cooperation framework for 2024–2028. It envisages a continuation of WFP's support for shock response, human capital development, climate resilience and technical assistance, mainly to strengthen the national social protection system. WFP will leverage its successful and long-lasting partnerships with the Government and other national and international stakeholders to achieve four outcomes:

- *Outcome 1:* Crisis-affected populations in the Gambia, including those affected by seasonal shocks, can meet their basic food and nutrition requirements during and in the aftermath of shocks.
- *Outcome 2:* Children, pregnant and breastfeeding women and girls, vulnerable populations and people at risk of malnutrition in the Gambia benefit from better access to healthy diets and essential services that improve their health, nutrition and educational status by 2028.
- *Outcome 3:* Communities whose livelihoods are at risk in the Gambia, including smallholder farmers and other actors in nutrition-sensitive value chains, have improved livelihoods and increased resilience to climate change impacts and other socioeconomic shocks by 2028.
- *Outcome 4:* National systems, institutions and actors have strengthened capacities to achieve zero hunger, tackle vulnerability and increase the human capital of the Gambia by 2028.

The country strategic plan provides support in strategic areas prioritized by the Government and will endeavour to respond to identified challenges related to gender inequality. In addition to its contributions to Sustainable Development Goals 2 and 17, the plan will enhance the Gambia's capability to achieve Sustainable Development Goals 1, 3, 4 and 11. Implementation of the country strategic plan will contribute to WFP strategic outcomes 1, 2, 3 and 4.

Draft decision*

The Board approves the Gambia country strategic plan (2024–2028) (WFP/EB.1/2024/6-A/4) at a total cost to WFP of USD 95,226,668.

* 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 one of the smallest countries in Africa, covering 13,300 square kilometres. Surrounded by Senegal except for 60 kilometres of Atlantic Ocean coastline, it stretches over 450 kilometres along the Gambia River. The country has a population of 2.6 million and a density of 254 people per square kilometre;¹ 63 percent of the population live in urban areas² and 44 percent are under the age of 14.³
2. Although economic growth averaged 3.5 percent from 2000 to 2018, per capita growth averaged less than 0.5 percent per year due to population growth. Per capita income has barely increased in the last three decades from USD 637 in 1991 to USD 772 in 2021.⁴ The Gambian economy is highly exposed to shocks as it lacks diversity and relies heavily on rain-fed agriculture and tourism. High risk of debt distress⁵ and high dependency on food imports⁶ also increase the Gambia's vulnerability.
3. The national poverty rate declined from 48.6 percent in 2015 to 45.8 percent in 2019 before climbing to 53.4 percent in 2020 largely as a result of the coronavirus disease 2019 (COVID-19).⁷ Nearly 76 percent of people in rural areas are poor compared with 34 percent in urban areas.⁸ Access to financial services is among the lowest in the region with 69 percent of Gambians completely excluded from formal and informal financial services.⁹
4. Agriculture contributes to about 25 percent of gross domestic product, generates 30 to 40 percent of all foreign exchange export sales and is the source of livelihood for 80 percent of the rural population.¹⁰ Nearly three quarters of the poor and 91 percent of the extreme poor are farmers.¹¹
5. The Gambia is a disaster-prone country due to its geophysical conditions and climate extremes. It is the 33rd most vulnerable country to climate change and ranks 142 out of 181 countries in terms of readiness.¹² Its low-lying geography and proximity to the Gambia River combined with unplanned urban expansion and deforestation leave the country vulnerable to fluvial, coastal and rainfall flooding and coastal erosion.

¹ World Bank. [Data: The Gambia](#).

² *Ibid.*

³ *Ibid.*

⁴ Compound annual growth rate calculated by author using data retrieved from World Bank. [GDP per capita \(current US\\$\) – Gambia, The](#).

⁵ International Monetary Fund. 2023. [The Gambia: Sixth review under the extended credit facility arrangement, request for a waiver of nonobservance of a performance criterion, and financing assurance review–debt sustainability analysis](#).

⁶ Food and Agriculture Organization of the United Nations (FAO). [FAOSTAT portal](#). The cereal import dependency ratio for 2018–2020 was 72 percent.

⁷ World Bank. 2022. [Securing a Robust and Inclusive Recovery: The Gambia Poverty and Gender Assessment 2022](#).

⁸ *Ibid.*

⁹ World Bank. 2023. [Third Gambia Economic Update: Accelerating Financial Inclusion to Unleash the Gambia's Growth Potential](#).

¹⁰ World Bank Group. 2022. [Country Partnership Framework for Republic of the Gambia for the Period FY22–FY26](#).

¹¹ *Ibid.*

¹² University of Notre Dame. [ND-GAIN Country Index: The Gambia](#).

6. Food insecurity increased from 8 percent in 2016 to 13.4 percent in 2021¹³ then jumped to 27 percent in 2022.¹⁴ The proportion of the population with borderline food security¹⁵ doubled from 29 percent in 2016 to 60 percent in 2021.¹⁶ Food inflation was recorded at 24 percent in July 2023¹⁷ and is mainly driven by shocks in the global commodity market, local currency depreciation and persistent structural issues at the port of Banjul.¹⁸
7. In 2022, the Gambia ranked 174 out of 191 countries on the Human Development Index.¹⁹ The primary education enrolment rate stagnated during the 2000s and significantly picked up from early 2010s. The upward trend coincided with a renewed commitment from the Government to increase education participation, including by increasing the coverage and quality of the national school feeding programme. The primary school net enrolment rate improved from 65.8 percent in 2013 to 81.5 percent in 2021 (with 86.8 percent of girls enrolled and 76.8 percent of boys).²⁰ Primary school completion rates also improved from 66 percent in 2012 to 86 percent in 2022 (93 percent for girls and 78 percent for boys).²¹
8. The Government's commitment to school feeding is demonstrated through the national development plan for 2023–2027, the national social protection policy and the Gambia education sector policy. A dedicated budget line in the Ministry of Education's budget was introduced in 2019 and the corresponding budget quadrupled from GMD 30 million in 2020 to GMD 125 million in 2023.
9. The Gambia ranked 121 out of 146 countries in terms of gender equality in 2022. Gender gaps were relatively narrow in health and education and larger in political empowerment and economic participation.²² Overall women, girls and marginalized population groups, including people with disabilities, experience disproportionately high barriers to food security, compounded by minimal social protection provision.

1.2 Progress towards the 2030 Agenda for Sustainable Development

10. The Gambia ranked 122 out of 163 countries in 2022 on progress made towards the achievement of the Sustainable Development Goals (SDGs) scoring above the average for Sub-Saharan Africa. Work on SDGs 12, 13 and 16 was on track and there was moderate improvement for SDGs 1 and 5. No substantial progress was recorded for the remaining SDGs.²³ There are data gaps for SDG indicators and the availability of comprehensive and disaggregated data remains a challenge notwithstanding the development of a national strategy for statistics in 2018.

¹³ WFP. 2022. *State of Food Security in the Gambia: Comprehensive food security and vulnerability analysis, 2021*.

¹⁴ FAO and others. 2023. *The Gambia National Food Security Survey Report 2022*.

¹⁵ Households with borderline food security spend between 50 percent and 65 percent of their budget on food.

¹⁶ WFP. 2022. *State of Food Security in the Gambia: Comprehensive food security and vulnerability analysis, 2021*.

¹⁷ Trading Economics. *Gambia Food Inflation*. Data from the Gambia Bureau of Statistics.

¹⁸ World Bank. 2023. *Poverty & Equity Brief: The Gambia*.

¹⁹ United Nations Development Programme. 2022. *Human Development Report 2021/2022. Uncertain Times, Unsettled Lives: Shaping our Future in a Transforming World*.

²⁰ United Nations Educational, Scientific and Cultural Organization. *Education and literacy statistics for the Gambia*.

²¹ World Bank. *Primary completion rate, total (% of relevant age group) – Gambia, The*.

²² World Economic Forum. 2022. *Global Gender Gap Report 2022*.

²³ Sachs, J. and others. 2022. *Sustainable Development Report 2022. From Crisis to Sustainable Development: the SDGs as Roadmap to 2030 and Beyond*.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

11. *Access to food.* In 2021 households dedicated an average of 43.5 percent of their total expenditure on food,²⁴ a decrease from 52 percent in 2016.^{25,26} About 3.1 percent of households have poor food access and 9.5 percent have very poor access; 31.1 percent have borderline food access.²⁷ Disaggregated figures show important disparities between urban (very poor: 2.5 percent; poor: 8.5 percent; borderline: 28.7 percent) and rural (very poor: 5.5 percent; poor: 14.4 percent; borderline: 40.6 percent).²⁸ Moreover, food insecurity affects households headed by women (14.8 percent) more than those headed by men (13 percent). Illiteracy and level of education, disability, exposure to recent shocks and unemployment also increase the likelihood of food insecurity.²⁹
12. The Gambian dalasi depreciated by 50 percent in the last 10 years.³⁰ The most vulnerable people are at constant risk of being unable to purchase sufficient food. Recent *cadre harmonisé* projections for June to August 2023 indicate that 319,628 people, representing 13 percent of the population, could be facing crisis or emergency food insecurity.³¹
13. *End malnutrition.* The National Nutrition Agency adopted a protocol on the integrated management of severe acute malnutrition in 2013. In 2021, 9.2 percent of children aged 6–59 months suffered from global acute malnutrition and 1.3 percent had severe acute malnutrition, a slight improvement compared to 2015, when 10.3 percent had global acute malnutrition and 2.3 percent were severely malnourished. Averages hide regional disparities, and three regions have high levels of acute malnutrition: Kuntaur (11.7 percent), Mansakonko (11.3 percent) and Basse (10.2 percent). Malnutrition rates were lower among children in urban areas than in rural ones³² and acute malnutrition rates tend to be slightly higher among boys (10.3 percent) than girls (8.2 percent). The national prevalence of stunting is 18.6 percent and low birth weight affects 16.8 percent of newborns.³³
14. The prevalence of undernourishment has increased steadily from 9 percent in 2011 to 22 percent in 2020.³⁴ Undernutrition among children under 5 reached 16.8 percent in 2021³⁵ compared to 11.6 percent in 2020 and 10.3 percent in 2018.^{36,37} Two local government areas exceed the critical threshold for undernourishment of 20 percent: Kerewan (21.6 percent) and Kuntaur (23.3 percent). Forty-five percent of children aged 6–59 months and 44 percent

²⁴ WFP. 2022. *State of Food Security in the Gambia: Comprehensive food security and vulnerability analysis, 2021*.

²⁵ WFP. 2016. *Comprehensive Food Security and Vulnerability Analysis (CFSVA): The Gambia*.

²⁶ The offset in expenditure resulted from the increase in the income of the richest deciles of the population, especially in urban areas.

²⁷ According to the share of the budget spent on food: very poor (more than 75 percent), poor (65–75 percent) and borderline (50–65 percent).

²⁸ WFP. 2022. *State of Food Security in the Gambia: Comprehensive food security and vulnerability analysis, 2021*.

²⁹ *Ibid.*

³⁰ Author's calculations based on data retrieved from [Trading Economics](#). Selected data points were for early May 2013, 2020 and 2023.

³¹ Cadre harmonisé. 2023. *Résultats de l'analyse de l'insécurité alimentaire et nutritionnelle aigüe courante en mars-mai 2023 et projetée en juin-août 2023*.

³² WFP. 2022. *State of Food Security in the Gambia: Comprehensive food security and vulnerability analysis, 2021*.

³³ Global Nutrition Report. *Country nutrition profiles – Gambia*.

³⁴ World Bank. *Data: The Gambia*.

³⁵ WFP. 2022. *State of Food Security in the Gambia: Comprehensive food security and vulnerability analysis, 2021*.

³⁶ World Bank. *Prevalence of undernourishment (% of population) – Gambia, The*.

³⁷ Undernutrition prevalence in 2018 was 8.6 percent for girls and 10.3 percent for boys; in 2020 it was 10.4 percent for girls and 11.6 percent for boys.

of women aged 15–49 are anaemic,³⁸ while one in every ten Gambian adults is overweight or obese. Obesity prevalence is higher in women (17 percent) than men (8 percent).

15. *Smallholder productivity and income.* Seventy percent of workers in the Gambia are employed in agriculture, mainly as smallholder farmers.³⁹ Many are illiterate and unskilled and lack access to economic opportunities and productive resources.⁴⁰ Alternative sources of income outside agriculture are limited, and during lean periods farmers have insufficient means to shield themselves from food insecurity.⁴¹
16. *Sustainable food system.* The Gambia's local food production meets about 50 percent of the country's needs.⁴² Cultivated land under irrigation is limited and mostly devoted to rice production. Farmers have no storage facilities for their products. The consumption pattern shows that people are heavily reliant on rice in urban areas; the consumption of other cereals is insignificant. This increases the demand for imported rice and decreases the demand for other cereal crops and tubers produced in the country.⁴³ Smallholder farmers struggle to produce enough food to sustain themselves and their families, let alone to have marketable surpluses. Many Gambians are leaving rural communities and looking for opportunities in urban areas or across borders, even braving dangerous irregular migration routes to Europe.⁴⁴

Progress on Sustainable Development Goal 17 targets

17. *Capacity strengthening.* WFP and other agencies support the Government with continuous food security monitoring⁴⁵ and the implementation of the nationwide analysis of vulnerability to food security and nutrition.⁴⁶ WFP is also supporting the Government in implementing the national school feeding programme, with the mandate to build the capacity of national partners in order to improve the quality and sustainability of the programme.
18. *Enhanced global partnership.* The Government of the Gambia is a member of the global School Meals Coalition and has committed to improving its home-grown school feeding (HGSP) policy, institutional coordination, community participation and ownership, and the budget allocation to the school feeding programme.
19. *Diversified resourcing.* Gambia's economy is facing a challenging period with limited fiscal space. The Government is cognizant of the changing landscape in international development assistance. Therefore, the national development plan envisages boosting resource mobilization using domestic resources; innovative financing instruments; and increased advocacy for concessional funding.
20. *Policy coherence.* According to the voluntary national review, the Government established the Gambia Strategy Review Board and is in the process of developing an integrated national financing framework to increase the coherence and efficiency of its approach to

³⁸ Gambia Bureau of Statistics. 2021. *The Gambia Demographic and Health Survey, 2019–20*.

³⁹ African Development Bank Group. 2023. *The Gambia Country Food and Agriculture Delivery Compact*.

⁴⁰ International Fund for Agricultural Development (IFAD). 2019. *Republic of The Gambia Country Strategic Opportunities Programme 2019–2024*.

⁴¹ IFAD. 2019. *The Gambia: Resilience of Organizations for Transformative Smallholder Agriculture Programme*.

⁴² African Development Bank Group. 2023. *The Gambia: Country Food and Agriculture Delivery Compact*.

⁴³ WFP. 2022. *State of Food Security in the Gambia: Comprehensive food security and vulnerability analysis, 2021*.

⁴⁴ United Nations Capital Development Fund. 2023. "Enhancing livelihoods and increasing climate resilience of smallholder farmers in The Gambia".

⁴⁵ Through the *Cadre harmonisé*.

⁴⁶ WFP. 2022. *State of Food Security in the Gambia: Comprehensive food security and vulnerability analysis, 2021*.

development financing. The Gambia climate change fund has been established⁴⁷ and the country has estimated that it will need USD 316 million to implement climate resilience actions over the next 25 years.⁴⁸

1.4 Hunger gaps and challenges

21. Through consultations with the Government and partners and the review of key documents, WFP has identified important challenges in moving towards zero hunger:
- Limited fiscal space and governmental capacity has led to fragmented implementation and lack of programme coherence, putting the national school feeding programme and other safety nets under increasing strain.
 - Smallholder farmers have unmet needs for training and innovative approaches. They face deteriorated ecological systems, reduced soil fertility caused by erosion and limited access to inputs and production management processes are suboptimal.
 - Agricultural livelihoods are highly vulnerable to natural disasters and climate change and the application of climate-smart agricultural practices is limited. The consequences of climate variability have a substantial impact on food insecurity, malnutrition and migration.
 - Despite the existence of a national social protection strategy and the creation of the National Social Protection Secretariat, three major challenges persist. Firstly, the social registry only accounts for rural vulnerability and does not include populations in urban areas.⁴⁹ Secondly, there is no specific budget and framework for social assistance. Thirdly, several social protection mechanisms and procedures do not yet exist, including a shock response capability and cash assistance mechanisms.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

22. WFP has changed its approach in the Gambia, increasingly positioning itself as an enabler of the country's renewed engagement in assisting its most vulnerable populations. WFP has continued to be an effective humanitarian actor, including during the COVID-19 pandemic.
23. The country strategic plan (CSP) evaluation found that the strategic orientation of the CSP for 2019–2024 was rooted in real needs and through the implementation of the CSP, WFP helped to respond to shocks, improve nutrition and food security and build human capital. Emergency response was recalibrated to account for underestimated needs. Nutrition activities were largely effective and consistent with needs. However, there were bottlenecks in smallholder farmer support activities and the portfolio of capacity strengthening initiatives lacked adequate planning and monitoring.
24. The national school feeding programme is the largest safety net in the Gambia and was successfully used during the COVID-19 pandemic as a platform for distributing food to vulnerable households. The handover of the programme to the Government was halted due to capacity constraints. WFP will facilitate a process through which the Government and WFP can co-diagnose bottlenecks then co-design solutions to forge a path towards a sustainable transition.

⁴⁷ Government of The Gambia. 2022. *The Gambia: Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development*.

⁴⁸ United Nations. 2021. *Common country analysis for the Gambia*.

⁴⁹ Soon to be addressed with additional World Bank funding for safety nets in the Gambia.

25. While crisis response was initially absent in the CSP for 2019–2024, this was remedied through a budget revision. The new CSP includes a contingency crisis response outcome to ensure that WFP is ready to respond. The CSP will also focus on strengthening national anticipatory and preparedness capacities and shock-responsive social protection.
26. The CSP evaluation revealed gaps in efforts to address obesity, gender inequality and gender-based violence. The new CSP will leverage partnerships and joint programming to discourage harmful beliefs and promote healthy diets and practices.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

27. The CSP is aligned with the strategic priorities and vision of the United Nations sustainable development cooperation framework (UNSDCF) for 2024–2028⁵⁰ and the Government's national development plan for 2023–2027, specifically with the first strategic objective, "Build household and community resilience to address shocks and crisis arising from climate change, economic volatility and to counter the effects of disease pandemics (Covid-19)" and pillars I, "Resilience to Shocks and Crisis", IV, "Human Capital Development", and V, "Agriculture, Environment and Natural Resources and Climate Change". The CSP is also aligned with the following national policies: the agriculture and natural resource policy for 2017–2026, the national climate change policy and the national social protection policy for 2015–2025.

2.3 Engagement with key stakeholders

28. In developing the CSP, WFP engaged with government institutions, donors, development actors and cooperating partners, with a focus on technical assistance and its role as an enabler of government-led change. The country office compiled data, analyses and expert inputs to guide prioritization and strategic planning. During preparations for the UNSDCF, the WFP country office participated in formal consultations with organizations for people with disabilities, women's civil society organizations and non-governmental organizations (NGOs) representing marginalized groups in order to consider their needs and concerns.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

29. WFP will adopt an integrated approach and ensure the coherence and complementarity of interventions that address essential needs and strengthen the resilience of vulnerable population groups. This will contribute to the achievement of SDGs 2 and 17 as well as SDGs 1, 3, 4 and 11.
30. The CSP aims primarily to assist the Government in the following four ways:
 - Strengthen national institutions in emergency preparedness, planning and response, including anticipatory action and, in the event of a crisis, provide assistance to shock-affected people to enable them to meet their essential needs.
 - Ensure that children, vulnerable populations and people at risk of malnutrition in the Gambia benefit from better access to healthy diets. This will be achieved by:
 - supporting the Government in the implementation of the national school feeding programme, promoting a HGSF approach and preparing for the handover of the programme to the Government; and

⁵⁰ United Nations. 2023. *United Nations sustainable development cooperation framework for the Gambia, 2024–2028*. The UNSDCF is aligned with the national development plan for 2023–2027.

- providing comprehensive nutrition support, including nutritious foods for pregnant and breastfeeding women and girls and children under 5, in order to manage wasting and prevent all forms of malnutrition.
- Support key local value chains, including through risk transfer mechanisms and the creation of community assets that improve livelihoods and resilience.
- Provide technical support to the Government on the coherence and efficacy of national policy instruments pertaining to food security, nutrition, disaster risk management and social protection, including by:
 - strengthening the national school feeding programme to improve its quality, coverage and operational delivery; and
 - fostering evidence-based improvements and efficient coordination for a shock-responsive, nutrition-sensitive and inclusive national social protection system.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Crisis-affected populations in the Gambia, including those affected by seasonal shocks, can meet their basic food and nutrition requirements during and in the aftermath of shocks

31. This is a contingency outcome to enable WFP to respond swiftly to shocks. Assistance modalities, rations, duration and targeting will be informed by an emergency assessment and adapted accordingly. The response will be coordinated with and complementary to the national emergency response system to avoid delays and overlaps. It will also build on existing social protection schemes and support a shock-responsive and nutrition-sensitive approach. Payouts from the African Risk Capacity (ARC) Replica macro-insurance policy under activity 4 will be used as a potential source of contingency financing.

WFP strategic outcome

32. CSP outcome 1 is aligned with WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs.

Focus area

33. The focus area of CSP outcome 1 is crisis response.

Alignment with national priorities

34. CSP outcome 1 contributes to UNSDCF outcome 1.1 and is aligned with outcomes 1.1 and 1.2 of the national development plan.

Expected outputs

35. The following outputs will contribute to the achievement of CSP outcome 1:
- 1.1: People affected by shocks have access to nutritious food and cash that enables them to meet their essential needs.
 - 1.2: Crisis-affected children and pregnant and breastfeeding women and girls benefit from programmes designed to manage malnutrition and improve diets.

Key activities

Activity 1: Provide a food and nutrition assistance package to crisis-affected populations, mainly through the social protection system

36. In the event of shocks and when needed WFP will provide direct food and nutrition assistance for those affected and for the most vulnerable people. The choice of transfer

modalities will take into consideration context, feasibility and protection concerns. When required, WFP will complement cash assistance with financial inclusion activities to ensure that assistance is efficient. Targeting will be based on the national social registry as well as shock, food security and nutrition vulnerability criteria. An inclusive approach will be taken in collaboration with communities, addressing accountability and protection issues, disability, gender and age disparities and conflict sensitivity. The differing barriers faced by women and men will be identified and ways of addressing them will be explored, with community involvement.

37. WFP will also provide a nutrition assistance package for children aged 6–59 months, pregnant and breastfeeding women and girls, people living with HIV and other individuals in accordance with the integrated management of acute malnutrition protocol in order to manage and prevent malnutrition. The assistance may include the distribution of specialized nutritious foods, preventive supplementation and social and behaviour change interventions aimed at improving diets.

Partnerships

38. WFP will work closely with the National Disaster Management Agency and relevant NGOs and coordinate with the ministries responsible for health, agriculture, logistics and infrastructure to complement and strengthen emergency preparedness and response. As the lead agency for food security and disaster risk management, WFP will coordinate with other United Nations entities, the United Nations emergency technical team and humanitarian network partners. ARC Ltd., the climate risk insurance provider for ARC Replica, will also be a key partner.

Assumptions

39. Reliable cooperating partners and financial service providers remain active in targeted areas, which continue to be accessible. Government cooperation, resource mobilization and an improvement in emergency preparedness and response capacities is also assumed.

Transition/handover strategy

40. Under activity 5, WFP will continue to provide direct technical assistance and training for the National Disaster Management Agency and prioritize systems strengthening initiatives and the transfer of technical knowledge to national counterparts at the central and local levels in order to ensure that emergency preparedness and response and shock-responsive social protection protocols are managed adequately and autonomously.

Country strategic plan outcome 2: Children, pregnant and breastfeeding women and girls, vulnerable populations and people at risk of malnutrition in the Gambia benefit from better access to healthy diets and essential services that improve their health, nutrition and educational status by 2028

41. WFP will continue to support the Government in the implementation of the national school feeding programme and promote national ownership. The government-run part of the programme already covers 22.7 percent of schools (about 30 percent of children) in the country. Through WFP's operational and capacity strengthening support, the Government will be able to cover 57.7 percent of primary schools and 65 percent of children across all six regions. The children will receive a balanced and nutritious daily meal, which will also encourage their parents to send them to school.
42. WFP will work with the Government, local development actors and NGOs on expanding the coverage of the national school feeding programme taking into account education and food security criteria and using resilience building activities. In response to the high rates of global acute malnutrition and food insecurity, WFP, its nutrition partners and the National Nutrition

Agency will work on delivering holistic community-based prevention programmes in the most affected regions.

43. WFP will take into consideration principles related to disability and inclusion, child protection and gender equality and advocate for them to be embedded in the national school feeding programme. WFP will also include climate and nutrition-sensitive measures in the implementation of HGSF activities. Jointly with the Government, WFP will identify the root causes of gender disparities in schooling outcomes and explore potential solutions.

WFP strategic outcome

44. CSP outcome 2 is aligned with WFP strategic outcome 2: People have better nutrition, health and education outcomes.

Focus area

45. The focus area of CSP outcome 2 is resilience building.

Alignment with national priorities

46. CSP outcome 2 contributes to UNSDCF outcome 2.2 and is aligned with outcomes 4.1 and 4.3 of the national development plan, education policy priority 4.2 and education sector strategy outcome 9.

Expected outputs

47. The following outputs will contribute to the achievement of CSP outcome 2:
- Output 2: School-age boys and girls have access to diversified and increasingly locally sourced school meals and complementary interventions that improve health, nutrition, food security and conditions for quality education.
 - Output 3: Vulnerable children and pregnant and breastfeeding women and girls benefit from a preventative nutrition package, including enhanced community-based approaches designed to prevent malnutrition and improve access to healthy diets.

Key activities

Activity 2: Provide nutritious school meals and foster complementary health and nutrition interventions for improved health, nutrition and education outcomes

48. As the Government's partner of choice, WFP has been entrusted to support national school feeding activities in 447 schools (about 35 percent of all schools) covering 153,000 schoolchildren. WFP will implement capacity strengthening and social and behaviour change activities with parents' associations, school feeding committees, teachers, cooks and school authorities to promote nutritious dietary habits and healthy practices. Capacity strengthening initiatives will seek to promote gender equality and minimum protection standards in order to develop a safe and empowering school environment for children, especially girls.
49. This activity will involve both in-kind assistance, with food procured and delivered to the schools by WFP or the Ministry of Basic and Secondary Education, and cash-based transfers (CBTs), which will be managed by schools. WFP will promote the use of CBTs to ensure that school feeding operations can be managed autonomously and to stimulate local production and procurement. In-kind assistance will be restricted to areas that suffer from weak market infrastructure, where shortages of basic food staples are often observed. WFP will use the results and recommendations of the Fill the Nutrient Gap analysis that will be conducted in 2024 to adapt the school menus. This will influence procurement by putting more emphasis on the local procurement of a diverse range of fresh and nutritious foods.

50. WFP will support the improvement of the quality and coverage of the national school feeding programme through:
- Efforts to increase the dietary diversity of school meals, contribute to sustainable local food systems, and in line with activity 4 and WFP's local and regional food procurement policy, promote purchases from smallholder farmers, especially women.
 - Technical assistance for the Ministry of Basic and Secondary Education, currently providing school meals to 320 schools, in order to improve the quality of school meals and the operational efficacy and efficiency of the national school feeding programme. These efforts will be supported through activity 5.

Activity 3: Provide a nutrition prevention package for population groups that are at risk of malnutrition and strengthen community nutrition services

51. WFP will provide comprehensive nutrition services for populations at risk of malnutrition and strengthen community nutrition services through activities focused on prevention and social and behaviour change. WFP will prioritize regions with the highest stunting prevalence and high rates of food insecurity and malnutrition.
52. WFP will implement infant and young child feeding activities, such as the promotion of breastfeeding and adequate complementary food, with strong social and behaviour change initiatives and in-kind and cash assistance to improve diets and help prevent malnutrition among children aged 6–23 months and pregnant and breastfeeding women and girls.
53. WFP will implement social and behaviour change activities that target all beneficiaries under CSP outcome 2 using differentiated and gender-sensitive approaches and channels, with a focus on improving hygiene practices and diversifying diets with local foods. Activities will also include support for nutrition surveillance, food safety, deworming and vaccination campaigns.

Partnerships

54. WFP will work with the ministries responsible for basic and secondary education, agriculture, health, gender, children and social welfare and with the National Nutrition Agency, the Food Safety and Quality Authority and Food Technology Services. WFP will increase its engagement with relevant United Nations entities and local academic and research structures.
55. Collaboration with the WFP centres of excellence and the School Meals Coalition will support further development and consolidation of the national school feeding policy and legal framework and evidence generation.

Assumptions

56. The Government will continue to fund the national school feeding programme, and nutrition and health initiatives. Development partners and donors will maintain or increase their financial support for the expansion of HGSP. A reliable network of cooperating partners and financial service providers remains active in targeted areas.

Transition/handover strategy

57. WFP will continue to promote and support the national ownership of the school feeding programme and nutrition activities as part of a national package of basic nutrition support. In subsequent CSP cycles WFP hopes to hand over all aspects of the national school feeding programme to the Government and support local efforts to mobilize resources for nutrition initiatives.

58. In coordination with activities under CSP outcome 4, WFP will facilitate opportunities for South–South and triangular cooperation to enable the Government to benefit from successful school feeding experiences in other countries. In parallel, WFP will continue to support institutions involved in school feeding and nutrition, including committees, in improving their logistics, monitoring and evaluation capacity.

Country strategic plan outcome 3: Communities whose livelihoods are at risk in the Gambia, including smallholder farmers and other actors in nutrition-sensitive value chains, have improved livelihoods and increased resilience to climate change impacts and other socioeconomic shocks by 2028

59. WFP will provide support on multiple fronts to lower the dependence of agriculture on subsistence farming and integrate smallholder farmers into agricultural value chains. As nearly three quarters of the poor in the Gambia are smallholder farmers,⁵¹ strengthening their livelihoods and resilience will significantly contribute to national resilience and reduce food insecurity.
60. Resilience building activities will focus on three areas: climate-sensitive measures and training, improved market access and effective transfer of risks for smallholder farmers; financial literacy training for smallholder farmer communities; and analysis and diagnostics on the impact of climate change for the Ministry of Environment, Climate Change and Natural Resources.

WFP strategic outcome

61. CSP outcome 3 is aligned with WFP strategic outcome 3: People have improved and sustainable livelihoods.

Focus area

62. The focus area of CSP outcome 3 is resilience building.

Alignment with national priorities

63. CSP outcome 3 contributes to UNSDCF outcome 2.2 and is aligned with outcomes 1.1 and 5.3 of the national development plan.

Expected outputs

64. The following output will contribute to the achievement of CSP outcome 3:
- Output 4: Smallholder farmers and other actors in nutrition-sensitive value chains have increased climate-resilient capacity to produce safe, affordable and nutritious foods, reduce post-harvest losses and improve their linkages to markets, including local schools.

Key activities

Activity 4: Provide integrated nutrition-sensitive value chain support, including risk transfer and community asset creation, for smallholder farmers and other value chain actors

65. Resilience building support will be provided through food for assets schemes and training for smallholder farmers on good agricultural practices. Asset creation activities will focus on soil conservation and water management, which have been identified as key challenges. Since the Government faces challenges in providing regular extension services, WFP will bridge this gap through training on post-harvest quality and losses, water conservation and access to markets.

⁵¹ World Bank Group. 2022. *Country Partnership Framework for Republic of the Gambia for the Period FY22–FY26*.

66. WFP has identified that increasing the yield of crops managed by women tends to have a bigger impact on household welfare than other actions. This is mainly because women spend more of the additional income generated on their children than men do.⁵²
67. To incentivize increased and sustainable food production, WFP will link smallholder farmers to markets, including through the HGSP programme, the food basket for which it is designed with women smallholder farmers in mind.⁵³ WFP will facilitate efforts to transfer risks related to food production, especially those stemming from climate change and socioeconomic shocks. WFP will subsidize farmers' participation in micro insurance schemes and help expand the coverage of the Government's macro insurance policy. In the event of shocks, part of the payout from the ARC Replica macro-insurance policy will be allocated to financing unconditional food assistance under CSP outcome 1.
68. To augment the impact of all of the above on household income, WFP will provide financial literacy training to the smallholder farmer community, giving households knowledge on managing finances, including savings and loans.
69. To complement direct support to smallholder farmers and their communities, WFP will work with the Ministry of Environment, Climate Change and Natural Resources to conduct a local climate change impact analysis, focusing on specific crops and livestock in the Upper River and Central River regions, in order to inform national policy and strategy.

Partnerships

70. WFP will work with Ministry of Agriculture on all aspects of planning, implementation and value chain development and with FAO and IFAD (through the ROOTS project⁵⁴) to ensure complementarity of action. WFP will also work with the Ministry of Environment, Climate Change and Natural Resources; the Ministry of Trade, Industry, Regional Integration and Employment; the Ministry of Fisheries and Water Resources; the Ministry of Gender, Children and Social Welfare; the commercial farmers network association; and other NGOs for the implementation of work under this CSP outcome.

Assumptions

71. Lack of community assets, lack of knowledge of agricultural practices and an inability to manage investment risks are the binding constraints on productivity. There is a strong Government appetite to address these constraints. A reliable network of cooperating partners and financial service providers remains active in targeted areas and those areas continue to be accessible.

Transition/handover strategy

72. Through work with national institutions, a road map and detailed plans will be drawn up to accompany smallholder farmers on their journey to increased resilience and self-reliance. New services and products such as credit, insurance, climate information services, training and extension services are expected to be taken over by government partners and private sector actors and maintained over time. WFP will incorporate gender-transformative approaches and facilitate an effective transition to national ownership.
73. WFP will document learning and analyses on risk transfers for micro and macro insurance schemes, including the ARC Replica programme. Diagnostic and policy briefs related to risk

⁵² *The Gambia West Africa Agricultural Productivity Project: Gender Action Plan* (not available online).

⁵³ There are nine commodities in the HGSP basket; five of them are produced by women farmers.

⁵⁴ [The Resilience of Organizations for Transformative Smallholder Agriculture Project \(ROOTS\)](#). The main goal of this initiative is to improve food security, nutrition and the resilience of smallholder farmers to climate change in the Gambia.

transfers will be co-developed with government counterparts to inform national policy and strategy.

Country strategic plan outcome 4: National systems, institutions and actors have strengthened capacities to achieve zero hunger, tackle vulnerability and increase the human capital of the Gambia by 2028

74. WFP will work with the Government and other relevant actors to strengthen the country's school feeding programme, social protection and food systems. Although Gambian systems are operational, improvements are needed to improve their quality and coverage. Country capacity and systems strengthening efforts will rely on deep engagement and co-creation processes with government agencies and ministries.
75. This outcome is strongly aligned with all the other CSP outcomes to ensure coherent implementation. WFP will support the Government in ensuring that national systems can support an increase in the coverage and quality of the national school feeding programme, deliver good quality shock-responsive social protection and strengthen national food system value chains. WFP will also provide technical assistance and capacity strengthening for targeted national institutions and local actors enabling them to anticipate, prevent, mitigate, prepare for and respond to shocks in a gender-responsive and inclusive manner.

WFP strategic outcome

76. CSP outcome 4 is aligned with WFP strategic outcome 4: National programmes and systems are strengthened.

Focus area

77. The focus area of CSP outcome 4 is resilience building.

Alignment with national priorities

78. CSP outcome 4 contributes to UNSDCF outcomes 1.1 and 2.2 and is aligned with outcomes 1.1, 4.1 and 5.1 of the national development plan.

Expected outputs

79. The following outputs will contribute to the achievement of CSP outcome 4:
- Output 5.1: School-age children and communities benefit from the strengthened capacity of systems and institutions related to the national school feeding programme and the effective delivery of the programme.
 - Output 5.2: The population of the Gambia benefits from evidence-based improvements and better coordination among actors involved in social safety nets, which contribute to a shock-responsive, nutrition-sensitive, flexible and inclusive national social protection system.

Key activities

Activity 5: Provide technical support to government institutions to strengthen national social protection systems that integrate shock responsiveness and nutrition

80. WFP will support the development of a national capacity strengthening plan based on gap analysis and the strategic orientation of the national development plan, the UNSDCF and the CSP and focusing on food security, emergency preparedness and response and social protection.
81. WFP will strengthen government capacity and systems to improve the quality and increase the coverage of the national school feeding programme. A special focus will be put on working with the Government to design a national system to improve the infrastructure for the school feeding programme, as well as on institutional coordination among government

- agencies and efforts to increase community ownership, all of which are government priorities. Institutional capacity in procurement, financing and programme monitoring will also be strengthened. Efforts to strengthen the national system will be made with the government leadership and in collaboration with other stakeholders.
82. WFP will conduct a Systems Approach for Better Education Results (SABER) school feeding workshop in 2024 and complementary assessment and studies to understand gaps and needs and identify areas for capacity strengthening that will ultimately improve the quality and efficiency of the programme. The results will inform a process to jointly develop a nationally owned school feeding model and policy that will constitute a foundation for the handover of operations.
 83. In synergy with activity 1, WFP will provide capacity development support in disaster risk reduction and national emergency preparedness for the National Disaster Management Agency. Together with that agency, WFP will be the United Nations lead for disaster risk management and will serve as the key coordination body for emergency preparedness and response.
 84. As the Gambia is experiencing increasingly severe and frequent natural hazards, WFP will support government efforts to make the national social protection system more shock responsive. A particular focus will be placed on strengthening the early warning system, in complementarity with work under CSP outcome 1, and supporting the establishment of a national shock-responsive social protection protocol. WFP will also work with the Government on improving national social protection coordination and delivery mechanisms, the social registry and cash transfer coordination.
 85. To strengthen food systems, WFP will support the Government in improving food safety and quality and provide technical assistance for relevant national ministries and agencies in the development of a national food fortification strategy. In line with a direct request from the Vice-President and in close collaboration with the Ministry of Agriculture, WFP will also support the Government's plan to set up a national food reserve.
 86. WFP will continue to provide high quality diagnostics and support evidence generation to inform government policy and actions in emergency preparedness and response and food security. This includes conducting an examination of gender dynamics that could affect the nutrition status of women and children. WFP will work with the Ministry of Agriculture, the Bureau of Statistics and the National Nutrition Agency to continuously improve the national food security survey and the sentinel surveillance survey, the results of which will be the basis for the *cadre harmonisé*. WFP will also work with relevant government agencies to strengthen the market information system, with a special focus on price volatility and market analysis.

Partnerships

87. A sustained engagement with governmental bodies in charge of nutrition, health, social affairs, finance and primary education will be essential to cover complementary services and long-term sustainability. WFP will also increase its engagement with other relevant United Nations entities to maximize its reach and impact. The School Meals Coalition will be engaged as a strategic partner in helping the Government to identify problems and explore ways of expanding coverage and improving the quality of the national school feeding programme.

Assumptions

88. Donors will continue to support capacity strengthening activities and the Government will continue to cooperate in capacity strengthening efforts, complementing WFP's contributions

with government resources. General political stability and normal staff turnover in institutions are also assumed.

Transition/handover strategy

89. WFP will transfer technical knowledge, skills and equipment to government institutions according to national needs and priorities, progressively contributing to government ownership and WFP's exit. WFP will promote South-South and triangular cooperation as a means of sharing good practices and lessons learned.

4. Implementation arrangements

4.1 Beneficiary analysis

90. Children, people in vulnerable situations and smallholder farmers are the primary focus of WFP's activities in the Gambia. Up to 153,100 primary schoolchildren will be covered in the three main regions of Upper River, Central River and North Bank where WFP is implementing school feeding activities. The Government will continue to cover the regions of West Coast and Lower River.
91. The projected number of beneficiaries for activity 1 is based on recent *cadre harmonisé* analysis and previous experiences during the COVID-19 pandemic, lean seasons and floods. The numbers also reflect the fragility of the situation in the northern border with Senegal. For activity 3, WFP will target children aged 6–59 months, pregnant and breastfeeding women and girls, people living with HIV and other individuals in accordance with the integrated management of acute malnutrition protocol.
92. Work under CSP outcome 3 will focus mainly on the Upper River and Central River regions as both are highly vulnerable to climate shocks, with high levels of poverty, chronic food insecurity, malnutrition and environmental degradation. Targeting will prioritize women and young people to address their lack of opportunities and empowerment.
93. Capacity strengthening activities will be provided under CSP outcome 4, indirectly benefitting (tier 3) 425,000 schoolchildren and 713,000 food-insecure people.

4.2 Transfers

94. WFP's primary transfer modality will be CBTs, followed by food and capacity strengthening activities (see annexes II and III). WFP will prioritize women as recipients and give preference for the use of unrestricted CBTs and mobile money to improve financial inclusion. Details of rations are provided in annex III.

4.3 Country office capacity and profile

95. Human resource capacity is generally acceptable but the progressive shift towards CBTs and capacity strengthening requires additional resources and expertise, including on CBT management, supply chain, social protection and resilience.
96. The country office will continue the nationalization and skills development of its staff. For very specialized areas of expertise, WFP will hire short term experts and ensure knowledge transfer to national staff.

4.4 Partnerships

97. The CSP will be implemented in collaboration with a wide range of government institutions at the national and local levels, including ministries and agencies in charge of food security analysis and response planning, health and nutrition, social protection, education and agriculture.

98. WFP will pursue joint technical and funding opportunities with sister United Nations entities, bilateral agencies and international financial institutions. Opportunities to partner with new donors and the private sector will also be explored.
99. WFP will work on the planning, joint advocacy, design, implementation and monitoring of its activities with a wide range of local NGOs, especially those representing groups at risk of marginalization and vulnerability, farmers' associations, civil society organizations and local communities. Knowledge partnerships will be central to generating evidence to inform programming and decision making. WFP will capitalize on existing South-South cooperation initiatives and support from its centres of excellence to cover proposed activities related to knowledge transfer and innovation. The School Meals Coalition will be an important platform for promoting local procurement, HGSF and knowledge exchange to improve the quality and sustainability of the national school feeding programme.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

100. The CSP monitoring and evaluation system will ensure robust gender-responsive monitoring and measure programme performance using the WFP corporate results framework. The monitoring strategy for the Gambia will aim to enhance monitoring and evaluation capabilities by improving data quality, ensuring that the system is gender-inclusive and disability-responsive and developing harmonized or standardized monitoring tools using digital technology.
101. The new base value for the Gambia's national capacity index for school meals will be established through the SABER exercise that will be conducted in 2024. WFP will conduct baseline surveys and assessments including qualitative data collection to measure progress on outcome, output and cross-cutting indicators.
102. WFP's contribution to regular monitoring will be supplemented by additional food security, nutrition and gender-sensitive assessments with the aim of supporting evidence-based policy design and implementation. WFP plans to conduct a Cost of the Diet and Fill the Nutrient Gap analysis in 2024 to update nutrition and food security indicators related to energy sufficiency and nutritional value of diets.
103. Gender perspectives will be emphasized during the monitoring and analytical phases to ensure balanced inputs are gathered from women and men. Monitoring will strive to capture, analyse and report, by age and gender, the positive and any possible negative impacts of activities on the lives of beneficiaries and the contribution of WFP's activities to gender equality. To ensure the collection of disaggregated data on disability, the country office will continue to utilize the survey designer in all its assessments, surveys and monitoring, including questions on disability from the Washington Group that can be used to disaggregate data by disability in order to support programming.
104. WFP will use qualitative methods to monitor and assess the implementation of the national capacity development and handover interventions as well as improvements in sectoral and intersectoral policies especially in agriculture, social protection, health, nutrition and gender equality.
105. A CSP mid-term review is planned for the final quarter of 2026. The CSP will undergo an independent CSP evaluation managed by the Office of Evaluation in the first quarter of 2027, which will meet accountability needs related to WFP's overall performance and will inform future planning. This evaluation will be complemented by one decentralized evaluation on the Gambia country office's capacity to respond to emergencies, which will be conducted in 2026. WFP will also contribute to the UNSDCF evaluation.

5.2 Risk management

Strategic risks

106. Climate shocks and malnutrition could exacerbate current vulnerabilities, especially in densely populated areas. To mitigate that risk, the CSP is designed to build long-term resilience and support the Government in establishing functional early warning systems.
107. Weak coordination among line ministries could affect capacity strengthening work in shock-responsive social protection. To mitigate that risk, WFP will focus on improving coordination and collaboration among relevant ministries through technical inputs, the sharing of expertise and facilitation.
108. The WFP country office has seen a change in the landscape for international development assistance for the Gambia that has reduced funding opportunities in recent years. WFP will intensify its communication and advocacy efforts and organize donor visits to various project sites to attract more attention and funding. WFP will also work closely with the Government to attract funding from international financial institutions and multilateral donors and support the Government as a technical partner.

Operational risks

109. The quality and reliability of local procurement will depend partly on the buy-in and capacities of school canteen management, smallholder farmers and national structures. To mitigate risks related to food safety and local supply chain failures WFP will foster links between extension services and decentralized government structures and other partners to provide necessary training to all relevant stakeholders and work closely with partner NGOs for monitoring.
110. Under CSP outcomes 1 and 2, WFP will strengthen its community feedback mechanisms to address gender, disability and protection challenges, including risk of gender-based violence, and encompass referral and escalation mechanisms and create feedback loops to inform programming. WFP will endeavour to partner with other United Nations entities, including the United Nations Population Fund, and the Ministry of Gender, Children and Social Welfare on the prevention of gender-based violence and on raising awareness of gender-based violence among direct and indirect beneficiaries.
111. Supply chain disruption that results in delayed distribution of nutrition assistance can lead to the underachievement of objectives. The country office will continue to anticipate needs and conduct early procurement including through the Global Commodity Management Facility with the support of WFP headquarters and the regional bureau.
112. The limited capacity of counterparts, particularly in data collection and reporting, poses a risk to effective programme implementation and monitoring. WFP will conduct comprehensive capacity assessments to identify gaps and provide targeted training to build the skills and knowledge of counterparts. Additionally, WFP plans to expand its partnerships with NGOs that have expertise in data collection and reporting in order to leverage their support and strengthen operations.
113. To address risks of sexual exploitation and abuse, WFP will train employees and partners, sensitize beneficiaries and affected communities and strengthen internal reporting procedures.

Fiduciary risks

114. The WFP anti-fraud and anti-corruption policy is integrated into legal agreements with cooperating partners. To address certain limitations with the private sector and market structure, WFP will expand its roster of vendors, enhance competitive processes and ensure that potential suppliers follow WFP procurement rules and regulation standards.

115. The country office is also putting in place key assurance standards for CBTs and in-kind operations to mitigate the potential risk of the diversion of transfers.

Financial risks

116. Regular food security, market and supply chain assessments and monitoring will be carried out, and WFP will maintain the flexibility to adjust its activities to mitigate financial risks related to inflation, commodity price volatility, funding shortfalls and economic shocks.

5.3 Social and environmental safeguards

117. In line with WFP's environmental and social safeguards, all WFP activities will be screened before implementation with a view to identifying, preventing, avoiding or mitigating any potential negative direct or indirect impacts. Environmental and social plans will be developed where relevant, in accordance with mandatory corporate safeguard plans and tools, reflecting commitments in WFP's environmental policy and the policy on building resilience for food security and nutrition and ensuring that fundamental human rights and gender equality are respected and protected in all WFP's activities. Activities will entail the sustainable use and management of natural resources, discouraging practices that are not environmentally friendly and taking climate-related risks into account and raising awareness of climate change.

118. A community feedback mechanism, including a toll-free number, will be set up to ensure accountability and identify issues related to implementation, protection and other matters.

6. Resources for results

6.1 Country portfolio budget

119. The country portfolio budget is USD 95,226,668, reflecting the scope of the planned school feeding, nutrition programmes and emergency response activities. Country capacity and resilience building activities for smallholder farmers will be prioritized during the first three years of the CSP. The budget allocates 24.8 percent of funds to crisis response and 75.1 percent for resilience building work under CSP outcomes 2, 3 and 4, subdivided as follows: 32.6 percent for school feeding, 19 percent for malnutrition prevention programmes, 16.9 percent for resilience building activities for smallholder farmers and 6.4 percent for systems strengthening. About 12.4 percent of the budget (USD 11,791,332) will be allocated to the promotion of gender equality and women's empowerment.

COUNTRY PORTFOLIO BUDGET (USD)							
Country strategic plan outcome	Activity	2024	2025	2026	2027	2028	Total
1	1	4 152 891	4 327 775	4 811 680	4 987 047	5 375 283	23 654 676
2	2	4 925 026	6 341 675	6 320 720	6 657 514	6 853 068	31 098 002
	3	3 281 011	3 565 188	3 729 500	3 770 431	3 801 966	18 148 096
3	4	4 895 718	4 939 661	3 927 713	1 499 376	910 899	16 173 367
4	5	1 472 401	1 450 529	1 539 193	887 600	802 802	6 152 526
Total		18 727 046	20 624 828	20 328 806	17 801 969	17 744 018	95 226 668

6.2 Resourcing outlook and strategy

120. Based on past trends and projections and accounts for regular donors and recent discussions, the resourcing outlook is poor; however, the country office has ongoing multi-year partnerships. WFP will further its evidence-based advocacy for the international community to foster greater donor interest for emergency preparedness, response and anticipatory action, resilience building and shock-responsive social protection in the Gambia while leveraging its strategic positioning as one of the Government's partners of choice. In the event of significant funding shortfalls, WFP will prioritize activities under CSP outcomes 1 and 2 and project-based activities.
121. The country office will develop a partnership action plan that will seek to diversify WFP's donor base to secure more resources and more flexible and multi-year funding. The plan will guide the resource mobilization strategy, which will involve building on and expanding current partnerships as well as pursuing funding opportunities with new donors, including non-traditional government donors, international financial institutions and private sector entities, in order to achieve a stable and healthy funding pipeline throughout CSP implementation.

ANNEX I

LOGICAL FRAMEWORK FOR GAMBIA COUNTRY STRATEGIC PLAN (2024–2028)

SDG 2: Zero hunger**SDG target 1: Access to food**

Country strategic plan outcome 1: Crisis-affected populations in the Gambia, including those affected by seasonal shocks, can meet their basic food and nutrition requirements during and in the aftermath of shocks

WFP strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Nutrition-sensitive

Focus area: crisis response

Assumptions

Donors and the 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 function effectively.
Markets function in communities targeted for cash distributions.
Political and security conditions remain stable.

Outcome indicators

Consumption-based coping strategy index (average)
Food consumption score
Food consumption score – nutrition
Livelihood coping strategies for essential needs
Livelihood coping strategies for food security
Minimum diet diversity for women and girls of reproductive age
Moderate acute malnutrition treatment default rate

Moderate acute malnutrition treatment mortality rate

Moderate acute malnutrition treatment non-response rate

Moderate acute malnutrition treatment recovery rate

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Percentage of moderate acute malnutrition cases reached by treatment services (coverage)

Proportion of beneficiaries who recall and practice a key nutrition message

Activities and outputs

1. Provide a food and nutrition assistance package to crisis-affected populations, mainly through the social protection system (URT-1.2: Unconditional resource transfer)

1.1: People affected by shocks (Tier 1) have access to nutritious food and cash that enables them to meet their essential needs (Output category A: Resources transferred, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1 People affected by shocks (Tier 1) have access to nutritious food and cash that enables them to meet their essential needs (Output category C: Capacity development and technical support provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.1: People affected by shocks (Tier 1) have access to nutritious food and cash that enables them to meet their essential needs (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

1.2: Crisis-affected children and pregnant and breastfeeding women and girls benefit from programmes designed to manage malnutrition and improve diets (Output category C: Capacity development and technical support provided, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1.2: Crisis-affected children and pregnant and breastfeeding women and girls benefit from programmes designed to manage malnutrition and improve diets (Output category A: Resources transferred, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1.2: Crisis-affected children and pregnant and breastfeeding women and girls benefit from programmes designed to manage malnutrition and improve diets (Output category B: Nutritious food provided, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

1.2: Crisis-affected children and pregnant and breastfeeding women and girls benefit from programmes designed to manage malnutrition and improve diets (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 1.2: Crisis-affected children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

SDG target 2: End malnutrition

Country strategic plan outcome 2: Children, pregnant and breastfeeding women and girls, vulnerable populations and people at risk of malnutrition in the Gambia benefit from better access to healthy diets and essential services that improve their health, nutrition and educational status by 2028

WFP strategic outcome 2: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: resilience building

Assumptions

Partners have sufficient capacity and resources to implement the planned activities.
 Adequate health centres are available for the treatment of malnourished children and women.
 Government coordination mechanisms for nutrition work effectively.
 Timely and sufficient funding is available to meet nutritional needs.
 No major epidemics occur during the period.
 Supplementary activities are implemented in the area of water, sanitation and hygiene, and nutrition.

Outcome indicators

Annual change in enrolment

Attendance rate

Minimum diet diversity for women and girls of reproductive age

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Percentage of WFP food procured from smallholder farmer aggregation systems

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

Proportion of eligible population reached by nutrition preventive programme (coverage)

Proportion of target population who participate in an adequate number of distributions (adherence)

Retention rate, by grade

Activities and outputs

2. Provide nutritious school meals and foster complementary health and nutrition interventions for improved health, nutrition and education outcomes. (SMP-1.5: School based programmes)

2: School-age boys and girls (Tier 1) have access to diversified and increasingly locally sourced school meals and complementary interventions that improve health, nutrition, food security and conditions for quality education. (Output category N: School feeding provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2: School-age boys and girls (Tier 1), have access to diversified and increasingly locally sourced school meals and complementary interventions that improve nutrition, food security and conditions for quality education. (Output category A: Resources transferred, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2: School-age boys and girls (Tier 1), have access to diversified and increasingly locally sourced school meals and complementary interventions that improve nutrition, food security and conditions for quality education. (Output category C: Capacity development and technical support provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

2: School-age boys and girls (Tier 1), have access to diversified and increasingly locally sourced school meals and complementary interventions that improve nutrition, food security and conditions for quality education. (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.3: School-age children and adolescents have access to school-based health and nutrition packages)

3. Provide a nutrition prevention package for population groups that are at risk of malnutrition and strengthen community nutrition services. (NPA-1.3: Malnutrition prevention programme)

3: Vulnerable children, and pregnant and breastfeeding women and girls benefit from a preventative nutrition package, including enhanced community-based approaches designed to prevent malnutrition and improve access to healthy diets. (Output category A: Resources transferred, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3: Vulnerable children, and pregnant and breastfeeding women and girls benefit from a preventative nutrition package, including enhanced community-based approaches designed to prevent malnutrition and improve access to healthy diets. (Output category E: Social and behaviour change communication (SBCC) provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3: Vulnerable children, and pregnant and breastfeeding women and girls (Tier 1) benefit from a preventative nutrition package, including enhanced community-based approaches designed to prevent malnutrition and improve access to healthy diets. (Output category B: Nutritious food provided, Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

SDG target 3: Smallholder productivity and incomes

Country strategic plan outcome 3: Communities whose livelihoods are at risk in the Gambia, including smallholder farmers and other actors in nutrition-sensitive value chains, have improved livelihoods and increased resilience to climate change impacts and other socioeconomic shocks by 2028

WFP strategic outcome 3: People have improved and sustainable livelihoods

Focus area: resilience building

Assumptions

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

Outcome indicators

Average percentage of smallholder post-harvest losses at the storage stage

Climate resilience capacity score

Consumption-based coping strategy index (average)

Consumption-based coping strategy index (Percentage of households with reduced CSI)

Food consumption score

Investment capacity index

Livelihood coping strategies for food security

Percentage of targeted smallholders selling through WFP-supported farmer aggregation systems

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

Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks

Value of smallholder sales through WFP-supported aggregation systems

Volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

4. Provide integrated nutrition-sensitive value chain support, including risk transfer and community asset creation, for smallholder farmers and other value chain actors. (SMS-1.8: Smallholder agricultural market support programmes)

4: Smallholder farmers and other actors in nutrition-sensitive value chains have increased climate-resilient capacity to produce safe, affordable and nutritious foods, reduce post-harvest losses and improve their linkages to markets, including local schools. (Output category A: Resources transferred, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4: Smallholder farmers and other actors in nutrition-sensitive value chains have increased climate-resilient capacity to produce safe, affordable and nutritious foods, reduce post-harvest losses and improve their linkages to markets, including local schools. (Output category C: Capacity development and technical support provided, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4: Smallholder farmers and other actors in nutrition-sensitive value chains have increased climate-resilient capacity to produce safe, affordable and nutritious foods, reduce post-harvest losses and improve their linkages to markets, including local schools. (Output category D: Assets created, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4: Smallholder farmers and other actors in nutrition-sensitive value chains have increased climate-resilient capacity to produce safe, affordable and nutritious foods, reduce post-harvest losses and improve their linkages to markets, including local schools. (Output category F: Smallholder farmers supported, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

4: Smallholder farmers and other actors in nutrition-sensitive value chains have increased climate-resilient capacity to produce safe, affordable and nutritious foods, reduce post-harvest losses and improve their linkages to markets, including local schools. (Output category G: Skills, capacities and services for climate adapted livelihoods, Standard output 3.2: People and communities have increased skills, capacities and access to financial, energy and climate services for climate-adapted and sustainable livelihoods)

SDG 17: Partnerships for the goals**SDG target 9: Capacity building**

Country strategic plan outcome 4: National systems, institutions, and actors have strengthened capacities to achieve zero hunger, tackle vulnerability and increase the human capital of the Gambia by 2028

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

A strong and stable political system is in place.
 Relevant institutions and policies are in place.
 There is an integrated coordination system to support programmes and policies.

Outcome indicators

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Resources mobilized (USD value) for national school health and nutrition/including school feeding programmes with WFP capacity strengthening support and/or advocacy

Resources mobilized (USD value) for national systems contributing to Zero Hunger and other SDGs with WFP capacity strengthening support

SABER school feeding index

Transition strategy for school health and nutrition/including school feeding developed with WFP support

Activities and outputs

5. Provide technical support to government institutions to strengthen national social protection systems that integrate shock responsiveness and nutrition. (SPS-1.10: Social protection sector support)

5.1 School-age children and communities (Tier 3) benefit from the strengthened capacity of systems and institutions related to the national school feeding programme and the effective delivery of the programme. (Output category C: Capacity development and technical support provided, Standard output 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes, contributing to the achievement of zero hunger and other SDGs)

5.2: The population of the Gambia benefits from evidence-based improvements and better coordination among actors involved in social safety nets, which contribute to a shock-responsive, nutrition-sensitive, flexible and inclusive national social protection system. (Output category C: Capacity development and technical support provided, Standard output 4.2: Components of national emergency preparedness and response, social protection and food systems are strengthened)

SDG 17: Partnerships for the goals

CC.1. Protection

Cross-cutting indicators

- CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes
- CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance
- CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes
- CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services
- CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

- CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA
- CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)
- CC.2.3: Country office has a functioning community feedback mechanism
- CC.2.4: Country office has an action plan on community engagement
- CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP)

CC.3. Gender equality and women's empowerment

Cross-cutting indicators

- CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality
- CC.3.2: Percentage of food assistance decision making entity members who are women



CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

CC.5.3: Nutrition sensitive score

SDG 2: Zero hunger**CC.1. Protection****Cross-cutting indicators**

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)



CC.2. Accountability**Cross-cutting indicators**

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CC.2.2: Country office meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

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CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

CC.5.3: Nutrition sensitive score

ANNEX II

BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)										
Country strategic plan outcome	Activity	Output	Beneficiary group	2024	2025	2026	2027	2028	Total	
1	1	1	Girls	27 900	27 900	27 900	27 900	27 900	139 500	
			Boys	27 000	27 000	27 000	27 000	27 000	135 000	
			Women	26 100	26 100	26 100	26 100	26 100	130 500	
			Men	20 700	20 700	20 700	20 700	20 700	103 500	
			Total	101 700	101 700	101 700	101 700	101 700	508 500	
2	2	2	Girls	77 256	77 256	77 256	77 256	77 256	77 256	
			Boys	74 344	74 344	74 344	74 344	74 344	74 344	
			Women	2 000	2 500	2 500	2 500	2 500	2 500	
			Men	0	0	0	0	0	0	
			Total	154 100	154 100	154 100	154 100	154 100	154 100	
	3	3	3	Girls	5 647	5 647	5 647	5 647	5 647	26 064
				Boys	5 213	5 213	5 213	5 213	5 213	26 064
				Women	10 600	10 600	10 600	10 600	10 600	53 000
				Men	0	0	0	0	0	0
				Total	21 460	21 460	21 460	21 460	21 460	107 300
3	4	4	Girls	13 456	13 456	13 456	2 320	2 320	9 001	
			Boys	12 992	12 992	12 992	2 240	2 240	8 691	
			Women	11 208	11 208	11 208	2 760	2 760	6 829	
			Men	9 744	9 744	9 744	1 600	1 600	6 518	
			Total	46 400	46 400	46 400	8 000	8 000	47 400	
Total (without overlap)				338 823	338 823	338 823	309 313	309 313	817 300	

ANNEX III

FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY													
	CSP outcome 1					CSP outcome 2					CSP outcome 3		
	Activity 1					Activity 2			Activity 3		Activity 4		
Beneficiary type	Women/ men	Women/ men	Child treat	Treatment for pregnant and breastfeeding women	Women/ men	Children	Cooks	Cooks/ children	Children (prevention)	Pregnant and breastfeeding women (prevention)	Women/ men	Women/ men	Women/ men
Modality	Food	CBTs	Food	Food	Mixed model	Food	Food	CBTs	Mixed model	Mixed model	Food	CBTs	Mixed model
Cereals (rice)	300	-	-	-	-	100	2 500	-	-	-	-	-	-
Pulses	60	-	-	-	-	30	-	-	-	-	-	-	-
Oil	25	-	20	20	-	12	-	-	-	20	-	-	-
Salt	5	-	-	-	-	3	-	-	-	-	-	-	-
Sugar	-	-	-	-	-	-	-	-	-	-	-	-	-
Super Cereal with sugar	-	-	-	200	-	-	-	-	-	200	-	-	-
Super Cereal Plus	-	-	200	-	-	-	-	-	200	-	-	-	-
Micronutrient powder	-	-	-	-	-	-	-	-	-	-	-	-	-
Total kcal/day	1 500	-	840	840	-	-	-	-	-	-	-	-	-
% kcal from protein	9	-	17	15	-	-	-	-	-	-	-	-	-
Cash-based transfers (USD/person/day)	-	0.3	-	-	-	-	-	1.6/0.12	0.40	0.40	-	0.3	-
Number of feeding days per year	90	90	90	90	-	196	196	196	150	150	-	120	

ANNEX IV

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	8 974	8 854 670
Pulses	1 936	4 564 896
Oil and fats	968	1 178 338
Mixed and blended foods	4 740	4 949 163
Other	176	45 504
Total (food)	16 794	19 592 570
Cash-based transfers		32 956 152
Total (food and cash-based transfer value)	16 794	52 548 722

ANNEX V

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG target 2.1/ WFP strategic outcome 1	SDG target 2.2/ WFP strategic outcome 2	SDG target 2.3/ WFP strategic outcome 3	SDG target 17.9/ WFP strategic outcome 4	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	
Transfers	18 374 152	37 873 537	12 250 925	4 463 736	72 962 351
Implementation	1 986 175	4 532 265	1 805 169	861 043	9 184 652
Adjusted direct support costs	1 850 636	3 834 666	1 130 165	452 241	7 267 709
Subtotal	22 210 964	46 240 468	15 186 260	5 777 020	89 414 711
Indirect support costs (6.5 percent)	1 443 713	3 005 630	987 107	375 506	5 811 956
Total	23 654 676	49 246 098	16 173 367	6 152 526	95 226 668

Acronyms

ARC	African Risk Capacity
CBT	cash-based transfer
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
HGSF	home-grown school feeding
IFAD	International Fund for Agricultural Development
NGO	non-governmental organization
SABER	Systems Approach for Better Education Results
SDG	Sustainable Development Goal
UNSDCF	United Nations sustainable development cooperation framework

Revision mode