Food and Agriculture Organization of the United Nations

GAFSP

DP:UTF/GAM/029/GAM
Terminal Report

FAO/UNILATERAL TRUST FUND

TECHNICAL ASSISTANCE COMPONENT OF THE GLOBAL AGRICULTURE AND FOOD SECURITY PROGRAMME IN THE GAMBIA

THE GAMBIA

PROJECT FINDINGS AND RECOMMENDATIONS

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

ROME, 2020

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PROJECT FINDINGS AND RECOMMENDATIONS

Report prepared for
the Government of the Gambia
by
the Food and Agriculture Organization of the United Nations

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Rome, 2020

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LIST OF ABBREVIATIONS

AATG	-	Action Aid The Gambia
AQUASTAT	-	Information System on Water and Agriculture
CSOs	-	Civil Society Organizations
ECDCs	-	Early Childhood Development Centres
FAO	-	Food and Agriculture Organization of The United Nations
FASDEP	-	Food and Agriculture Sector Development Programme
FBO	-	Farmer-Based Organization
FBS	-	Farmer Business School
FFS	-	Farmer Field School
FSNIS	-	Food Security and Nutrition Information Systems
GAFSP	-	Global Agriculture and Food Security Program
GDP	-	Gross Domestic Product
GNAIP	-	Gambia National Agriculture Investment Plan
MICS	-	Multiple Indicator Cluster Survey
MoA	-	Ministry of Agriculture
MoBSE	-	Ministry of Basic and Secondary Education
MoH	-	Ministry of Health
MoHSW	-	Ministry of Health and Social Welfare
M&E	-	Monitoring and Evaluation
NaNA	-	National Nutrition Agency
NARI	-	National Agricultural Research Institute
NDMA	-	National Disaster Management Agency

NGO	-	Non-Governmental Organization
PAGE	-	Programme for Accelerated Growth and Employment
RCP	-	Regional Contingency Plan
RUTF	-	Ready-to-Use Therapeutic Foods
SAM	-	Severe Acute Malnutrition
SFP	-	School Feeding Programme
ToT	-	Training of Trainers
UNDP	-	United Nations Development Programme
UTF	-	Unilateral Trust Fund
VDC	-	Village Development Committee
WB	-	World Bank
WFP	-	World Food Programme

A. OVERVIEW

A.1 PROJECT PROFILE

Country	The Gambia
Project Symbol	UTF/GAM/029/GAM
Project Title	Technical Assistance Component: Capacity Development in the Global Agriculture and Food Security Programme
Resource Partner	Global Agriculture and Food Security Program
Actual EOD	1 June 2013
Actual NTE	30 June 2019
Participating Organizations (e.g. Ministry of Agriculture, etc.)	Ministry of Agriculture (MoA)

Implementing partners (list):

Name	Type (NGO/Community Based Organization/Gov.)	Total Funds Transferred
Ministry of Health and Social Welfare (MoHSW)	Government	
Ministry of Education (MoE)	Government	
National Nutrition Agency (NaNA)	Government	
National Disaster Management Agency (NDMA)	Government	
Action Aid	International NGO	

Contribution to FAO's Strategic Framework *Indicate the title of each higher level result to which the project contributes*	
Sustainable Development Goals (SDGs)	1, 2, 3, 4, 5, 8, 9, 10 and 13
Organizational Outcome(s)	
Regional Priority Area/Initiative	
Country Programming Framework Outcome(s)	Modernized Agriculture, Agribusiness, Fisheries, Environment, Natural Resource Management, Climate Change and Land Use Planning
UNDAF Outcome(s)	Outcome 3 (Agriculture and Food Security)

A.2 FINANCIAL DATA in USD[1]

(as at 18 March 2020)

Budget	USD 1 399 488

A.3 EXECUTIVE SUMMARY

The agriculture sector in the Gambia is critical to the national economy and has been identified as a priority area in national policy and programmes. To date, however, limited advancement of the sector has been achieved largely due to capacity deficits in agricultural techniques and commercialization methods, as well as economic limitations, both in terms of farmers' access to funding and suitable policy that supports investment in agriculture. As a result, the food security and nutrition of the Gambian population, particularly the rural poor, remain highly susceptible to shocks and disasters. Additionally, despite their key role in multiple facets of food production, women continue to suffer from inequitable access to information, inputs and services.

The project, financed by the Global Agriculture and Food Security Program (GAFSP), was comprised of two components, each with its own set of outcomes and outputs. Component 1 supported the adoption of improved agricultural practices and commercialization efforts by smallholder farmers. This was achieved by utilizing the Farmer Field School (FFS) approach to increase agriculture production. In this manner, farmers were empowered to carry out better-informed production activities on their farms. Additionally, Farmer-based Organization (FBO) leadership training was carried out to support good governance, business management, marketing, group cohesion and participatory decision making among FBOs.

Component 2 aimed to sustainably improve nutritional levels and reduce vulnerability to disasters, particularly for at-risk groups, such as children and poor rural households. This was achieved by carrying out a needs assessment, revising the national nutrition curriculum and developing a training of trainers (ToT) nutrition programme that targets primary schools, early childhood development centres (ECDCs) and communities. In addition to increasing the population's understanding of nutrition and improving nutritional practices, disaster vulnerability was also addressed by developing the capacity of the National Disaster Management Agency (NDMA) in disaster risk contingency planning and preparation. Finally,

1. Data source: FPMIS/Data Warehouse

social protection policy and a plan for its implementation were drafted, drawing upon aspects of similar programmes adopted in Africa.

B. RELEVANCE

The problem

Agriculture is a key economic sector in the Gambia. It is an important source of food and income for the country's population of over 2 million people, the majority of which reside in rural areas. The sector accounts for 28 percent of the gross domestic product (GDP) and its prioritization is reflected in the Gambia's 2017–2022 National Development Plan.

The agriculture sector faces a number of challenges, which include: erratic and low rainfall patterns; highly seasonal and mostly rain-fed, subsistence-based production; unreliable access to inputs; insufficient supply of improved seeds; limited landholdings under irrigation (estimated at 3 percent according to the FAO Information System on Water and Agriculture (AQUASTAT) 2012); diminishing access to good arable land due to the population pressure (estimated at 2.1 percent growth per annum); a land tenure regime based on customary practices that do not favour agricultural investment; weak research and extension systems for crops, livestock and fisheries; low use of improved seeds and fertilizers; land degradation; poor water management; inadequate policy measures to stimulate smallholder commercialization; and weak governance structures.

Despite strong policy statements and the prioritization of the agriculture sector in several policies, including the. Gambia National Agriculture Investment Plan (GNAIP) and the Programme for Accelerated Growth and Employment (PAGE), limited progress has been made to date. Specifically, the agribusiness capacity of smallholders and processors is insufficient, competitiveness is limited, access to financial capital remains low, market access is undeveloped, and market information systems (MIS) remain weak and difficult to access. In addition, limited measures are in place to promote private sector investment in agriculture and natural resources, and few linkages exist between smallholder farmers and medium- to large-scale farming establishments and other value chain operators (e.g. inputs dealers, traders, out grower schemes).

Women continue to experience inequitable access to information, inputs and services, despite their central role in the production of cereal and livestock, as well as in horticultural activities. Women have insufficient technical support in terms of value addition activities, labour-saving equipment, microfinance and market information. Additionally, women in the

horticulture subsector also face the challenge of a lack of processing and storage facilities, which leads to post-harvest losses (estimated at 10-30 percent) and inadequate market outlets.

Poor households remain the most vulnerable to sporadic shocks like seasonal droughts and flooding, and they can easily fall below the poverty line and face prolonged food insecurity, particularly during extensive lean periods. The NDMA, an institution with high visibility, is in place to oversee these concerns and is operating directly under the office of the Vice President. The NDMA has central and decentralized (both regional and district level) structures, however, they generally possess low capacity in disaster planning and limited ability to respond to emergency contexts. Some development partners (e.g. the World Bank (WB) and the United Nations Development Programme – UNDP) have already provided support to the NDMA in the areas of risk profiling, data collection and the promotion of a national platform; however, much more support is required to complement these efforts, especially at the decentralized level. District-level structures have not received any training in contingency planning or in disaster response implementation, and they have limited awareness of disaster risk reduction approaches.

The few existing transfer programmes in the country are fragmented and no social protection policy exists. The School Feeding Programme (SFP), which is supported by the Government, the World Food Programme (WFP) and the European Union (EU), is the only country-wide safety net for poor families, who benefit from the income transfer provided under the programme. Decreases in WFP finances, however, may lead to retraction of the programme. Weaknesses in the food security and nutrition information systems (FSNIS), as well as poor coordination among agencies, inhibit the delivery of reliable and timely information, which is required for monitoring food security and vulnerability. The NDMA, despite these challenges, has been playing an active role in the coordination of disaster preparedness, as well as in disaster response and mitigation efforts.

The response

The project, financed by GAFSP, aimed to improve the nutritional levels, food security and incomes of vulnerable households by using an approach that strengthens technical and organizational capacities in the Gambia. The project was divided into two components. The first component focused on improving the productivity of smallholder farmers by promoting the adoption of improved agricultural practices and increasing their engagement in commercialization efforts. The second component focused on strengthening human, organizational and national capacity for sustainably improving nutritional levels and reducing

the population's vulnerability to disasters through increased resilience and stronger social protection measures.

C. ACHIEVEMENT OF RESULTS

Component 1: Support to Improved Agricultural Practices and Commercialisation

Component 1 was comprised of two outcomes, each of which had its own corresponding outputs and activities.

Outcome 1: Smallholder farmers have adopted improved agricultural practices that increase levels of productivity

Overall, this was achieved through the introduction, adaptation and development of the Farmer Field School (FFS) approach in the Gambia as a means to increasing agricultural production. The participatory learning method involved gathering 30 farmers (on average, five females) at a FFS and empowering them to make better-informed production decisions for their farms. The process began with a consultative harmonization workshop, which had the objective of reviewing the existing FFS manuals for the eventual implementation of FFSs. Gaps were identified and a standard manual for FFS in the Gambia was developed. Training was delivered by an international expert, with support from a local expert for sustainability purposes, to develop national capacity in supporting FFSs.

Output 1.1: Smallholder farmers trained in sustainable rural and peri-urban agriculture and organizational management, enabled to identify and implement activities in support of agricultural development in partnership with relevant service providers and other stakeholders

The activities linked to this output included a rapid assessment of the existing FFS knowledge base and implementation capacity, leading to the design of the FFS programme. This included the selection of trainers, the needs assessment of trainers/facilitators, participatory assessments of community needs and potential, curriculum design, ToT programme design, the implementation of FFSs and the evaluation (technical, methodological and economic) of the FFS economic model appraisals for each of the technical productivity models.

Technical assistance was provided in order to conduct participatory financial appraisals to ascertain the feasibility of the proposed production/enterprise models for the commodities

identified by FFSs. This complemented the FFS learning processes. Farmers were empowered to undertake comparative economic analysis of local versus improved technologies.

This approach had a positive impact on capacity development in relevant thematic areas. This primarily included improved and sustainable agricultural practices, with an emphasis on natural resource conservation, soil management and erosion control. Rural and peri-urban agricultural practices were strengthened for rice and food crop production, horticulture, poultry and small ruminant husbandry, and aquaculture. Largely through FFSs, farmers were able to test and adopt scientific agricultural production technologies.

Efforts to address climate change were also mainstreamed in order to develop the capacity of smallholders to adapt to and/or mitigate climate change and its effects (e.g. sediment retention, flood control, improved soil fertility, reduced erosion, increased carbon sequestration through re-afforestation and agro-forestry). Additionally, the collaborative and organizational capacities of rural smallholders were also strengthened, enabling farmers to take on a leading role in local agricultural development. This was complemented with capacity development efforts that sought to respect the local understanding of and skills in production. The partnerships developed among extension workers, researchers and other groups supported these processes through practical training at FFSs, as well as through coaching and mentoring, including farmer-to-farmer learning and exchange. Finally, the National Horticulture Strategy was formulated.

A technical assistant was provided to select and support a team of trainer/facilitators (based on the learning and training needs assessment). Lead farmers were prioritized for inclusion at the FFS facilitator training, while government extension staff were also included to provide technical support during FFS activities. It was expected that the priority given to lead farmers would reinforce the sustainability of project outcomes. To the greatest extent possible, the project identified people who already had experience or expertise in facilitating FFS from prior FAO- or other partner-supported projects. Twenty existing FFS manuals were reviewed, and ToT sessions were conducted using the revised manual. A training guide for FFSs was also developed.

The pilot implementation of 20 FFSs was carried out. A comprehensive range of FFS activities were conducted, including group participatory needs assessments, curriculum development and FFS implementation efforts, such as monitoring and evaluation (M&E) and reporting. Field days, exchanges and graduations were also carried out. The FFSs addressed the first learning cycle (season) for a relevant crop, as well as follow-up activities that were defined by the group for an additional one or two seasons. These activities included additional learning, networking with other FFSs, income-generation skills, local research and/or

undertaking farmer business school (FBS) tasks. With the assistance of the facilitator groups, follow-up activities were adequately planned and proved integral to the FFS learning process.

The FFSs brought together groups of approximately 30 farmers for the duration of one season to develop knowledge and decision-making skills. Developing this capacity required intensive training, and the materials needed for this were designed during the inception phase. The set of training activities included the design and implementation of ToT sessions for trainers/facilitators based on FFS approaches designed for targeted smallholder producers. A wide range of topics were covered, including issues concerning the organization and management of FFS, technical considerations, facilitation skills, agricultural enterprise business models, organizational management, networking, service linkages, marketing, food safety and assorted other topics that support increased agricultural productivity and FBO commercialization and empowerment. The involvement of experts from various agencies and partners, for example, the National Agricultural Research Institute (NARI), the National Nutrition Agency (NaNA) and NGOs, was essential for covering specialized topics.

Output 1.2: Smallholder farmers trained in upland soil management and erosion control, enabled to identify and implement agricultural activities through more sustainable practices with sound management of natural resources

The activities related to Output 1.2 covered the provision of technical assistance for improving smallholder capacities in upland soil management and erosion control by working through the FFS approaches defined under Output 1.1.

Technical assistance was provided through national expertise to the MoA so that it could conduct the initial surveys of the potential locations for both upland rice production interventions and soil management and erosion control measures. Technical assistance was also provided by FAO to select and support a team of trainers/facilitators (based on the learning and training needs assessment), targeting those who were already experienced in FFS training approaches and in upland production and erosion control.

A total of 30 FFS were supported (20 lowland and 10 upland). Efforts are expected to be scaled up through the investment component of the GAFSP project, which is supervised by the African Development Bank (ADB). Leaders of smallholder farmers were used as trainers to the greatest extent possible, alongside extension agents and technical staff and/or researchers from departments of the MoA. This core group was expected to train new facilitators. The specifics of the training were designed during project inception. The training covered the design and implementation of training programmes for facilitators based on FFS approaches for targeted smallholders, FFS management and organization issues, production

technologies (with a particular emphasis on upland soil management and erosion control), community-based watershed planning, afforestation, climate adaptive technologies, organizational management, service linkages and market linkages.

Overall, 600 beneficiary farmers were reached (approximately 50 percent were women), most of which were members of FFSs. Farmers received various forms of support and capacity development on rice, cereal and horticultural production. About 300 farmers, mainly through FFSs, benefitted from the support in upland farming and erosion control. Capacities were strengthened through participatory FFS approaches that targeted the commodities selected by project beneficiaries.

Ten additional pilot FFS programmes combined with farmer-to-farmer learning approaches were implemented in upland areas. A comprehensive range of FFS activities were covered, including group participatory needs assessments; curriculum development; FFS implementation, monitoring, evaluation and reporting; and the organization of field days and exchanges. The groups also planned follow-up activities after the first training session with assistance from the facilitator. These follow-up activities are integral to the FFS learning process.

Outcome 2: Smallholder farmers' engagement in commercialization activities broadened

This largely consisted of FBO leadership trainings. The overall objective of these trainings was to build the capacity of participants in good governance, group cohesion, business management, marketing and participatory decision-making within FBOs.

Output 2.1: Public and private sector supply chain actors, notably smallholder farmer-based organizations, trained in aspects of agro-processing, business management and marketing, enabling their engagement in agricultural commercialization activities

Technical assistance was provided in the preparation of a modular training package for trainers that focuses on enhancing knowledge and technical skills in agro-processing, food safety, business management, finance and marketing. The training targeted supply chain actors, especially smallholder FBOs, who were supported through FBSs. The ToT, and subsequently, the training of supply chain actors, was designed based on the rapid agri-food supply chain appraisal of commodities, which through demand-driven processes and the learning and training needs assessment, had identified the commodities to be supported under the project.

Technical assistance in commercialization was delivered through both national and FAO expertise in the design of the training package and curriculum for trainers/facilitators.

Facilitators were then required to trained targeted supply chain actors, especially FBOs, using FBS approaches. Development of the FBS package began with (i) a learning and training needs assessment and (ii) a rapid participatory agri-food supply chain appraisal of the commodities supported under the project. Demand-driven commodities were selected based on the local context. Modules were defined and adapted to the needs and context of each type of stakeholder (e.g. FBOs, agro-processors, private sector input dealers, traders etc.).

A range of topics were covered, such as agro-processing technologies (including transformation, preservation, packaging and storage), commercialization marketing, the strengthening of institutions and organizations, microenterprise development, procurement and contract management, human resources management, financial management systems, credit access, coordination and implementation mechanisms, communication and partnerships.

In order to implement the training, the expert trainer selected and supported a team of trainers, which included experienced agro-processors and competent government staff (e.g. from the MoA's Agribusiness Department), with preference given to those with previous experience in FFS/FBS approaches. In total, 24 people took part in the capacity development efforts. It is expected that these trainers will form a core group of experts that are capable of implementing FBSs.

A study tour was conducted in Senegal to visit regions with diverse value chains that have potential for commercialization within their selected subsectors. Subsequently, the rapid agrifood supply chain appraisal was conducted to identify market opportunities and value chain/commodities with potential for commercialization in the Gambia. Ultimately, it was expected that this would support the expansion of initiatives and best practices that strengthen smallholder agricultural competitiveness, and consequently their livelihoods, through diversification and private sector-led value chain approaches.

An expert was hired to conduct the training needs assessment for capacity development in: value addition through agro-processing, preservation, meeting food quality standards, business management and marketing; the broadening of access and linkages to markets and market information systems (MIS) for supply chain actors; the strengthening of market structure management and operations; supporting linkages to credit systems for supply chain actors, such as through microfinance institutions (MFIs); and the promotion of revenue sharing across the value chain in an equitable and sustainable manner.

Both public and private sector actors (e.g. private operators and market managers), together with civil society institutions (e.g. service providers and NGOs), were targeted. While FBOs were identified as priority target groups, private operators (e.g. inputs dealers

and traders) were also supported through trainings, trade fairs and other efforts. Where possible, the project identified people who already had experience or expertise in facilitating FFS/FBS during previous FAO- or partner-supported projects.

The FFS groups supported under Output 1.1 and Output 1.2 were also interested in developing their skills in value addition, enterprise development and marketing. As such, they were considered privileged partners and encouraged to participate in the value chain and commercialization support activities through FBSs. The FBOs and other supply chain actors were assisted through the provision of start-up kits and small-scale infrastructure, as well as through access to matching grants, which were all provided through the concurrent ADB-managed investment project. Additionally, linkages with MFIs were also encouraged. As part of this joint effort with the investment components of the GAFSP-financed project under the supervision of the ADB, ten existing and ten newly formed FBOs, as well as a range of other supply chain actors, were targeted under the pilot project. Overall, the investment components supported 120 FBOs, along with other supply chain actors.

To stimulate commercialization, the technical assistance component of the project promoted linkages and exchanges among private supply chain operators by arranging direct exchanges between producers and supply chain actors during training. This was expected to encourage communication (e.g. expected quality standards, labelling, food safety and hygiene) and promote equitable marketing practices. In addition, the technical assistance also addressed and supported trade fairs.

Output 2.2: Market information systems and infrastructure management improved, with appropriate measures to ensure food quality and safety.

The activities contributing to Output 2.2 included the training of market managers and market committees on appropriate standards of food handling and food safety practices, as well as on market infrastructure management. Activities also included capacity development for staff involved in Market Information Systems (MIS).

The national expert provided technical assistance in designing and conducting training for market managers and 20 market committees. The training primarily covered food standards, food quality assurance, food safety and appropriate food handling practices, the hygiene of market environments, business management and infrastructural management. Additionally, other topics were addressed, such as institutional and organizational strengthening; the management and operations of market structures; the management of procurement and human resources, and the skills required for advocacy and lobbying.

The national expert provided technical assistance to relevant Government units (e.g. MoA's Department of Planning) in the design and implementation of training on data collection, data analysis and the dissemination of information for staff who operate MIS. Specifically, capacity was built on improved and sustainable agricultural practices, with an emphasis on natural resource conservation, soil management and erosion control.

Component 2: Strengthening capacity in nutritional practices and resilience

Component 2 was comprised of two outcomes, each of which had its own corresponding outputs and activities.

Outcome 1: Strengthened human, organizational and national capacities to raise nutritional levels particularly of at-risk groups, namely children and also vulnerable households in rural communities in sustainable manner

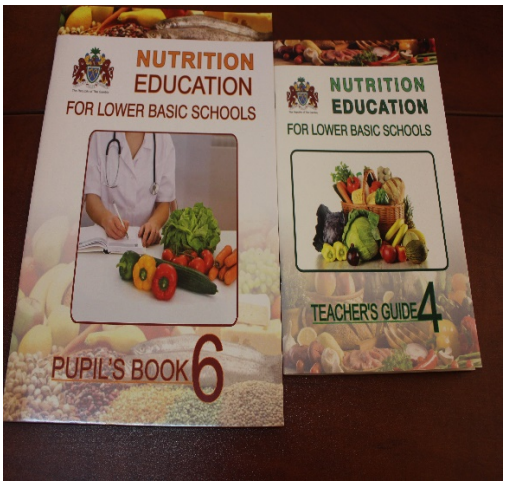
Overall, the project succeeded in achieving the anticipated results by hiring an international nutrition expert, as well as a national nutrition expert, to work alongside the NaNA and collaborate with the Ministry of Basic and Secondary Education (MoBSE). Together, this group conducted a needs assessment, revised the nutrition curriculum for schools and designed training programmes for ToT that targeted primary schools, ECDCs and communities. The training manual, as well as other material on nutrition education, were validated and handed over to the MoBSE for distribution to schools. In addition, ToT was delivered to 120 teachers from 101 schools who were then tasked with training the other teachers in their respective schools.

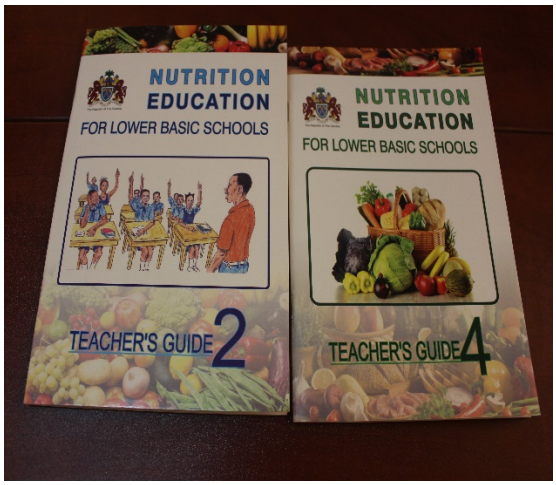
Output 1.1: Increased knowledge, skills and practices of key stakeholders in primary education and early childhood development centres in good nutritional and agricultural practices to improve levels of food and nutrition security particularly of children under five years

The activities linked to Output 1.1 included needs assessments, curricula revision for schools, the update of relevant educational manuals, the design of training programmes (ToT) targeting primary schools and ECDCs and communities, and follow-up support (e.g. coaching, ongoing monitoring, etc.).

Both an international nutrition expert and a national nutrition expert were hired under the project. They served as technical assistants that supported the NaNA and the MoBSE to conduct a needs assessment. Additionally, they revised the nutrition curriculum for schools and designed training programmes for ToTs that target primary schools, ECDCs and communities. The training manual and other materials related to nutrition education were

validated and handed over to the MoBSE for distribution to schools. The ToT sessions were also conducted for selected teachers in three project regions. Approximately 34 000 children received nutrition education and some schools were testing students on nutrition through exams. A total of 93 000 nutrition manuals for grades 2, 4 and 6, together with the teacher's guides, were printed and handed over to target schools in Western Region, Central River Region and Lower River Region through the MoBSE. Thirty schools participated in the piloting of these manuals, ten from each of the three project regions. Importantly, the capacities of teachers were built through the MoBSE, utilizing the skills developed by master trainers. The teachers were using these materials to instruct lessons on nutrition education at the Lower Basic Schools.





The project directly benefited 47 000 members of the population living and working in the three target regions. In addition, 38 400 primary school children and children of early education age benefitted from project activities. It is estimated that at least half of project beneficiaries were women and youth.

More precisely, 101 schools were targeted, building the capacities of teachers and food management committees. Moreover, direct capacity building in the areas of nutrition and food security was provided through trainings, house visits and mentoring for about 60 village-based nutritional trainers. These trainers were expected to reach 5 000 households with an average of 8.2 people per household, totalling 41 500 people. Field days were also conducted to further expand outreach efforts, which were estimated to have reached at least another 1 000 people.

Social mobilization/field day in Pirang

Participants at the training in Central River Region

FAO provided technical support for the development and re-establishment of a school garden and a nutrition newsletter, which was prepared and disseminated annually to all schools within the project area. Start-up support was also provided to the NaNA and the MoBSE for the development of posters and brochures, with the expectation that they would continue production beyond the project.

Output 1.2: Increased knowledge, skills and practices of rural households in communities of the project in good nutrition, food preparation and processing, targeting mothers in particular

The activities carried out aimed to strengthen the capacities of specific nutritional facilitators and groups at the community level (namely village support groups, community leaders, traditional communicators, community health nurses and mother's clubs representatives) on (i) basic nutritional knowledge; (ii) food preparation, storage and hygiene; and (iii) home gardens, among other topics. Information, education and communication (IEC)

were delivered, as well as advocacy activities to support healthy, balanced diets based on locally available foods. The support also covered (i) the promotion of infant and young child feeding practices and (ii) the provision of information on ready-to-use therapeutic foods (RUTF) for the rehabilitation of malnourished children and for supplementary feeding to vulnerable children. These efforts built on existing actions and initiatives of the NaNA, the Ministry of Health (MoH) and other partners (NGOs).

FFS Sharing with the MOA Regional Director

Fishpond Construction

Technical assistance was provided in collaboration with the NaNA, to conduct a rapid assessment of ongoing activities in community-based nutritional education in order to review and identify capacity gaps. In addition, the procurement of RUTF was undertaken for the treatment of severe acute malnutrition (SAM). At the time of procurement, it was identified that UNICEF had already procured adequate quantities of RUTF, which could last for over two years. However, the accompanying medicines for the management of medical complications were lacking at most of the SAM treatment facilities.

It was deemed necessary to redirect the funds towards the procurement of medicines, as the treatment of SAM requires both RUTF and suitable medication. This decision was based on the fact that the number of admissions for the management of acute malnutrition had increased between 2013 and 2016. Since then, the total number of admissions has decreased by about 65–70 percent, which is likely associated with the increased number of treatment centres available and higher community engagement in screening activities. Approval was given by the Food and Agriculture Sector Development Programme (FASDEP) to use the funds to procure the required medicines. This ultimately complemented the efforts to improve SAM management at health facilities. The medicines were officially handed over to the agency by the FASDEP project management team for onward transfer to the Ministry of Health and Social Welfare (MoHSW) in August 2017 at the Central Medical Store in Kotu. The Central Medical Store facilitated the distribution of medicines to the health facilities that were implementing in-patient SAM management.

Technical assistance was provided through experienced national and international experts, the NaNA and FAO during the implementation of the community-based nutritional education programme. The assistance aimed to monitor and support activities and in-service trainings as required (two per region) by nutritional facilitators, particularly the village support groups. Three in-service two-day training sessions (20 people each) were conducted each year, for a period of two years, with the training topics determined based on the conclusions of local monitoring and evaluation, in consultation with the NaNA.

Working closely with the NaNA, the project assisted in the organization of social mobilization field day events, covering improved nutritional practices; food preparation, processing and storage; the prevention of malnutrition; home gardens; and other relevant topics. One field day was organized in each region over the life of the project. It was led by the NaNA and the MoH, in collaboration with civil society organizations (CSOs), NGOs, community representatives and other collaborative partners.

Technical assistance was provided through a national expert who was responsible for advising the NaNA on effective awareness-raising methods regarding the causes, consequences and prevention of malnutrition. Rural radio and TV programmes with occasional guest speakers and call-in talk shows were developed, as well as other promotional media strategies.

Outcome 2: Reduced risk and vulnerability to disasters on a sustainable basis through improved community resilience, and a supportive social protection policy

Output 2.1: Improved local disaster risk contingency planning and preparation, and strengthened household coping strategies

Technical assistance was provided to the NDMA and its decentralized committees for strengthening capacity in disaster management planning, preparation and operations – in alignment with the NDMA Policy and Act (2008). The core development areas included contingency planning skills and implementation capacity. Additionally, to complement this initiative, technical assistance supported the NDMA in assisting local structures to build organizational capacity in the management of seeds and cereal banks, which will ensure access to food/cereals and seeds during periods of food insecurity (e.g. disaster risks).

Technical assistance was delivered to aid the development and implementation of a programme that aimed to strengthen the performance of the NDMA at the national and decentralized levels. More specifically, all NDMA structures across the 26 districts within the three regions of the project were targeted. This involved a rapid capacity gap assessment, as well as training sessions (one per region) in: decentralized contingency planning to better prepare for, manage and respond to disasters (e.g. ensuring contingency plans are designed and up-to-date, strengthening awareness and capacities to respond to early warning triggers, and preparing regional stocks); the management of contingency resources (including procurement processes, financial management of emergency and other funds, etc); and periodic monitoring. The target beneficiaries included regional and district disaster management committees and central NDMA staff.

The training on district contingency planning was also conducted to prepare improved local disaster risk contingency plans, and strong household coping strategies were successfully delivered in two districts of the West Coast Region. These efforts represented the first time in history that a regional contingency plan (RCP) was developed with the full participation of the community. Participants from key sectors, including regional disaster management committee members, local authorities and a cross-section of the community were enabled to understand the key concepts of disaster prevention and preparedness, identify hazards in their regions and put tangible measures in place to act upon in the event of a disaster. Moreover, the validation of the plan served as an opportunity for communities to become aware of the most commonly occurring hazards in their respective areas, as well as the plans in place to mitigate their impact, which both enhance community resilience.

Overall, at least 45 people participated in capacity development activities concerning cereal/seed banks and 90 NDMA decentralized committee members benefited from the

training for improving contingency planning and the management of emergencies and disasters. It is estimated that a further 2 250 community members benefited through increased involvement in contingency planning.

A national service provider experienced in organizational capacity building, under FAO guidance and with technical backstopping, delivered support for the design and implementation of a capacity development programme on the sustainable organization and management of emergency seed and cereal stocks for FBOs and communities. The model chosen followed a proven capacity development strategy that is promoted by Action Aid The Gambia (AATG). Training, as well as an exchange visit with other FBOs, were organized. A rapid capacity assessment was conducted to identify partner FBOs, who were to be supported through an initial grant, to work with village committees to build capacity on procurement, management and operations, as well as to mobilize surplus cereal purchases for storage. In this manner, cereals are loaned to community members in need, who are later required to pay for them. This allows for ready access to seeds and cereals at the time of need, reducing post-harvest loss and stabilizing prices. Initial grants were financed by the investment fund. The monitoring and evaluation (M&E) capacities of FBOs in the oversight of these committees will be vital. These activities complemented the rehabilitation of five existing cereal and seed banks and the construction of ten new banks at strategic locations identified by communities, under the GAFSP investment components.

Output 2.2: A draft national social protection policy prepared, and submitted to Cabinet for endorsement, reflecting community and stakeholder interests and priorities drawn from inclusive, participatory stakeholder engagement

The activities relating to Output 2.2 focused on the provision of technical assistance to the NDMA and the NaNA. Both international and national expertise were utilized to support the formulation of social protection policy. This was organized through wide stakeholder inclusiveness to best reflect the priorities, interests and concerns of all stakeholders.

An international specialist with global experience in social protection, as well as a national expert, were hired to work on a multisectoral taskforce, which was supported by FAO backstopping. The taskforce, led by the NDMA, was responsible for the formulation of national social protection policy. A nationwide rapid needs assessment was conducted to identify the most vulnerable groups, as well as their context, conditions, constraints and opportunities to build livelihoods, and food and nutrition security. Stakeholder consultations were organized and led by the task force, the NDMA and the NaNA.

The international social protection expert and FAO technical experts provided support to the task force in the drafting of policy, particularly by sharing the many examples of social protection policy and programmes throughout Africa. The drafting of a corresponding strategic plan for policy implementation was also included. A national validation workshop on the draft policy was organized, followed by the finalization of the document and its submission to the Cabinet for endorsement.

D. IMPLEMENTATION OF WORK PLAN AND BUDGET

Work plan and budget

The timely implementation of activities is key to the enhancement of project performance, and overall, this project managed to implement almost all of its activities as scheduled.

The project benefitted from FAO's extensive experience in supporting technical activities in the sector. Over the years, these expertise have earned FAO the confidence of the Government and other stakeholders, including FBOs and the private sector. The most notable of these expertise include FAO's approach to the promotion of FFSs and FBSs, and its support for commercialization, agro-processing and marketing.

The project suffered setbacks during the implementation of certain activities as the government had dismissed the entire project management team, which was then replaced by a new team, bringing all trainings to standstill for almost one year. Ultimately, this affected the commercialization component of the project because the first expert recruited was not available at the time of project launch. The project also experienced delays in the implementation of the Letters of Agreement (LOAs) signed with certain partners. This was mainly due to the insufficient capacity of concerned partners in carrying out contract agreements, and in some instances, the partners having other agreements. Thus, new partners had to be sought in order to continue with project implementation.

Resource partner contribution

The resource partner (GAFSP) disbursed all funds that were committed to the project and two budget revisions were approved to allow for the reallocation of funds, without the requirement for additional funding. A no-cost extension was also approved to account for the delays experienced during implementation.

Risk management

The risks associated with this project were moderate in nature. Many risks were identified during project design and were considered in the logical framework, at all levels of the results chain.

The project was designed in a way so that it would not be implemented in isolation, but rather, through existing structures with experienced partners, many of which already had ongoing activities on the ground. The duplication of and overlap among project activities and interventions were both identified as risks. In particular, this risk applied to the FAO-implemented EU Millennium Development Goal 1c project and the new IFAD-supported National Agriculture Land and Water Management Development Project (NEMA), which were both designed with notable areas of similarity to this project. Measures to promote synergies and effective collaboration were put in place to mitigate potential problems. These included:

- All projects being planned and implemented under a strengthened Central Projects Coordination Unit (see below).
- Ensuring good coordination and the continuous sharing of workplans among projects supported directly by FAO.
- Promoting exchange among decentralized project teams, including monitoring convergence meetings, which were held annually.
- Having the MoA Permanent Secretary as the chair of all steering committee meetings.
- Most interventions being based on proven approaches and/or focused on areas of intervention that have been successfully supported in ongoing or past programmes.

Other risk management measures were also carried out under the project. The risk of inappropriate targeting of training recipients in capacity development activities was mitigated by conducting capacity development needs assessments. Additionally, to address the risk of implementing partners possessing inadequate capacity, the recruitment process was designed to be competitive. FAO assisted by performing quality control through backstopping, monitoring and close supervision.

Graduates from FFSs were used to complement the work carried out by Government field staff, particularly the extension staff, by expanding on existing knowledge and expertise, and utilizing FFS methods.

The provision of adequate operating resources for field activities also served as an incentive for staff who were previously limited in coverage due to financial gaps. More

importantly, the project continued to receive Government support for and commitment to investing in agriculture, food security and nutrition. An effective collaboration with the ADB and other relevant implementing partners and stakeholders (e.g. FBOs, CSOs, NGOs and the private sector) were also generally important for the mitigation of the risks identified.

E. SUSTAINABILITY

a. Capacity development

The project deliberately targeted institutional capacity development across both its components, with the intention of ensuring sustainability and effective long-term results. Established government structures were utilized throughout the project (e.g. the NaNA, the MoBSE and the MoHSW) so that these institutions could continue with the activities after project completion. Moreover, this supported the MoA's priority to improve coordination and management in the agriculture sector, particularly by strengthening the M&E systems. Importantly, the project prioritized strengthening the institutional, organizational and management capacities of different actors and partners from both the public and private sectors, including various ministries and agencies, most notably the MoA, the NaNA, the NDMA, FBOs and civil society. This will ultimately contribute to the improved planning, implementation, management and sustainability of future action.

The project exit strategy, in terms of nutrition education, was for the Ministry of Education (MoE) to roll out relevant school programmes that were supported under the project. For community nutrition, the exit strategy relied upon the MoH continuing to implement effective community programmes, such as the support given to the outreach programme of dispensaries. For farmers, support was provided through groups (FBOs) that continued their activities beyond the project. Farmers were also being trained on leadership and good governance so that they could form cooperatives and become responsible for their own affairs beyond the project. Finally, FAO is expected to carry out similar projects that build upon the foundation established under this project.

b. Gender equality

The involvement of women was not only ensured during all project activities, it was also a key indicator that had been established during project design. For example, 150 members received training at FBOs, of which 90 were female. Additionally, female membership was at almost 90 percent.in vegetable gardens.

Specific measures were taken to mitigate the risk of gender imbalance and failing to promote women's empowerment as economic actors and leaders. This was achieved through proactive targeting. Gender awareness and sensitization campaigns were also conducted at all capacity development events, ensuring the participation of women in coordination teams, as national experts and as implementing partners. Importantly, the logical framework specified gender targets across all activities, which was monitored and reported on.

c. Environmental sustainability

In order to minimize environment degradation, a Soil and Water Management Expert provided technical assistance in the development of community-based watershed/land use plans to identified project beneficiary communities. Accordingly, five upland watershed committees were set up in each of the five project intervention sites (five at community level, five at district level and three at regional level). Each committee had 45 members at a 2:2:1 ratio (men: women: elderly persons). The purpose of establishing these committees was to provide them with training on upland watershed conservation techniques and the sustainable management of their own natural resources. Each committee conducted training in their respective communities with technical support from the expert. The trainings covered upland watershed conservation, including erosion control, climate change and/or the mitigation of climate change and its effects (e.g. sediment retention, flood control, improved soil fertility, reduced erosion, increased carbon sequestration through reforestation, agro-forestry, etc.). After the training manual was developed, the trainings were conducted with support from the main investment project.

F. LESSONS LEARNED

LESSONS LEARNED – elements of success

The FFS approach facilitated sustainable technology transfer. This formed a central part of the effort to improve agriculture production and enhance nutrition.

LESSONS LEARNED – impediments/constraints

The major constraints and the recommendations/actions taken to address them were as follows:

- Changes in management (the Project Manager was promptly relieved off her duties, causing delays in the implementation of activities during a critical period when

activities should have been taking off). Unless an inappropriate or illegal action has been demonstrated, it is recommended that the job security of project managers be guaranteed for at least the duration of a project. The turnover of project managers led to delays, particularly in the case of this project, which had a relatively short life span for such an ambitious work plan.

- The placement of technical assistants. It is suggested that the technical assistants hired by FAO be housed at partner offices to foster closer collaboration with project actors. If not properly coordinated, poor placement of technical assistants can result in delays or create misunderstandings among implementing partners.
- Project design should be more realistic in terms of meeting its targets. Specifically, the timeframe in which a target should be met needs to be considered more carefully.
- Lack of synergy and coordination between the FASDEP Technical Assistance component and the FASDEP Investment components to prevent the duplication of efforts.
- The technical assistance provided for aquaculture was not reported on and was not coordinated effectively with the management of the FASDEP Investment component. To remedy this, the management team of the investment project should hold greater responsibility for the technical assistants.
- The monitoring and evaluation of activities was not adequate. To address this problem, work plans should be better aligned to allow for routinely-implemented joint M&E.
- Inadequate and scanty information/data on projects. The information database for all projects needs to be established, and should include back to office reports, progress reports, annual reports, etc.
- High illiteracy rates of project beneficiaries. To address this concern, adult literacy should be promoted.
- The main training centre (Jenoi) was not very conducive for training. The Government, together with project teams, should provide better facilities by improving infrastructure to create a more enabling environment.
- Poor transportation and marketing. Marketing cooperatives may prove useful in addressing these problems.
- The poor management abilities of group presidents. To avoid this problem, group constitutions should recommend periodic changes of presidents. Management trainings should also be made available for all executive members.

– Procurement speed. Local capacity should be developed to support the FAO procurement process.

G. FOLLOW-UP ACTIONS

The main area for follow-up action is in supporting the implementation of the Social Protection Policy and the value chain approaches developed under the project. This will ultimately help sustain project results. In addition, further action is needed to take full advantage of the capacities strengthened under the project, such as those of FFS and FBS, which should continue to be supported by relevant Government institutions.

H. GOVERNMENT ATTENTION

The main area for Government attention will be the endorsement of the Social Protection Policy and its implementation plan, which were both developed under the project.

I. HUMAN INTEREST STORY

Participants emphasized the importance of good quality seeds in agricultural production. They recounted challenges, such as total crop failure and poor germination percentages, resulting from the late acquisition and the use of poor-quality seeds. Jainaba Badjie of the Farmer's Platform explained:

> "Reliable access to seeds can ensure planting on time, good germination percentage and high crop yields, even where there is drought."

In a similar manner, participants also praised the cereal bank aspect of the Village Development Committee (VDC) scheme. Lali Fatty intimated:

> "Access to cereals (food grains) during the rainy season and the lean period, in particular, helps smallholder farmers to perform work on their farms, thereby accomplishing field operations in time."

Appendix 1

LOGFRAME MATRIX– ACHIEVEMENT OF INDICATORS

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Impact[1] Nutritional levels, food security and incomes of vulnerable households increased, based upon strengthened technical and organizational capacities	Level of overall food and nutrition security in project regions measured through the CFSVA tool[2], measuring food security and vulnerability	13.8 percent[3] of households food insecure and vulnerable to food insecurity	Reduction to 10 percent of households food insecure and vulnerable to food security	Partially; national food insecurity reported at 11 percent, i.e. the reduction was 74 percent achieved	Beyond the reach of the project.	
	Level of food security by months of food sourced from own production (self-sufficiency)	3.17 months: households able to source food from own production	5 months: households able to source food from own production	Not determined	Data not available	
	GAFSP Core Indicator Household income of direct beneficiaries	Household income of direct beneficiaries	10 percent increase of household income of direct beneficiaries	Not Determined - Note that project M&E faced challenges	Data Not Available	
	GAFSP Core Indicator Proportion of target population below the minimum level of dietary energy consumption, disaggregated by gender	Average percentage of under five years malnutrition in project regions: 24.3 percent underweight and 25.75 percent stunting	Average percentage of under-five years malnutrition decrease to: 20 percent underweight; 20 percent stunting	Yes, achieved; the 2018 Multiple Indicator Cluster Survey (MICS) survey indicated that rates of stunting reduced from 23.4 percent in 2010 to 19 percent in 2018.		

1. The impact level should always reflect the higher programmatic outcome to which the project contributes. For example, at the country level, this is expressed as the CPF outcome to which the project contributes and can also reflect other elements of impact that are defined at a higher programmatic level (UNDAF/national goal/FAO Strategic Framework).
2. Comprehensive Food Security and Vulnerability Analysis
3. Percent average for the three regions combined covered by the GAFSP project.

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
	Number and proportion of malnourished children, as defined by underweight, stunting, wasting and micronutrient deficiency, disaggregated by gender			Yes; the MICS indicates that underweight level was reduced to 14 percent in 2018		
Component 1 Support to Improved Agricultural Practices and Commercialization						
Outcome 1 Smallholder farmers have adopted improved agricultural practices that increase levels of productivity	Proportion (as a percentage) of trained farmers who have adopted improved practices promoted in trainings disaggregated by gender	0	50 percent; at least 30 percent women	Yes		
	Number of hectares managed with productivity-enhancing practices	0	900 ha – estimated 1 ha per FFS participant	Yes		
Output 1.1 Smallholder farmers trained in sustainable rural and peri-urban agriculture and organizational management, enabled to identify and implement activities in support of agricultural development in partnership with relevant service providers and other stakeholders	GAFSP Core Indicator 2 Number of client days of training to raise agricultural productivity provided to scientists, extension agents, agro-dealers, farmers, community members, disaggregated by gender	0	6 240 (estimated at 10 days support per FFS of 30 persons each, plus 24 trainers); globally 50 percent women	Yes		
	Number of smallholder rural farmers and their organizations trained, disaggregated by gender	0	600 farmers through 20 FFS; 30 percent women	Yes		
	Level of trainee satisfaction of trainings and support provided	Not determined	75 percent levels of satisfaction of trainings	Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Activities (Output 1.1)						
Learning and training needs assessment of trainers	Training needs assessment performed (0=no/1=yes)	0	1	Yes		
Selection of trainers	– Recruitment contract signed (0=no/1=yes) – Proportion of lead smallholder farmers amongst trainers (percentage)	– 0 – 0	– 1 – 25 percent	Yes		
Economic appraisal to ascertain the feasibility of proposed production models for identified commodities	– Study finalized (0=no/1=yes) – Key findings of the economic and business appraisal prepared and mainstreamed into the technical training package (0=no/1=yes)	– 0 – 0	– 1 – 1	Yes		
Design of a technical training package for smallholder producers	Technical training package produced (0=no/1=yes)	0	1	Yes		
Training programme implementation through FFS	– Number of trainers trained, disaggregated by gender – Number of FFSs organized – Number of participants attending FFSs, disaggregated by gender – Level of satisfaction among smallholder trainees benefitting from trainings and support	– 0 – 0 – 0 – 0	– 24 trainers; 25 percent women – 20 FFSs – 600 participants; 30 percent women – 75 percent satisfaction levels among trainees	– Partially (first indicator only) – Yes, 30 FFSs – Yes, 900 participants – Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Output 1.2 Smallholder farmers trained in upland soil management and erosion control, enabled to identify and implement agricultural activities through more sustainable practices with sound management of natural resources	GAFSP Core Indicator 2: Number of client days of training to raise agricultural productivity provided to scientists, extension agents, agro-dealers, farmers, community members (disaggregated by gender)	0	3120 (estimated at 10 days support per FFS of 30 persons each, plus 10 trainers)	Yes		
	Number of smallholder rural farmers and their organizations trained, disaggregated by gender	0	300 organized in 10 FFS; 30 percent women	Yes		
	Level of satisfaction among smallholder trainees benefitting from trainings and support	0	75 percent levels of satisfaction with training among trainee smallholder farmers	Yes		
Activities (Output 1.2)						
Provide technical advice to MoA on initial surveys of potential locations for appropriate sites for upland rice production interventions and soil management and erosion control (including afforestation).	Survey finalized and upland rice production sites identified	0	1	Yes, survey was undertaken and 30 FFSs were supported – 20 lowland and 10 upland production sites		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Design of training programme through FFS and farmer-to-farmer exchanges - trainings to address production technologies, soil management and erosion control (including afforestation)	Training programme designed (0/1)	0	1	Yes		
Implement training programme for upland activities	– Number of trainers trained, disaggregated by gender – Number of FFSs organized – Number of participants attending FFSs, disaggregated by gender	– 0 – 0 – 0	– 12; 25 percent women – 10 – 300; 30 percent women	– Yes – Yes – Yes		
Outcome 2 Smallholder farmers' engagement in commercialization activities broadened	Percent of smallholder farmers claiming improvements in access to markets	0	50 percent; 50 percent women	Yes		
	Percent of smallholder farmers claiming improvements in access to market information	0	50 percent; 50 percent women	Yes		
	Percent of smallholder farmers claiming improvement in the marketing of their products	0	50 percent; at least 50 percent women	Yes		
	Percent of agribusinesses supported by project operating effectively in market activities	0	60 percent; 50 percent operated by women	Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Output 2.1 Public and private sector supply chain actors, including notably smallholder farmer-based organizations, trained in aspects of agro-processing, business management and marketing, enabling their increased engagement in agricultural commercialization activities	GAFSP Core Indicator 18: Number of client days of training provided and number of trainees included concerning better post-harvest storage, transportation, and/or management practices, disaggregated by gender	0	6740 (estimated at 10 days support per FBS; 20 FBS of 30 persons each + 45 supply chain actors/5 days + 24 trainers/10 days + 40 market managers/5 days + 15 MIS staff/5 days)	Yes		
	Number of client days of training and number of trainees on agro-processing, disaggregated by gender	0	As above. 6000 for FBO specifically (estimated at 10 days support per FFS; 20 FFS of 30 persons each). At least 50 percent women	Yes. 120 FBOs trained (45 males and 75 females)		
	Level of satisfaction among smallholder trainees benefitting from trainings and support	0	75 percent level of satisfaction	Yes		
Activities (Output 2.1)						
Selection of trainers	Recruitment contract signed (0=no/1=yes)	0	1	Yes		
Learning and training needs assessment of trainers	Training needs assessment performed (0=no/1=yes)	0	1	Yes		
Conduct rapid agri-food supply chain appraisal	Study finalized (0=no/1=yes)	0	1	Yes		
Develop a training package for targeted supply chain actors, notably including smallholder FBOs, private input dealers and agro-processors	– Number of modules on commercialization produced, including with integration of value-chain analysis and agri-food supply chain appraisals – Training package developed (0=no/1=yes)	– 0 – 0	– Number of modules to be determined by rapid analysis and needs assessment (Year 1) – 1	Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Training programme implementation through FBS, trainings and exchanges	– Number of trainers trained, disaggregated by gender – Number of FBSs held – Number of participants attending FBSs, disaggregated by gender – Number of supply chain actors trained in commercialization – Level of satisfaction among smallholders benefitting from FBS, trainings and support	– 0 – 0 – 0 – 0 – 0	– 24; 25 percent women – 20 – 600; 50 percent women – 45; 30 percent women – 75 percent levels of satisfaction	Yes		
Output 2.2 Market information systems and infrastructure management improved, with appropriate measures to ensure food quality and safety	Number of market managers trained, disaggregated by gender	0	20 persons; 30 percent women	Yes		
	Number of market committees trained, disaggregated by gender	0	20 committees including 40 persons total; 30 percent women	Yes		
	Number of MIS staff trained, disaggregated	0	15 MIS staff trained; 25 percent women	Yes		
Activities (Output 2.2)						
Conduct training on food quality, food standards and food safety for market managers and market committees	– Number of persons trained, disaggregated by gender – Number of days of training on better food safety and quality management provided – Level of satisfaction among trainees benefitting from trainings and support	– 0 – 0 – 0	– 40 persons trained; 30 percent women – Five days of training – 75 percent levels of satisfaction with training among trainees	Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Design and conduct training on data collection, analysis and dissemination of information for staff operating Market Information Systems	– Number of persons trained, disaggregated by gender – Number of client days of training on market information systems – Level of satisfaction among smallholder trainees benefitting from trainings and support	– 0 – 0 – 0	– 15 persons trained; 25 percent women – Five days of training – 75 percent levels of satisfaction with training among trainees	Yes		
Component 2 Strengthening Capacity to Improve Nutritional Practices and Resilience						
Outcome 1 Strengthened human, organizational and national capacities to raise nutritional levels of children and vulnerable rural households in a sustainable manner	Percent of decrease in levels of household child malnutrition (e.g. percent of under-five children wasted (too thin for their height) and stunted (too short for their age))	– 13.8 percent of households food insecure and vulnerable to food insecurity[4] – Average percentage of households below poverty line in project region is 64.9 percent[5] – 3.17 number of months households able to source food from own production – Average percentage of under-five years malnutrition: 24 percent underweight, 25.75 percent stunting	– Reduction to 10 percent of household food insecure and vulnerable to food insecurity; average percentage of households below poverty line in project regions is 64.9 percent[6] – Average of 5 months households able to source food from own production – Average percentage of under-five years malnutrition decrease to: 20 percent underweight; 20 percent stunting	Not determined	No survey conducted	
	Percent of improved nutritional levels of households (e.g. food diversity, levels of micro-nutrients, etc.)			Achieved for under-five stunting and underweight at 19 percent and 14 percent, respectively, as demonstrated by the MICS in 2018; not determined for the rest		

4 Date from CFSVA (2011) Households with borderline consumption and a deficit food access are also considered as food insecure. Households with borderline consumption and vulnerable food access are considered as vulnerable to food insecurity- meaning that an external shock (e.g. income reduction) can put them into a food insecurity.
5 From PAGE (2011-2015) using 2010 USD 1.25/day data.
6 From PAGE (2011-2015) using 2010 USD 1.25/day data.

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Output 1.1 Knowledge, skills and awareness of best practices of key stakeholders in primary education and early childhood development centres in good nutritional and agricultural practices increased	GAFSP Indicator 41: Number of primary school and ECDC-related stakeholders who have benefitted from training, technical assistance, disaggregated by beneficiary group and gender	67 teachers and school managers trained in nutritional education	120 additional teachers and school managers trained in nutritional education; 30 percent women	Yes		
	Number of primary and ECDC schools implementing improved nutritional programmes	(Unknown) schools implementing nutritional education programmes – baseline required	101 schools implementing nutritional education programmes	Yes		
	Number of schools implementing agricultural demonstrations	(Unknown) schools implementing agricultural demonstrations (e.g. gardens) – baseline required	101 schools implementing agricultural demonstrations (e.g. gardens)	Yes		
	Number of students with increased knowledge of good nutrition and nutritional practices, disaggregated by gender		75 percent of students of total 38,380 in 101 in schools with knowledge of good nutritional practices (28,785 students)	Partially; in 101 schools, six teachers were trained, each of them teaching an average of 45 students, making an estimated total number of 27 000 students		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Activities (Output 1.1)						
Conduct rapid assessment, and update primary school and early education nutritional curriculum, including school garden management manual. Conduct regional training of teacher trainers on revised curricula and IEC	– Assessment report of primary and ECDC nutritional education materials prepared (0=no/1=yes) – Nutritional curricula and manuals revised – GAFSP Indicator 41: Number of ToT delivered to primary and ECDC nutritional teachers, disaggregated by gender – Satisfactory ratings by participants of relevance and impact of ToT training, based on completion of training assessment forms	– 0 – Existing curricula and manuals for primary and ECDC education nutritional programmes – 67 school teachers trained in nutritional education programme (CRR-25; LRR-17; WCR-25)	– 1 – Revised curricula for primary and ECDC education nutritional programmes – Three ToT delivered to primary and ECDC nutritional teachers – 120 teachers trained in nutritional education programme; 30 percent women	Yes, 93 000 copies of nutrition manuals for grades 2,4 and 6, together with the teacher's guides were printed and handed over to the targeted schools in the project regions		
Monitor and provide technical advice to schools on nutrition programme implementation, and organize six in-service trainings based on gaps	– Number of school visits to provide TA on nutritional education programme with revised curricula – Number of in-service trainings completed based on monitoring results – Number of participants benefitting from in-service training, disaggregated by gender	– Existing nutrition education curricula and garden manual – No in-service trainings	– 101 visits – Six in-service trainings completed – 120 participants (40 persons/each); 30 percent female participants	Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Conduct regional stocktaking 2-day workshops in each region to share findings, exchange on best practices and lessons learnt on nutrition education	– Number of regional stocktaking events organized in each project region – Number of participants benefitting from regional stocktaking event, disaggregated by gender – Number of exchange visits among school teachers to share lessons, participant numbers disaggregated by gender	– 0	– Three regional stocktaking events organized, one per region – 20 participants participating in each regional stocktaking; 30 percent women – Six exchange visits organized for 60 people total (ten people each); 30 percent women	Yes		
Technical support to the development and reproduction of school garden and nutrition newsletter, disseminated annually to all schools of project area	– Newsletter on nutritional education/agricultural programmes developed of satisfactory quality and relevance (0=no/1=yes) – Number of newsletter produced/disseminated to school in project area	– 0	– 1 – 606 newsletters distributed (one/each school twice a year) for 3 years	Yes		
Output 1.2 Increased knowledge, skills and practices of rural households in communities of the project in good nutrition, food preparation and processing, targeting	GAFSP Indicator 41: Number of stakeholders who have benefitted from training, technical assistance, disaggregated by beneficiary group and gender	2 768 Village Support Group (VSG) members and 41 Community Health Workers trained in improved community nutritional practices in project regions	120 persons trained	Yes; training was conducted on community nutrition education, targeting 60 community health nurses (CHN), 2768 VSGs, ten traditional communicators and 225 participants		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
mothers in particular	Number of households with improved knowledge of good nutrition	Unknown number of households having received nutritional training	5 000 households having received nutritional training	Yes, through social mobilization concerning improved nutritional practices; food preparation, processing and storage; the causes, consequences and prevention of malnutrition; prevention of malnutrition; home gardens; and other relevant topics		
	Number of households implementing improved nutritional practices, including implementing kitchen gardens	Baseline assessment required	80 percent of households benefitting from support with improved good nutrition awareness	Yes		
	Increased consumption and nutritional levels of household members, notably among children under five years		– 75 percent of households benefitting from support implementing improved nutritional practices, including implementing kitchen gardens – Increase of 15 percent in nutritional levels of household members having benefitted from support, notably among children under five years	– Yes – Not determined		
Activities (Output 1.2)						

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Conduct training of trainers for community-based leaders, Community health workers, village support groups, traditional communicators to implement community-based nutritional education programme. Development of action plans for follow up	– Number of stakeholders who have benefitted from training, disaggregated by category of beneficiary group and gender – Number of action plans prepared to implement nutritional education – Satisfactory ratings by participants of relevance and impact of training sessions, based on completion of training assessment forms	– 2 768 community-based VSG members and 41 community health care workers already received some training – No action plans	– Three ToTs completed in community-based nutritional education (one in each project region) – 60 stakeholders (most from VSGs) trained in community-based nutritional education; 50 percent women – 60 action plans prepared to implement community-based nutritional education	Yes;180 community structures, 120 VSGs, 30 traditional communicators and 30 drama group members were trained on community-based nutrition education in three regions of the country		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Organize community trainings and ongoing support (home visits, coaching, M&E) for communities, households on improved nutritional practices, including. child feeding practices, producing home-grown nutritious foods. Organize in-service trainings for facilitators based on capacity gaps and priorities	– Number and nature of training sessions organized at community levels – Number of community members having benefitted from training sessions, disaggregated by group and gender – Satisfactory ratings by participants of relevance and impact of training sessions – Number of households benefitting directly from nutrition facilitators' visits to support improved nutritional practices, disaggregated by gender of household head – Number of in-service trainings (ISTs) organized for nutrition facilitators, participants disaggregated by gender – Percent of households adapting nutrition/food preparation practices – GAFSP Indicator 33: Number of households receiving guidance (e.g. Vit A, micronutrients, bio-fortification) and improved nutrition services, disaggregated by gender, category of household	– 0 (baseline required) – 0 (baseline required) – 0 – 0 – 0	– 1 200 sessions (four per trainer annually or 240 sessions per year) – 12 000 persons (at least ten persons per session); 75 percent female participants – 75 percent satisfactory ratings – 5 000 households (1 000/year, 15 households per trainer per year) – Three ISTs; 50 percent women – 65 percent of households adapting nutrition/food preparation practices – 50 percent of households receiving guidance (e.g. Vit A, micronutrients, bio-fortification) and improved nutrition services, disaggregated by gender, category of household	Partially; the adaptation of preparation practices was not reported on		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Organize social mobilization and field day events on improved nutritional practices and relevant topics	– Number of field days organized – Attendance of field days, disaggregated by beneficiary group and gender – Satisfactory ratings by participants of relevance and impact of field days, based on completion of assessment forms	0	– Three field days organized (one per region) on improved nutrition, food security practices, – 225 persons or 75 participants attending each field day organized over the course of the project; 60 percent female participants	Yes; 225 (54 males and 171 female) people attended		
Organization of awareness raising on causes and prevention of malnutrition promoted through rural radio, TV and other media strategies	– Number and nature of rural radio programmes featuring improved nutritional practices – Number and nature of TV promotional programmes focused on improved nutrition and food security	0 (baseline required)	– Ten rural radio programmes featuring improved nutritional practices – Three TV promotional programmes focused on improved nutrition and food security	Partially, community radios were used, but not television broadcasts		
Outcome 2 Reduced risk and vulnerability to disasters on a sustainable basis through improved community resilience and a supportive social protection policy	Number of rural communities and households have enhanced resilience to disaster and shocks through improved knowledge and capacities in contingency planning and response, and strengthened coping strategies, which reduce months of vulnerability throughout the year	Average of 6 months of acute household vulnerability, e.g. hungry season	2-3 months of acute household vulnerability, e.g. hungry season	Yes, based on NDMA reports		
	Number of NDMA committees capable of developing and carrying out disaster contingency plan activities through inclusive processes	No NDMA committees able to support community-based contingency plans developed through inclusive consultative processes	26 NDMA district and three regional committees capable of supporting community-based contingency plans developed through inclusive consultative processes	Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
	Number of communities with improved resilience and coping strategies to risk promoting rapid recovery		60 percent of communities in project region having adopted improved resilience and coping strategies to risk	Not determined		
Output 2.1 Improved local disaster risk contingency planning and preparation, and strengthened household coping strategies	Number of contingency plans prepared through inclusive processes	No contingency plans prepared through inclusive processes	26 contingency plans prepared through inclusive processes	Yes		
	Number of stakeholders engaged in contingency planning, disaggregated by gender and beneficiary group	No stakeholders engaged in contingency planning, disaggregated by gender and beneficiary group	1 300 stakeholders (50 per community) engaged in contingency planning; 50 percent women and identified by beneficiary group	Yes		
	Level of reduction of proportion of malnourished children under five years (wasting) throughout the year	Level of reduction of proportion of malnourished children under 5 years (wasting) throughout the year	Reduction to 20 percent of malnourished children under five years (wasting) throughout the year	Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Activities (Output 2.1)						
Conduct rapid assessment of performance levels and effectiveness of decentralized NDMA structures, and train 26 district and three regional NDMA structures in decentralized contingency planning. Target audiences include regional and district disaster management committees	– Needs assessment report completed and endorsed by NDMA task force (0=no/1=yes) – Number of trainings completed – Number of NDMA committee members trained in contingency planning/disaster preparedness, disaggregated by gender – Satisfactory ratings by participants of quality of training sessions, based on completion of training assessment forms	– 0 – No district or regional trainings conducted	– 1 – Three NDMA district/regional trainings completed (one per region) – 90 NDMA members trained; 30 percent women	– Yes – 2 250 community members benefited through increased involvement in contingency planning – 90 NDMA decentralized committee members benefited from training to improve contingency planning and management of emergencies and disasters		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
Service provider selected to conduct rapid capacity assessment to identify and train and monitor partner FBOs support to community-based cereal bank committees in organization and management of emergency seed and cereal stocks (e.g. exchange visits). FBO will provide revolving fund small grants to committees	– Experienced service provider selected (NGO) (0=no/1=yes) – Number of FBOs selected – Number of trainings for FBOs completed including number of persons benefitting from training, disaggregated by gender – Satisfactory ratings by participants of quality and relevance of training, based on completion of training assessment forms – Number of cereal bank committees and members benefitting from training and exchange visits, disaggregated by gender – Number of exchange visits completed – Satisfactory ratings by participants of relevance of exchange visits	– 0	– 1 – Three FBOs selected – One training for 15 FBOs member completed, 30 percent female participants – Cereal bank committee members from 15 committees trained in management and cereal bank restocking, 30 percent female participants – One exchange visit completed – 15 cereal bank committee members benefitting from training and exchange visits; 30 percent who are female	Yes – 45 persons participated in capacity development activities concerning cereal/seed banks – Field days were conducted that further expanded this outreach, estimated to have reached at least 1 000 persons – One exchange visit completed		
Output 2.2 A national social protection policy prepared, and	Multi-actor taskforce in place representing relevant categories of government and civil society, disaggregated by gender	0	1	Not determined		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	**Baseline**	**End target (*expected value at project completion*)**	**Achieved**		
submitted to Cabinet for endorsement, reflecting community and stakeholder representation, interests and priorities, drawn from an inclusive, participatory stakeholder engagement	Proportion (percentage) and range of different stakeholder groups including from different regions of the country and gender engaged in the policy formulation process for social protection	0	Inclusive representation of stakeholders involved in policy formulation process e.g. 50 percent who are women and identified proportion of other vulnerable livelihood categories, rural/urban	Not Determined		
Activities (Output 2.2)						
Support creation of a representative multisectoral taskforce to lead the formulation process of a national social protection policy. Conduct a needs assessment nationwide to identify most vulnerable groups' context to build livelihoods and food and nutrition security	– Established task force in place, disaggregated by gender – Needs assessment report of situation context of vulnerability and coping strategies prepared (0=no/1=yes)	– 0 – 0	– 1; 30 percent women – 1	Yes		

Results Chain	Indicators				If not achieved, explain why	If applicable/ follow-up action to be taken
	Indicators	Baseline	End target (*expected value at project completion*)	Achieved		
Organize stakeholder consultations led by the task force and NDMA at central and regional levels concerning the policy formulation. Draft the policy with task force. Initiate drafting of a strategic plan for policy implementation	GAFSP Indicator 39: Number of consultations completed, disaggregated by location, beneficiary group Number persons attending regional and national consultations, disaggregated by beneficiary group and gender Policy draft prepared Strategic plan for implementation outline prepared	0	Six consultations completed Inclusive of different stakeholder groups 300 persons participating in policy formulation consultations; 50 percent women and stakeholder categories identified Draft policy Draft outline of strategic plan for implementation	Partially, the social protection policy was validated		
Organize a national validation workshop on draft policy, support finalization, and submission to Cabinet. If the policy is endorsed, print copies for distribution	GAFSP Indicator 36: Workshop held to validate social protection policy (0=no/1=yes) Number of participants attending national validation workshop, disaggregated by beneficiary group and gender	0	Draft policy validated/adapted during national validation workshop 75 persons attending national workshop representing multistakeholder groups; at least 35 percent women participants	Partially		

Appendix 2

PROJECT STAFF

Name	Function	Dates of Service	
		Starting Date	Concluding Date
International Staff			
Jennifer Hire	FFS Consultant	24 Jan. 2015	21 Feb. 2015
George Mvula	Operations/Programme Consultant	7 May 2015	10 Aug. 2015
Linus Atu Kumah	Operations/Programme Consultant	8 May 2015	6 July 2015
Joseph Kitson Ofori	Operations/Programme Consultant	31 Jan. 2016	29 Mar. 2016
Richmond Nii Okain Aryeetey	Operations/Programme Consultant	30 Sep. 2014	6 Aug. 2015
National Staff			
Aji Oulaye Njie	Programme Officer	1 Sep. 2015	31 Aug. 2016
Alhagie Saidu Othman	Admin Assistant	1 Nov. 2013	30 June 2018
Kujejatou Manneh-Jallow	Project Coordinator	1 Nov. 2013	31 Oct. 2014
Yankuba Sawo	Nutrition Officer	1 Mar. 2014	28 Feb. 2018
Fatou B. Sabally	Secretary	1 Apr. 2014	31 Mar. 2018
Nurudeen Bah	M&E	28 Apr. 2014	27 Apr. 2015
Momodou S. Bah Jallow	Driver	4 June 2014	31 May 2018
Musa Sawaneh	Driver	5 June 2014	31 May 2018
Lamin Dean Tunkara	M&E	11 May 2015	10 May 2016
Alhagie Nyangado	Project Coordinator	1 Nov. 2015	31 Dec. 2018

Appendix 3

MAJOR ITEMS OF EQUIPMENT PROVIDED

Quantity	Item	Cost (USD)
4	Vehicle Toyota Fortuner SUV	128 544
8	Computer (Laptop) HP Elitebook 8470p	10 980
6	Computer (Desktop) HP Compaq Elite 8300 SFF PC	4 695
2	Vehicle Motorcycle Suzuki TF125	3 830
1	Computer (Laptop) L1	1 415