



Country: The Gambia

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Executive Summary

The Gambia has a narrow economic base, relying heavily on agriculture which provides employment for about 75 percent of the labour force. Performance of the sector has fluctuated, contributing on average 30 percent of Gross Domestic Product (GDP) in 2010 and a growth rate of 4 percent. Despite its potential, agricultural production evidences low and unpredictable yields and high susceptibility to droughts and erratic climate patterns. It is rain-fed, only 3 percent is estimated under irrigation. A number of challenges prevail: increasing soil degradation, low quality and insufficient supply of inputs, limited value addition and commercialization, inadequate linkages with markets including undeveloped integration in the region and with other sectors of the economy. Poor performance in the agricultural sector has contributed to low-income levels of smallholders and persistent high levels of poverty, reported at 61 percent. Poverty has contributed to high levels of food insecurity, reported at 11 percent in 2011, and malnutrition, at striking high levels among children under five years old, estimated at 23 percent stunted and 17 percent underweight. In addition the sector's performance is inhibited by increasing "feminization" of poverty, where 63 percent of female-headed households fall below the poverty line. National food insecurity shows marked geographic dimensions: with high food insecure or vulnerable populations in the Central River Region (CRR), Lower River Region (LRR), and West Coast Region (WCR), the three regions targeted for this project support.

To address these issues, the country has put in place a consistent set of broad policies and measures to accelerate agricultural production, boost overall sector performance and strengthen exports and trade. The Agriculture and Natural Resources Policy (ANRP) was developed in 2009 to strengthen competitiveness in the sector through commercialization. The ANRP aligns with main national policies, notably Vision 2020, which aims to transform the country into an export-led, middle income nation by 2020, and the Programme for Accelerated Growth and Employment 2012-2015 (PAGE), which promotes small and medium-scale enterprises to enhance pro-poor growth. Most important, the ANRP laid the foundation of the Comprehensive Africa Agricultural Development Programme (CAADP) Compact under the New Partnership for Africa's Development (NEPAD) signed in 2009. The Gambia National Agricultural Investment Plan (GNAIP 2011-2015) translates the Compact into concrete fundable investment programmes. It is the central pillar of government to guide growth and development of the agriculture and natural resources sectors. GNAIP consists of six main programmes and is managed by the Central Projects Coordination Unit (CPCU) of the Ministry of Agriculture (MoA). The GNAIP focus includes: improving land and water management; enhancing conservation technologies, notably in watershed areas; scaling up value-added technologies, agro-business enterprises, producer organization initiatives and market integration; promoting food and nutrition security initiatives and social protection measures; and enhancing sector coordination and management, including Monitoring and Evaluation (M&E). GNAIP is estimated at a base cost of USD 282 million, and today, a financing gap of 55 percent is estimated.

This Unilateral Trust Fund (UTF) project comprises the Technical Assistant (TA) component of the Global Agriculture and Food Security Programme (GAFSP), totalling USD 28 million over a five-year period which was awarded to the Gambia in May 2012. FAO was designated by Government as the Supervising Entity (SE) for Technical Assistance (TA). This TA component, totalling USD 1.4 million or 5 percent of the total grant, covers critical technical assistance and capacity development support identified in the GAFSP proposal. It complements and is in full synergy with the project investment components managed by the African

Development Bank (ADB). The overall GAFSP project development objective aligns with GNAIP with the aim to increase the agriculture and natural resource sector's contribution to economic growth through commercialization. More specifically, the UTF's intended impact is to increase nutritional levels, food security and incomes particularly of vulnerable populations in the three GAFSP target regions (WCR, LRR, CRR) through strengthening technical and organizational capacities of targeted stakeholders. This will be achieved through strengthening knowledge, skills and practices that improve production, commercialization and market access, and increase levels of food and nutrition security by improving nutritional practices. The components of this TA project include: (i) Support to Improved Agricultural Practices and Commercialization; and (ii) Strengthening Capacity in Nutritional Practices and Resilience. The proposal was developed through highly consultative and participatory processes involving farmers and farmer based organizations, pastoralists, fisher folk, Civil Society Organizations, private and public sector stakeholders and development partners.

It is estimated that 85 000 people will benefit directly from the UTF project. Farmer organizations, private sector/supply chain actors, community-based associations/committees, small enterprises (agro processors), government staff and primary and early education school children are main beneficiaries. Measures to ensure gender mainstreaming and attention to environmental impacts will be incorporated throughout activities. The UTF would be implemented by a small coordination unit working under a National Team Coordinator and including national specialists. Implementation would be in coordination with the GAFSP Project Support Unit (PSU), with harmonized work plans, support and supervision mission and joint evaluation.

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Acronyms

AATG	Action Aid in the Gambia
AQUASTAT	Information System on Water and Agriculture
ADB	African Development Bank
AGN	Nutrition and Consumer Protection Division
AGP	Plant Production and Protection Division
AGS	Rural Infrastructure and Agro-Industries Division
ANR	Agriculture and Natural Resources
ANRP	Agriculture and Natural Resources Policy
CAADP	Comprehensive Africa Agricultural Development Programme
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CPCU	Central Project Coordination Unit
CRR	Central River Region
CSO	Civil Society Organization
DP	Development Partners
DOA	Department of Agriculture
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECDC	Early Childhood Development Centres
ECOWAS	Economic Community of West African States
EIA	Environmental Impact Assessments
ERP	Economic Recovery Programme
ESA	Agricultural Development Economics Division
EUREPGAP	Global Partnership for Safe and Sustainable Agriculture
FAO	Food and Agriculture Organization of the United Nations
FAOR	FAO Representative
FBOs	Farmer-Based Organization
FBS	Farmer-Business-Schools
FEWS	Famine Early Warning Systems Network
FFS	Farmer Field Schools
FMC	Food Management Committees
FSCA	Food Security through Commercialization of Agriculture Programme
FSNIS	Food Security and Nutrition Information Systems
GAFSP	Global Agriculture and Food Security Programme
GCCI	Gambia Chamber of Commerce and Industry
GCP	Growth and Competitiveness Project
GDP	Gross Domestic Product
GIEPA	Gambia Investment and Export Promotion Agency
GNAIP	Gambia National Agricultural Investment Plan
HDI	Human Development Index
IE	Impact Evaluation
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
IST	In-Service Trainings
LHDP	Livestock and Horticulture Development Project
LIFDC	Low-Income Food-Deficit Country
LRR	Lower River Region
LTO	Lead Technical Officer
LTU	Lead Technical Unit
M&E	Monitoring & Evaluation
MDGs	Millennium Development Goals
MEPID	Ministry of Economic Planning and Industrial Development
MFIs	Micro-Finance Institutions

MICS	Multiple Indicator Cluster Survey
MIS	Market Information Systems
MoA	Ministry of Agriculture
MOBSE	Ministry of Basic and Secondary Education
MOFEA	Ministry of Finance and Economic Affairs
MOFEN	Ministry of Forestry and Environment
MOFWR	Ministry of Fisheries and Water Resources
MOH	Ministry of Health
MOHSW	Ministry of Health and Social Welfare
MOLG&L	Ministry of Local Government and Lands
MOTRIE	Ministry of Trade, Employment and Regional Integration
NaNA	National Nutrition Agency
NARI	National Research Institute
NASS	National Agriculture Sample Survey
NDMA	National Disaster Management Agency
NEMA	National Agriculture Land and Water Management Development Project
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental Organizations
NPD	National Project Director
NPO	National Project Officer
NTC	National Team Coordinator
PAGE	Programme for Accelerated Growth and Employment
PIWAMP	Participatory Integrated Watershed Management Project
PMU	Project Management Unit
PRSP	Poverty Reduction Strategy Papers
PSC	Project Support Cost
PSD	Programme for Sustainable Development
PSU	Project Support Unit
RAD	Regional Agricultural Directorate
RAF	Regional Office for Africa
RFP	Rural Finance Project
SE	Supervising Entity
SFP	School Feeding Programme
SPA	Strategy for Poverty Alleviation
SPFS	Special Programme for Food Security
SPS	Sanitary and Phytosanitary Service
SSC	South-South Cooperation
TA	Technical Assistance
TANGO	The Association of Non-governmental Organizations
TCI	Investment Centre
TCP	Technical Cooperation Programme
TCSR	Operations and Resource Mobilization Service
TFD	Telefood
TOR	Terms of Reference
TSS	Technical Support Services
UN	United Nations
UNCITRAL	United Nations Commission on International Trade Law
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USD	United States Dollars
UTF	Unilateral Trust Fund
VSG	Village Support Group
WAAP	West Africa Agricultural Productivity Programme
WCR	West Coast Region
WFP	World Food Programme

1. BACKGROUND

1.1 General Context

The Gambia has a narrow economic base, relying heavily on the agriculture sector comprising crops, fisheries, water, livestock, forestry, parks and wildlife. Overall, the Gambia has shown steady macroeconomic performance with moderate inflation, although it is highly vulnerable to shocks (i.e. drought), highly dependent on subsistence rain-fed agriculture with limited diversification in the economy. Real GDP growth declined from an average of 5.9 percent between 2003 and 2006 to about 4.7 percent in 2007. In 2009 real GDP grew by 6.3 percent, led by strong growth in agriculture, tourism, and the construction industry. GDP slowed in 2011 to 3.3 percent (Programme for Accelerated Growth and Employment [PAGE] [2012-2015], International Fund for Agricultural Development [IFAD] 2012, World Bank, unpublished), in large part due to the Sahelian drought crises. These fluctuations are largely attributable to the effect of climate conditions on agricultural output, and also variable growth in tourism, industry, re-export trade (PAGE). The agriculture sector provides employment for about 75 percent of the labor force. Agricultural production is rain-fed, and increasingly unpredictable due to soil degradation and climate variability characterized by erratic and reduced rainfall. Performance of the sector has fluctuated, contributing on average 24.8 percent of Gross Domestic Product (GDP) from 2004 to 2009, and up to 30 percent in 2010. The sector has yet to reach its full potential, also due to other factors such as erratic, low quality and insufficient supply of farm inputs (seeds, livestock breeds, and fertilizers), inadequate linkages with markets combined with limited value addition and commercialization, and weak linkages with other sectors of the economy, such as tourism, manufacturing and services.

The Gambia showcased its full commitment to poverty reduction by preparing a long-term development strategic plan called “*The Gambia Incorporated Vision 2020*” in 1996 aimed at transforming the country into a middle-income, export-oriented nation by 2020 with Agriculture and Natural Resources (ANR) identified as top priority. As a consequence a series of medium-term programmes and strategies have been prepared, to address priorities and expectations on improving ANR performance. Among key policies, strategies and programmes are: (i) the Strategy for Poverty Alleviation (SPA, 1995-1999); (ii) Poverty Reduction Strategy Papers (PRSP I and II, 2003-2011) - linked to United Nations (UN) Millennium Development Goals (MDGs); (iii) the ANR Policy (ANRP) (2009-2015) with the policy objective of commercializing the ANR sector; and more recently (iv) GNAIP (2011-2015); and (v) the Programme for Accelerated Growth and Employment (PAGE, 2012-2015). These policies and programmes have over time provided a consistent framework to improve and commercialize the ANR sector, promote national food and nutrition security and reduce poverty.

Following the structural adjustment programmes (the Economic Recovery Programme [(ERP)] and the Programme for Sustainable Development (PSD, 1985-1990), Government launched a Strategy for Poverty Alleviation (SPA I 1995-1999), focusing on the ANR sector, particularly food self-sufficiency, income security and diversification of the food and export base. Little achievement was made however regarding poverty reduction (due to limited investment in productive sectors, poor coordination and alignment of interventions, inadequate social services) - the national poverty incidence reached 63.3 percent in the rural areas and 57.2 percent in the urban areas. SPA I was succeeded by SPA II, known also as the Poverty Reduction Strategy Paper (PRSP I) (2003- 2005), aiming to reduce poverty with increased focus on the productive sectors of the economy with emphasis on ANR sector performance.

To address previous shortfalls, PRSP II was developed to accelerate economic growth and reduce poverty. In spite of PRSP II interventions (2007-2011) high poverty persists, the Gambia is one of the poorest countries in the world. The United Nations Development Programme’s (UNDP) Human Development Index (HDI 2011) ranked the country at 168 out of 187. Sixty-one percent of the population lives below USD 1 purchasing power parity per day compared in the Economic Community of West African States (ECOWAS) average of 60 percent and the sub-Saharan African average of 46 percent (Economic and Monetary Union of West Africa [WAEMU] Commission, 2006). This indicates the severity of poverty levels in the Gambia compared in the subregion. In addition, the Gambia’s

poverty gap ratio stands at 25.1 percent and poverty severity at 14.35 percent (NHPS 2003).¹ This makes the Gambia one of the poorest countries in the subregion (e.g. 21 percent poverty gap in the subregion).

Malnutrition continues to be a major public health problem with the most vulnerable groups being women and children, the majority of whom live in rural areas; they are in a constant state of energy deficiency due to poor dietary habits, heavy work load and frequent infections. Poor feeding practices, inadequate care and knowledge, and poor environmental sanitation are some of the factors responsible for the high prevalence of malnutrition in women and children. The percentage of the poorest quintile in national consumption is 8.8, and percentage of children under five years with chronic malnutrition is 23.4 percent stunted, 9.5 percent wasted, and 17.4 percent underweight (Multiple Indicator Cluster Survey [MICS], 2010). This is mainly due to reduced food intake, weak coping strategies during the lean season, inadequate food utilization, frequent infections, limited knowledge of nutrition/improved food preparation, irregular availability and access to vegetables and fruits. The minimum national dietary energy intake is estimated at 1770 calories per person per day which is below the minimum requirement of 2 200 calories per person per day (FAO Food Security Indicators for the Gambia, 2010).

1.2 Sectoral Context

The agriculture sector, contributes to 30 percent of GDP shows modest growth of 4.6 percent in 2010. The national budget allocated to MoA has been limited in the past, steadily declining from 2003 and reaching a low of 2.5 percent in 2007. However, this trend has reversed over the past years, showing the Government's efforts towards meeting the Maputo Declaration commitment of allocating 10 percent of the national budget to agriculture. The total budget allocated to Ministry of Agriculture (MoA) increased from 2.6 percent in 2008, in 2009 to 3.5 and 4.3 percent in 2010 and 2011, and is 6 percent in 2012. Government investments in other natural resource sectors have increased more modestly, however. ²Budget execution rates for MoA are satisfactory and average 79 percent in 2009 and 94 percent in 2010. Government investment in other natural resource sectors has also increased progressively. Noteworthy is the fourfold increase in the development budget of the MoA and the twofold increase in the development budget (which is the government counterpart financing to development projects) of both the Ministry of Fisheries and Water Resources (MOFWR) and Ministry of Forestry and Environment (MOFEN). Total public expenditure in ANR (including all ANR ministries) was 5.9 percent in 2011, and the 2012 approved estimate amounts to 7.09 percent of the national budget. This is a striking demonstration of Government commitment to sustaining a positive trend in support of the ANR sector, but higher growth rates persist.

The agriculture sector is confronted with constraints that result in low productivity, limited marketing and commercialization, and low net incomes. This is particularly worrisome given the steady increases in food prices since 2008. Average yields for rice, and maize are low and lagging behind West Africa's average performance. The 2007 Brief of the Africa Rice Centre indicated average rice productivity at 1.62 tonnes/ha for West Africa, whilst National Agriculture Sample Survey (NASS) (2009) reported yields in the Gambia at 0.89 tonne/ha. Maize yields, estimated at less than one ton per hectare for the Gambia is below the West Africa regional average of 1.7 tonnes/ha (World Bank - Maize Revolutions in Sub-Saharan Africa, 2011). National cereal production can cover only 60 percent of annual consumption needs (Comprehensive Food Security and Vulnerability Analysis –[CFSVA] 2011; Post-Harvest Assessment, January 2012, MoA et al). These conditions contribute to high levels of poverty and food insecurity - reported at 11 percent (CFSVA 2011), high malnutrition, weakened household resilience, and constrained economic growth.

Small ruminants and poultry production are relatively easy to own by resource-poor farmers and major occupations of women farmers at the household level. They serve as sources of income, protein in the household diet and spread risks inherent in agricultural production as they reproduce very fast. Sheep

¹ MDG Report, The Gambia (2010); MDG Report, United Nations (2010); Gender Policy (2010-2020)

² For example, MOFWR: 2008/0.77%; 2009/0.79%; 2010/0.66%; 2011/1.03%; and MOFEN: 2008/0.34%; 2009/0.36%; 2010/0.42%; 2011/0.5%

and goat meat production was estimated at 578 tonnes and 1 045 tonnes respectively in 2010. Chicken meat was estimated at 1 200 tonnes. National egg production was estimated at 17 million (10 per capita) in 2010 (FAO, 2012) compared in production in Senegal for 2010, estimated at 591.5 million (about 50 per capita). Vegetable production is one of the key sources of income and employment for women. Main horticultural crops include cabbage, eggplant, lettuce, okra, onions, peppers and tomatoes. These are grown in small plots by smallholder farmers on an individual basis in communal gardens, mainly managed by women. Total domestic production levels of vegetables are not available, but vegetable exports are reported to have declined mainly due to high costs of transport, compliance difficulties with the Global Partnership for Safe and Sustainable Agriculture (EUREPGAP), the absence of the leading producers/exporters, affecting out-grower schemes. However production and exports have revived, it is expected that out grower schemes will be revitalized.

1.3 Country-Led Food Security Policy and Plans

The Government spearheaded the preparation of the Agriculture and Natural Resources (ANR) Policy (ANRP) (2009-2015) to guide the country's efforts in the ANR sector particularly to enhance agricultural production and productivity. The policy concentrates on rural smallholder farmers constituting the majority of the poor. The ANRP and strategy places emphasis on: (i) expanding irrigation and land development through appropriate land use and soil management; and (ii) increasing commercialization through intensification and enhanced productivity and competitiveness of cereals – particularly rice. In 2010 the **Gambia National Agricultural Investment Plan (GNAIP 2011-2015)** was formulated and approved within the context of the Comprehensive Africa Agricultural Development Programme (CAADP/NEPAD), with the overall goal to enhance economic growth and poverty reduction by increasing the contribution of the ANR sector to the national economy. GNAIP serves as the main national strategic framework for the promoting sustainable food and nutrition security and development and growth of the agricultural and natural resource sector.

The overall GNAIP objective is to increase food and nutritional security and household incomes particularly for vulnerable households. This is to be achieved through increased production and productivity based on sustainable management of natural resources, commercialization and active private sector participation. GNAIP comprises six inter-related programmes, each with its own strategic objective which jointly contributes to meeting the overall development objective. The GNAIP objectives are presented in Annex 1 that also shows GNAIP alignment with CAADP pillars, national policies, and existing gaps presented as Global Agriculture and Food Security Programme (GAFSP) subcomponents, to be filled with GAFSP financial support. As a multisector investment plan, GNAIP gives priority to increased productivity, improved resource management, and commercialization, but equally as important, food and nutrition security, increased smallholder incomes, and increased household resilience to disaster and shocks.

A number of other relevant national policies and strategies complement GNAIP, including: (i) the Gender and Women Empowerment Policy (2011-2020), which promotes mainstreaming of women into development processes in all sectors in order to enhance equal access to opportunities to achieve gender balances in the economy; (ii) the Youth Policy (2009-2018), which focuses on mainstreaming youth into productive sectors of the economy, including agriculture and rural employment, in order to build self-reliance. Promotion of economic opportunities for youth (e.g. employment creation) is vital to national growth given that youth represent 45 percent of the population; (iii) the National Seed Policy (2008), which supports development of an effective seed system to ensure adequate, timely, accessible improved seed at reasonable prices; (iv) the microfinance strategy framework, currently under review by MoA, which aims to institutionalize a beneficiary-managed sustainable rural finance system to provide smallholders credit access at reasonable conditions. Of particular relevance and noteworthy concerning this project is the National Nutrition Policy and Action Plan (2010-2020), which addresses nutrition challenges including achieving the MDGs, and the Education Policy (2004-2015), which includes School Feeding Programmes (SFP) and agricultural and nutritional education as core features. A social protection policy and strategy is not yet in place –technical assistance to support its formulation is included in this project.

2. RATIONALE

2.1 Problems/Issues to be Addressed

Constraints in agriculture production are many, including particularly: erratic and low rainfall patterns; a highly seasonal and mostly rain-fed subsistence-based production; ¹ unreliable access to inputs; insufficient supplies and use of improved seeds; limited landholdings under irrigation (estimated at 3 percent, FAO Information System on Water and Agriculture [AQUASTAT] 2012); diminishing access to good arable land due to population pressures (at 2.1 percent growth per annum);² a land tenure regime based on customary practices that do not favour agricultural investment; weak crop, livestock, and fisheries research and extension systems; low intensity of improved seeds and fertilizers; land degradation, poor water management; and lack of coordination.

Government measures at present are inadequate in stimulating smallholder commercialization. Despite strong policy statements and sectoral prioritization on commercialization, e.g. GNAIP, PAGE, the opportunities are not being harnessed. Agribusiness capacity of smallholders and processors is insufficient, limiting competitiveness; access to financial capital is low; market access is undeveloped; and market information systems remain weak and difficult to access. In addition, limited measures are in place to promote increase of private sector investment in agriculture and natural resources, including private sector operators. Linkages between smallholder farmers and medium to large scale farming establishments and other value chain operators (e.g. inputs dealers, traders, outgrower schemes) are few.

Women in particular experience inequitable access to information, inputs and access to services despite their major role in cereal, horticulture, livestock and poultry production. Women have insufficient technical support regarding value-addition activities, labour-saving equipment, micro-finance, and market information. Other challenges – notably confronting women who are predominant actors in the horticulture subsector - include lack of processing and storage facilities leading to post-harvest losses (estimated at 10-30 percent), inadequate market outlets and lack of market information systems. Regarding women's participation in small ruminants and poultry rearing, limiting factors include high incidence of diseases (Peste des petits ruminants for sheep and goats, and Newcastle Disease for poultry) resulting in high morbidity and mortality rates; low levels of nutrition largely due to inadequate availability of feed and high cost of imported feed; and low genetic potential of local breeds.

The Gambia is classified by FAO as a Low-Income Food-Deficit Country (LIFDC) and relies heavily on food imports; about 30 percent of cereal needs are covered by rice imports (Cross Border Trade and Food Security in West Africa (2010): Permanent Interstate Committee for Drought Control in the Sahel [CILSS]/Famine Early Warning Systems Network [FEWS]/FAO/World Food Programme [WFP]). National food insecurity reported at 11 percent, shows marked geographic dimensions across the country with higher poor, food insecure or vulnerable populations in Central River Region (CRR), Lower River Region, (LRR) and West Coast Region (WCR). "Feminization" of poverty is exemplified by higher levels of poverty³ and food insecurity among female-headed households. Improving levels of food security and nutrition (including targeting children) and efforts to decrease household vulnerability are national priorities. Ongoing initiatives to improve household nutritional knowledge and practices are evidence effectiveness, but insufficient. A new Nutritional Policy and the multiple activities led by the National Nutritional Agency (NaNA), supported through a range of partners (e.g. Non-governmental Organizations [NGOs]) are promising.

¹ An emergency appeal just announced March 2012 due to acute drought has caused a 70 percent reduction in 2011-2012 crop harvests and a decrease of post-harvest food stock availability from about 6 to 2-3 months.

² 2007 NASS indicates that farms less than 0.5 ha account for 69 percent of all farms and up to 85 percent of farms are smaller than 1 ha (Agricultural Policy Note draft, 2011, World Bank).

³ estimated at 18 percent of rural households: 63 percent fall below the poverty line, and over 78 percent of women engage in the agricultural sector of which one third report receiving cash income compared in 43 percent for men (CSD 2003; IFAD 2012 Concept Note).

Poor households are particularly at high risk and vulnerable to sporadic shocks such as seasonal droughts, flooding and can easily fall below the poverty line under prolonged food insecurity during extended lean periods. A National Disaster Management Agency (NDMA) is in place with high visibility operating directly under the Vice-President’s office. NDMA has structures at central and decentralized levels (region and district levels), however have weak capacity in disaster planning and response and limited ability to respond to emergency contexts. Some development partners (e.g. World Bank and UNDP) have already provided NDMA support in areas of risk profiling, data collection, promoting a national platform, but much more support is required to complement these efforts, notably at decentralized levels. District level structures have had no training in contingency planning or disaster response, and have little awareness of disaster risk reduction approaches.

The few transfer programmes in the country are fragmented, and no social protection policy exists. An SFP exists, supported by the Government of the Gambia, World Food Programme (WFP) and European Union, and acts as the only country-wide safety net for poorer families, who benefit from the income transfer it provides. Decreases in WFP finances may cause retraction in the SFP. Weaknesses in the Food Security and Nutrition Information Systems (FSNIS) and poor coordination among agencies prevent reliable and timely information for monitoring food security and vulnerability. The National Disaster Management Agency (NDMA) has been playing an active role in coordinating national disaster preparedness, response and mitigation despite institutional/operational capacity constraints.

2.2 Project Area, Stakeholders and Target Beneficiaries

Project Area: The project area will cover three administrative regions – covering four Regional Agricultural Directorates (RADs). These four include: (i) CRR North; (ii) CRR South; (iii) LRR; and (iv) WCR Regions. Selection has been based on four main criteria: poverty levels; malnutrition of children under five years, food insecurity; and production potential. Investment in areas with high market-led potential was also prioritized. Consideration was also given to targeting zones where potential existed for optimizing synergies, complementarity and multiplier effects with other programmes and projects. According to PAGE, the three selected regions show markedly higher levels in household poverty, malnutrition and vulnerability than the national average, ranking among the highest in all categories (food insecurity, malnutrition, poverty) as shown in the Table 3 below:

Table 1. – Regional Distribution of Poverty and Food and Nutrition Insecurity

Region	Percent of poverty level (National rank) ¹	Percent of under -5 malnutrition (rank) ²		Percent of households food insecure and vulnerable (rank) ³
		Underweight	Stunting	
CRR North	79 (1)	27.3 (1)	25.0 (4)	17 (1)
CRR South	73(2)	26.1 (3)	29.1 (2)	15 (2)
LRR	57.2 (4)	27.0 (2)	29.0 (3)	11.3 (4)
WCR	54.4 (5)	16.8 (6)	19.9 (5)	12 (3)
National	48	20.3	22.4	10.7

Source: 1 – PAGE (2011-2015), 2. - MICS, 2006, 3 CFSVA (output tables) 2011

The LRR, CRR/N and CRR/S regions have particularly high productive potential. They are key rice and leafy vegetables growing areas with relatively fertile lowland soils, which can be developed to increase national food security. The uplands, particularly in the north of the LRR, have high potential for the production of coarse grains which are key sources of household income for smallholders. The WCR is a key area for horticulture, providing opportunity for development of value chains and market linkages to urban areas, facilitating partnerships with private sector actors, such as export traders.

Project Stakeholder and Beneficiaries: This project is estimated to **directly** benefit slightly over 47 000 members of the population living or working in the three target regions and in addition, 38 400 children of primary school and early child education ages. It is estimated at least half of all beneficiaries will include women and youth. Details of beneficiary profiles are detailed below.

Under TA **Component 1** beneficiaries will reach about 600 farmers most of whom are members of Farmer Field School (FFS), of which about 50 percent are women, who will receive various forms of capacity development support (e.g. rice, cereal and horticulture production). About 300 farmers will benefit from support in upland farming and erosion control, mainly through FFS. For lowland and upland activities combined, about 30 trainer facilitators (e.g. lead farmers and extension staff who will eventually backstop FFS) will benefit from support in facilitation skills.¹ It is estimated that 600 beneficiaries mainly members of Farmer-Based Organizations (FBOs), with a large proportion comprising women and youth, will directly benefit from capacity development largely through Farmer Business Schools (FBS) in agro-processing, agribusiness development and commercialization. In addition, 45 other supply chain actors will benefit from capacity development support in areas covering commercialization (e.g. small-scale supply chain linkages, Micro-Finance Institution (MFI) linkages, public and private sector support.² Fifteen trainer facilitators will benefit from support in FBS capacity development skills covering commercialization. Trade fairs and agribusiness fora are expected to benefit approximately 450 supply chain actors. Capacity support in market management and operations will benefit 40 market managers and committee members, expected to disseminate information to other committee members. The project will benefit 15 MoA staff in strengthening Market Information System (MIS) data collection and analysis and dissemination. **Component 2** will target 101 schools, building capacities of teachers, food management committees, and benefitting about 38 400 school children³ in the project area. In addition, direct capacity building in improved nutritional and food security through trainings, house visits and mentoring will be provided to about 60 village-based nutritional trainers expected to reach about 5 000 households (at 8.2 persons per household totalling 41 500 persons). Field days will further expand this outreach, estimated to reach at least 1 000 persons. At least 45 persons will participate in capacity development activities concerning cereal/seed banks and 90 National Disaster Management Agency (NDMA) decentralized committee members will benefit from training to improve contingency planning and management of emergencies and disasters. It is estimated a further 2 250 community members will benefit through increased involvement in contingency planning.

In addition **indirectly**, TA support funded under the project is expected benefit households and other stakeholders, located mostly in the targeted regions in a number of ways: (i) access to improved technologies and conservation measures such as those relevant in upland areas through farmer exchanges and diffusion; (ii) increased private sector-smallholder partnerships facilitated by trade fairs and agribusiness fora; (iii) access to reliable, timely market information and infrastructures (e.g. storage); (iv) enhanced disaster preparedness systems to improve emergency responses (such as drought); (v) broadened access to information on nutrition -improved practices in food preparation, processing and storage including through radio and media emission and field days; and (vi) increased engagement and influence in the formulation process of a national social protection policy.

2.3 Project Justification

At Government request, the FAO has been selected as the Supervising Entity (SE) for the Gambia GAFSP TA. FAO has a comparative advantage for the implementation of the project due to its expertise and experience in capacity development, particularly in areas of land and water management including natural resource management, smallholder commercialization, and strengthening approaches to food and nutrition security. FAO will contribute to gender-sensitive agricultural growth and food and nutrition security through supporting development of national capacities in related technical and

¹ Of note, the GAFSP project at large intends to reach an estimated total of 3 000 farmers in lowland and upland areas combined.

² Of note, this activity will be scaled up in the GAFSP project to reach 3 600 supply chain actors.

³ Estimated at about 380 children per school.

functional areas targeted to: (i) relevant national and decentralized institutions and structures – such as MoA, National Nutrition Agency (NaNA), NDMA, primary schools; (ii) key government and Non-government Organizations, notably FBOs and community-based associations and committees such as village support groups for nutrition, market management committees, etc.; and (iii) smallholder farmers and rural households in the project area. The project will emphasize working through national structures and stakeholders (e.g. training of trainers including teachers, and FFS) to transfer knowledge and skills in particular technical areas with the aim to ensure their sustainable application.

Interventions supported by the FAO-supervised TA will be aligned with the wider investment project financed by the GAFSP, supported through the African Development Bank (ADB), with the overall objective to contribute to implementation of the programmes of GNAIP. In specific, GAFSP TA resources will prioritize capacity development support through various approaches and modalities, including scaling-up and expanding proven initiatives and best practices to: (i) boost household food security and nutritional levels (through community-based nutrition initiatives and SFP, and building household resilience); (ii) increase levels of sustainable production intensification and productivity (through improved land and water management technologies covering cereal crops, aquaculture, small ruminants, poultry, and horticulture); (iii) strengthen smallholder agricultural competitiveness and livelihoods (through diversification and private-sector led value chain approaches); and (iv) through systematic joint supervisions and evaluations, contributing to strengthening national coordination and management arrangements in order to optimize agricultural potential in the country for the long term. Scaling up of most of the TA activities is envisaged in the wider GAFSP project, specifically managed through ADB.

This TA Component jointly with the investment component of GAFSP will contribute to meeting the goal of increasing the ANR sector's contribution to GDP from 30 percent in 2010 to 40 percent by 2015, through intensifying production and productivity of smallholder farmers, reducing the high prevalence of rural poverty by increasing incomes, mainly through promoting smallholder commercialization, and decreasing rural households' vulnerability and levels of food insecurity and malnutrition, by improving nutritional practices and building resilience at household and community levels.

2.4 Past and Related Work

This project builds on recent technical support and interventions as well as ongoing programmes:

1. FAO provided extensive technical assistance to Government, working with World Bank, WFP and other partners in the **Inter-Agency Assessment of the Soaring Food Prices (2008)**, resulting in proposals which have been financed, including the wide extension of the Food for Education programme supported by WFP, as well as The Global Food Crises Response Programme supported by the World Bank and the European Union¹.
2. In 2010, the **Gambia National Agricultural Investment Plan (GNAIP 2011-2015)** was prepared and approved, with technical assistance led by FAO, within the context of the Comprehensive Africa Agricultural Development Programme (CAADP). GNAIP is the multisector investment plan framework guiding all investments and interventions in agriculture, natural resources management, food security and nutrition. The Overall Goal of GNAIP is to enhance economic growth and poverty reduction by increasing the contribution of the ANR sector to the national economy; the development objective is to increase food and nutritional security and household incomes particularly for vulnerable households, achieved through increased production and productivity based on sustainable management of natural resources, commercialization and active private sector participation. GNAIP comprises six inter-related programmes.² The GAFSP project contributes to filling specific financial gaps in fulfilling

¹ through support from the World Bank, European Union, WFP among others

² Improvement of Agricultural Land and Water Management; Improved Management of Other Shared Resources; Development of Agricultural Chains and Market Promotion; National Food Security and Safety Nets; Sustainable Farm Development; GNAIP Coordination and Monitoring and Evaluation.

GNAIP objectives. FAO provided the lead technical support to the formulation of the **GAFSP proposal**.

3. FAO is currently providing technical support to implementation of the Italian-financed **Food Security through Commercialization of Agriculture Programme (FSCA)** (GTFS/GAM/025/ITA). FSCA was a basis from which the GAFSP proposal and this UTF project has been formulated. FSCA is a three-year regional Italian Trust Fund project to be completed by 2013, supporting food security and commercialization and enterprise development notably through providing to FBOs through Farmer Field Schools (FFS) and Farmer Business Schools (FBS). It was designed based on previously implemented Special Programme for Food Security Projects (SPFS) implemented since 1998, which focused particularly on promoting horticulture, rice and cereal production, small livestock and aquaculture production, improved water management, post-harvest technologies, and producer groups' linkages to markets. SPFS provided flagship success models of food security activities, e.g. improved and diversified intensified sustainable production systems, promotion of capacity development and technology transfer using participatory extension approaches most notably the FFS approach, and strengthening smallholder market linkages. SPFS also incorporated South-South Cooperation (SSC) through collaboration with Bangladesh, providing expertise in water control, rice and horticulture production, livestock and aquaculture among other areas.
4. This project complements the **EU-MDG1c initiative** which will be launched in 2013 implemented jointly by FAO and WFP. Activities of the EU-MDG project include improved production, promotion of the smallholder commercial seed sector, and enhanced child nutrition through food (a small share of it being locally produced) for education and complementary nutrition education in North Bank, Upper River and Central Regions. Exchange of experiences will be optimized to learn from each project.
5. The UTF Project activities build on several completed Technical Cooperation Programme (TCPs): *TCP/GAM/3202, Technical preparation for nutrition education in lower basic schools* that provided TA in curriculum development, teacher training and material preparation, support to education's capacity to implement effective nutrition education; *TCP/GAM/3302 - Support to strengthen capacities in the Gambia Government for policy planning, programming, statistics and monitoring in the ANR Sector*, supporting the Planning Unit/MoA in producing reliable, updated agricultural data/statistics and market information at national and sub regional levels; *TCP/GAM/3001 – Integrated Production and Pest Management Training through Farmer Field Schools in Smallholder Women Farmers' Production Systems* – supporting vegetable production - mainly of women's horticultural groups - in technical, management, organizational and marketing capacities; increasing capacities of extension workers, NGO field staff, and lead farmers particularly in FFS approaches; promoting demand-driven market services; improving and scaling up market linkages including for international export.
6. Lessons from other financed TCPs, and several *Telefood* (TFD) projects, mostly ongoing will be as much as possible scaled up, or replicated in the project regions. These include for example: *TCP/GAM/0166 Strengthening the National Food Control System in the Gambia*, training food control personnel, supervisors and food vendors in improved food safety and quality standards; *TCP/GAM/3303 - Promotion and diffusion of household metal silos for grain/seed storage in the Gambia*; *TFD-09/GAM/004 - Poultry production source of income and Nutrition*; *TFD-09/GAM/007 - Tele-Food School Garden Project*; *TFD-09/GAM/008 - Bamako Small ruminant and poultry project for nutritional enhancement*.

2.5 FAO's Comparative Advantage

FAO is a knowledge organization of specialized technical expertise with an objective and a core function of capacity development, particularly in promoting sustainable agricultural production, and reducing

hunger, malnutrition and food insecurity. FAO is well positioned to provide technical assistance and capacity development in this project and to the wider GAFSP project, bringing its long-standing experience and unparalleled expertise and value to GAFSP implementation. A few of FAO's underlying capacity development principles merit highlighting, as they are particularly relevant to this project:

- improving public and private sector organizational capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations;
- strengthening national technical and functional capacities such as coordination, strengthening partnerships and creating linkages, optimizing resources and outcomes of investment interventions;
- developing well-targeted capacity development programmes through conducting capacity needs assessments to identify specific capacity needs and gaps of diverse stakeholders in order to inform the design of strategic capacity development interventions;
- making use of various capacity development modalities such as training, coaching and mentoring, organizational development, peer-to-peer exchanges and visits (FFS/FBS approaches);
- promoting technology transfer and increased capacities (technical and functional) through support at the individual, organizational and policy/enabling environment levels.

FAO was the lead technical support in formulating the GAFSP proposal and has been a consistent key partner delivering high quality technical advice and programme support in contribution to Government's agricultural and food and nutrition security agenda. FAO has assisted Government, at their request, in a number of food security programmes in support of national priorities (see above). A milestone of FAO's technical leadership in the country was assistance provided in preparing the sector investment plan, GNAIP (2011-2015).¹

FAO's extensive experience supporting technical activities in the sector has earned confidence among Government, development partners and stakeholders, including FBOs and private sector. Notable examples include SPFS activities and specifically the promotion of FFS and FBS approaches, support in commercialization and agro-processing and marketing more specifically, provided by the Food Security and Commercialization Project (FSCA), and support to the emergence of FBOs. Expertise provided through FAO's technical divisions is a particularly strong asset that will be brought to project implementation. These include the Investment Centre (TCI) staff, bringing expertise in investment programming, project design and planning, supervision and including capacity development;² and technical divisions specifically the Plant Production and Protection Division (AGP); Rural Infrastructure and Agro-Industries Division (AGS); and the Nutrition and Consumer Protection Division (AGN).

¹ In collaboration with partners notably the ADB and WFP

² Farmer Field School: Implementation Guide (2011) FAO Investment Centre Division (TCI).

3. PROJECT FRAMEWORK

3.1 Impact

Nutritional levels, food security and incomes of vulnerable households increased, based upon strengthened technical and organizational capacities

3.2 COMPONENT ONE: SUPPORT TO IMPROVED AGRICULTURAL PRACTICES AND COMMERCIALIZATION

Outcomes and Outputs

Component one has two outcomes, each of them having two corresponding outputs.

Outcome one:

Smallholder farmers have adopted improved agricultural practices that increase levels of productivity.

Outputs contributing to outcome one:

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.

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.

General description of activities (linked to Outputs 1.1 and 1.2):

Thematic areas of capacity development will mainly cover improved and sustainable agricultural practices (with emphasis on natural resource conservation, soil management and erosion control). Rural and peri-urban agricultural practices in rice and food crop production and horticulture, as well as improved poultry and small ruminants husbandry, and also aquaculture, will be strengthened. Farmer platforms mainly through FFS will be promoted to test and adapt scientific knowledge and insights developed outside. Managing systems in a more sustainable way that enhance ecosystem services require knowledge intensive and practical education for farmers. Activities to address climate change will be mainstreamed to build smallholder capacity to adapt and/or mitigate to climate change and its effects (e.g. sediment retention, flood control, improved soil fertility, reduced erosion, increased carbon sequestration through reforestation, agro-forestry). Collaboration and organizational capacities of rural smallholders will be strengthened as well, enabling farmers to take a leading role in developing agriculture locally. This will be complemented by capacity development activities that will respect local knowledge systems and skills. Partnerships among extension, research and others will support these processes, through practical training - FFS, coaching and mentoring including farmer-to-farmer learning and exchange.

The FFSs will bring together groups of about 25-30 farmers for the duration of a season to improve knowledge and decision-making skills of farmers. A core capacity of trainers/facilitators from government and farmers themselves, will be created that will be capable of running quality FFSs, develop and implement the trainers TOTs for new facilitators. Lead farmers will be prioritized for the FFS facilitator training, while government extension staff will also be included to provide expertise technical back-up support during FFS activities. It is expected that priority on lead farmers will reinforce the sustainability of project support. As much as possible, the project will identify people who already have experience or expertise in facilitating FFS, built from previous FAO or other partner-supported

projects. It is estimated FFS supported in the project will cover a first cycle (season) of learning on a relevant crop, and one or two seasons of follow-up activities defined by the group (activities can include further learning, networking with other FFS, income generation activities, local research, undertaking a FBS). Inclusive approaches that ensure gender and youth mainstreaming will be integral to all interventions. A total of 30 FFS will be supported in this project (estimated at 20 lowland, 10 upland), with the expectation of a scaling up through the GAFSP investment component supported by ADB.

Activities linked to Output 1.1: activities will include a rapid assessment of existing FFS knowledge base and implementation capacity levels that will lead to the design of the FFS programme: the selection of trainers, the learning and training needs assessments of trainer/facilitators, participatory community assessments of needs and potential, curriculum design, the design of Training of Trainer Programmes (TOT), implementation of FFS, evaluation of the FFSs (technical, methodological, economic) economic model appraisals for each of the technical productivity models.

Activity 1. TA provided through national expertise and FAO support to conduct participatory financial appraisal to ascertain the feasibility of the proposed production/enterprise models for commodities identified by the FFS. This will be a complement to the FFS learning processes where farmers will undertake comparative economic analysis and results of local and improved technologies.

Activity 2. TA will be provided to select and support a team of trainer/facilitators (based on a learning and training needs assessment) who are experienced using participatory approaches (preferably with FFS) and in the agricultural production activities targeting the commodities selected by the project. Trainers will be lead smallholder farmers to the extent possible, and include extension agents, technical staff and/or researchers from MoA departments. This core group will eventually be expected to train new facilitators, and during selection their availability for such tasks should be considered. Creating this capacity needs intensive training, the specifics will be designed during the inception phase. This set of activities includes the design and implementation of a TOT for trainer/facilitators based on FFS approaches for targeted smallholder producers. Topics will cover a wide range of issues for organizing and managing FFS, technical aspects, facilitation skills, agricultural enterprise business models, organizational management, networking, service linkages, marketing, food safety and other topics that support intended increases in agricultural productivity and FBO commercialization and empowerment. It is anticipated that specialized topics will require involvement of experts from various agencies and partners (e.g. National Research Institute (NARI), NaNA NGOs).

Activity 3. Pilot implementation of 20 FFS. This will include a comprehensive range of FFS activities: group participatory needs assessments; curriculum development; implementing FFS including M&E and reporting; organizing field days and exchanges; graduation. Groups will also plan for follow-up activities after the first learning season, with assistance of the facilitator. These follow-up activities are integral to the FFS learning process.

Activities linked to Output 1.2: activities will include TA to improve smallholder capacities in upland soil management and erosion control, working through FFS approaches as outlined in Output 1.1. TA to MoA will be provided also for initial surveys and feasibility studies for site selections and environmental impacts.

Activity 1. Provide TA through national expertise to MoA to conduct initial surveys of potential locations for appropriate sites for upland rice production interventions and soil management and erosion control.

Activity 2. TA of national and FAO expertise will be provided to select and support a team of trainer/facilitators (based on a learning and training needs assessment) targeting when possible those who are experienced in FFS approaches and in upland production and erosion control. Trainers will be lead smallholder farmers to the extent possible, and include extension agents,

technical staff and/or researchers from MoA departments. This core group will later be expected eventually to train new facilitators, and during selection their availability for such tasks should be considered. Creating this capacity needs intensive training, the specifics will be designed during the inception phase. This set of activities include the design and implementation of a training for facilitators based on FFS approaches for targeted smallholders covering issues of organizing and managing FFS, production technologies, and particularly emphasizing upland soil management and erosion control, community-based watershed planning, afforestation, climate adaptive technologies, organizational management, as well as service linkages, and market linkages.

Activity 3. Pilot implementation of ten FFS programme combined if relevant with farmer-to-farmer learning approaches in upland areas. This will include comprehensive range of FFS activities: e.g. group participatory needs assessments; curriculum development; implementing FFS including M&E and reporting; organizing field days and exchanges; graduation. Groups will plan for follow-up activities after the first learning season, with assistance of the facilitator. These follow-up activities are integral to the FFS learning process.

Outcome two:

Smallholder farmers' engagement in commercialization activities broadened.

Outputs contributing to Outcome 2:

Output 2.1: Public and private sector supply chain actors, notably smallholder Farmer-Based Organizations (FBOs), trained in aspects of agro-processing, business management and marketing, enabling their engagement in agricultural commercialization activities.

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

General description of activities (linked to Outputs 2.1 and 2.2):

Commercialization activities (prioritizing production systems including rice and food crops, poultry, small ruminants and aquaculture) will include capacity development in: value addition through agro-processing, preservation, meeting food quality standards, business management and marketing; broadening supply chain actors' access and linkages to markets and Market Information Systems (MIS); strengthening market structures' management and operations; supply chain actors' linkages to credit systems, such as Micro-Finance Institutions (MFIs); promoting revenue sharing across the value chain, equity and sustainability. Both public and private sector actors (e.g. private operators, market managers), together with civil society institutions (e.g. service providers, NGOs) will be targeted. Inclusive approaches that ensure gender and youth mainstreaming and environmental management will be integral to all interventions. FBOs will be identified as priority target groups under these outputs, but private operators (e.g. inputs dealers, traders) will also be supported through trainings, trade fairs, etc. FBOs will be supported through the FBS approach - as in FFS, a core capacity of trainers/facilitators from government and agro-processors themselves, will be created that will be capable of running quality FBSs, develop and implement TOTs for new facilitators. Lead smallholders processors will be prioritized for the FFS facilitator training, while government extension staff (from MoA/Department of Agribusiness) will also be included to provide expertise technical back-up support during FBS activities. As much as possible, the project will identify people who already have experience or expertise in facilitating FFS/FBS, built from previous FAO or other partner-supported projects. FFS groups supported under Outputs 1.1 and 1.2 interested in further developing their skills in value addition, enterprise development and marketing would be privileged partners and encouraged to participate in value chain and commercialization support activities through FBS. FBOs and other supply chain actors supported under these activities will be assisted with start-up kits, small-scale infrastructures and have

access to matching grants, all of which will be supported through the investment component managed by ADB. Linkages with Micro-Finance Institutions (MFI) will also be supported.

Activities contributing to Output 2.1 - TA will be provided to prepare a modular training package for trainers that focuses on enhancing knowledge and technical skills in agro-processing, food safety, business management, finance and marketing. This training will be targeted to supply chain actors, with particular emphasis on smallholder FBOs, who will be supported through FBS. The trainings of trainers and subsequently of supply chain actors will be designed based on rapid agri-food supply chain appraisals of commodities to be supported by the project selected through demand-driven processes and learning and training needs assessments.

Activity 1. TA in commercialization provided through national expertise and FAO technical assistance to design a training package including curriculum development for trainer/facilitators who will train targeted supply chain actors, notably FBOs through FBS approaches. The FBS package will start from a learning and training needs assessment and a rapid participatory agri-food supply chain appraisal of the commodities supported by the project. Commodities will be demand-driven based on local context. Modules will be broadly defined, adapted to the needs and context of each type of stakeholder (e.g. FBOs, agro-processors, private sector input dealers, traders). Topics will cover aspects such as: agro-processing technologies (including transformation, preservation, packaging, storage), commercialization-marketing, institutional and organizational strengthening, micro-enterprise development, procurement and contract management, human resource management, financial management systems, accessing credit, coordination and implementation mechanisms, communication and partnerships. To implement the training, the expert trainer will select and support a team of trainers including as much as possible experienced agro-processors, and including competent government staff (e.g. MoA/Agribusiness Department) preferably with previous experience in FFS/FBS approaches (24 persons total). As in the FFS, it is expected that these trainers would form a core of experts capable to implement FBS.

Activity 2. TA support through national expert and FAO technical assistance to implement Training of Trainer/Facilitator Programme (TOT) in commercialization through modules relevant to stakeholder typology. It is expected that the FBS approach will be adopted.

Activity 3. National expert to provide backstopping of implementation of training programme, using the FBS approach, including field days exchanges. A total of 20 FBOs will be targeted for pilot implementation support under this project, including ten existing and ten newly formed, as well as a range of other supply chain actors. The overall GAFSP support will reach a total of 120 FBOs, which will be supported through the investment component managed by ADB. ADB will assist FBOs and other supply chain actors in commercialization activities with start-up kits and small-scale infrastructures through access to matching grants. To stimulate commercialization, the TA component will promote linkages and exchanges among private supply chain operators, including MFIs, through arranging direct exchanges during trainings between producers and supply chain actors to encourage communication (e.g. expected quality standards, labelling, food safety and hygiene) and promote equitable marketing practices. In addition, the TA will support trade fairs (four during project: three regional and one national) and one agribusiness fora.

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

Activity 1. National expert to provide technical assistance to design and conduct training for market managers and 20 market committees. Trainings will include: food standards, food quality assurance, food safety and appropriate food handling practices, hygiene of market

environment, business management, and infrastructural management. Topics will also cover: institutional and organizational strengthening; management and operations of market structures; procurement and human resource management, and advocacy and lobbying skills.

Activity 2. National expert to provide technical assistance to relevant Government units (e.g. MoA Department of Planning) to design and conduct training on data collection, analysis and dissemination of information for staff operating MIS.

3.3 COMPONENT TWO: STRENGTHENING CAPACITY IN NUTRITIONAL PRACTICES AND RESILIENCE

Outcome and Outputs

Component Two has two outcomes with two corresponding outputs and activities.

Outcome One:

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.

Outputs contributing to Outcome 1:

1.1 Increased knowledge, skills and practices of key stakeholders in primary education and Early Childhood Development Centres (ECDC) in good nutritional and agricultural practices to improve levels of food and nutrition security particularly of children under five years.

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.

General description of activities linked to Outputs 1.1 and 1.2:

Technical assistance through international and national expertise provided to advise and support NaNA in the adaptation of the national nutritional primary education and ECDC curricula, the design and implementation of a training programme for teachers and school managers, starting with TOT, for classroom and practical trainings on school farms and gardens¹. The experts will also build on existing training materials package and design and implement a training programme (TOT) in community-based nutritional programmes to strengthen knowledge, skills and approaches to nutrition and food security. Activities of these outputs combined aim to improve nutritional quality of school and household meals, introduce school children and households to good agriculture practice, and increase levels of nutrition and food security.

Activities linked to Output 1.1 – *Activities will cover needs assessments, curricula revision for schools, updating relevant educational manuals, design of training programmes (TOT) targeted to primary schools and ECDCs and communities and support follow up activities, e.g. coaching, ongoing monitoring.*

Activity 1. TA from international and national expertise to conduct a rapid assessment and review of effectiveness and impacts of the existing primary school and early education nutritional programme (curriculum and practical); update curricula as needed including classroom work, school garden management, food preparation and hygiene in school feeding. This also includes review of the existing school garden manual. Based on findings, develop regional training of teacher trainers programme (TOT) (one per project region of about 40 persons each for five days) on the revised curriculum, including building skills for

¹ Lessons will include business skills and planning to encourage youth to view agriculture as a viable business - a point emphasized by stakeholders to address lack of youth employment opportunities.

TOT participants to implement further training. The importance of adhering to food safety standards and good hygiene during school meal preparation for cooks and Food Management Committees (FMC) will also be referred to in the trainings so that teachers can technically support school meal programmes. The training for teachers will also provide cover Teachers will be expected to support this activity in their schools. The training will be led by the National Nutritional Agency (NaNA) in collaboration with Ministry of Basic and Secondary Education (MOBSE).

Specific topics will cover:

- sensitization and piloting of curriculum;
- basic nutritional knowledge and practices;
- basic food preparation, hygiene, and food safety;
- school garden: preparation, implementation and management, pedagogical approaches in practical settings, etc.

Activity 2. TA of a team of national and international experts and FAO to collaborate with and support NaNA and MOBSE to monitor progress of the nutritional education trainings in schools (including school garden activities), and providing coaching, mentoring, for teachers and school management on nutritional education, food preparation, processing and hygiene, and school garden implementation and management¹. Each school would be visited at least once during the project. This activity would also include identifying gaps to develop and organize targeted in-service training in specific topics as needed one per year for two years for each region). These supervisions would also monitor food preparation among community cooks preparing School Feeding Programme (SFP) meals, as well as FMC members responsible for oversight.

Activity 3. TA of 1 national expert working with NaNA and MOBSE to support the organization of a stocktaking three-day workshop including all regions (20 persons each) to share findings, exchange on best practices and lessons learnt on nutrition education involving teachers, school feeding, garden management and other stakeholders. The aim is to capitalize on successes, identify limitations and develop strategies to overcome challenges. Based on this, exchanges visits will be organized to share best practices among school across regions (about six exchanges of about ten persons each over project lifetime).

Activity 4. FAO backstopping will provide technical support to the development and reproduction of a school garden and nutrition newsletter (for three years), which would be prepared and disseminated annually to all schools within the project area. Start-up support would also be provided to NaNA and MOBSE to develop posters, brochures with the intention of their continued production.

Activities linked to Output 1.2 –Technical support targeted to strengthen capacities of specific nutritional facilitator actors and groups in communities (namely village support groups, community leaders, traditional communicators, community health nurses, mother’s clubs representatives) in training rural households on basic nutritional knowledge, food preparation, storage and hygiene, home gardens, etc. This will comprise supporting Information, Education and Communication (IEC) and advocacy to improve healthy balanced diets based on locally available foods. Activities will also cover: (i) promoting infant and young child feeding practices; (ii) informing on ready-to-use therapeutic feeds for the rehabilitation of malnourished children and supplementary feeding to vulnerable children. This will build on existing actions and initiatives of NaNA and Ministry of Health (MOH) and other partners (NGOs).

Activity 1. TA provided through national expert and FAO technical expertise, collaborating with NaNA to conduct a rapid assessment of ongoing activities in

¹ Materials/equipment are to be provided under the GAFSP investment project supervised by the African Development Bank.

community-based nutritional education to review and identify capacities gaps). Based on findings, design (integrating lessons from ongoing experiences in the region) and implement short-term TOTs (five days each year) in each region for community-based leaders, village support groups, traditional communicators, members of Regional Health Teams, Community Health Nurses and other relevant stakeholders responsible for implementing community-based nutritional education programmes at household levels. Training topics will cover:

- improved nutritional approaches;
- basic food preparation, processing, preservation and storage for local consumption;
- growing nutritious local foods;
- demonstrations of food preparation and preservation with energy efficient technologies;
- infant and young child feeding practices;
- approaches to providing community and household nutritional advice, including IEC methods.

Action plans will be developed with work plans that define targets and mechanisms for Monitoring and Evaluation (M&E). The training will be led by an experienced national expert, with leadership from NaNA, with Ministry of Health;

Activity 2. TA provided through experienced national and international experts and NaNA and FAO technical advice in the implementation of community-based nutritional education programme to monitor and support activities and organize in-service trainings as needed (two per region) for nutritional facilitators, particularly village support groups. Organize three in-service two-day trainings (for 20 persons each) for two years of the project, topics will depend on conclusions of the M&E.

Activity 3. Working closely with NaNA, TA from national expert will assist in organizing social mobilization field day events covering improved nutritional practices, food preparation and processing and storage, prevention of malnutrition, home gardens and other relevant topics. One field day will be organized in each region over the life of the project. These will be led by NaNA and MOH in collaboration with involved the Civil Society Organizations (CSOs) and NGOs, community representatives and other collaborative partners.

Activity 4. TA of one national expert to advise NaNA in promoting awareness raising on causes, consequences and prevention of malnutrition through rural radio and TV programmes, with occasional guest speakers, call in talk shows, and other promotional media strategies.

Outcome Two:

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

Outputs contributing to Outcome 2:

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

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.

General description of activities linked to Outputs 2.1 and 2.2

Activities will include provision of TA to support NDMA and other structures in strengthening disaster management operations prioritizing decentralized levels - in alignment with the NDMA Policy and Act (2008). This includes introducing and building capacity at district and regional levels in contingency planning, coping strategies, and expanding access to food/cereals and seeds under periods of food insecurity, e.g. disaster risks. To date, little capacity development has been provided to these structures, and none in contingency planning. Aligned with this, TA will be provided to guide a participatory policy formulation process to create a national social protection policy framework.

Activities linked to Output 2.1 – Technical assistance provided to NDMA and to its decentralized NDMA committees in building capacities in disaster management planning, preparation and operations – this is in alignment with the NDMA Policy and Act (2008). Strengthening contingency planning skills and implementation capacity will be core topics. In complement, TA assistance will support NDMA in collaborating with local structures and building organizational capacities to manage seeds and cereal banks to ensure access to food/cereals and seeds during periods of food insecurity, e.g. disaster risks.

Activity 1. TA support provided through national and international expertise to assist in developing and implementing a programme to strengthen performance of NDMA, at national and decentralized levels, more specifically targeting all 26 District NDMA structures in the three regions of the project and including the three NDMA Regional structures. This will include a rapid capacity gap assessment, and training (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, preparing regional stocks); management of contingency resources (including procurement processes, financial management of emergency and other funds, etc); and periodic monitoring. Target audiences include Regional and District Disaster Management Committees and also central NDMA staff as appropriate.

Activity 2. A national service provider experienced in organizational capacity building, supported by FAO technical backstopping will provide assistance working with to design and implement a capacity building programme of FBOs and communities in the sustainable organization and management of emergency seed and cereal stocks. The model will be based on a proven capacity development strategy promoted by Action Aid in the Gambia (AATG). Training and also an exchange visit with other FBOs will be organized. A rapid capacity assessment will be conducted to identify partner FBOs, who will be given an initial grant to work with village committees to build capacity on procurement and management and operations and to mobilize surplus cereal purchases for storage.¹ M&E capacities of FBOs to monitor these committees will be vital.²

Activities linked to Output 2.2 TA provided to NDMA and NaNA through international and national expertise to support the formulation a social protection policy. This will be organized through wide stakeholder inclusiveness, reflecting priorities, interests and concerns of different stakeholders.

¹ Cereals are loaned to community members in need, who are required to repay. These will provide ready access to seeds and cereals at the time of need; reduce post harvest loss and stabilize prices. Initial grant will be financed by the investment fund (ADB).

² Of note, these activities will complement rehabilitation of a total of five existing cereal and seed banks and construction of ten new banks at strategic locations identified by communities, provided by the project under the supervision of the GAFSP investment supervising entity (ADB).

Activity 1. TA of a social protection international specialist with global experience, as well as 1 national expert and FAO backstopping support, to work with a multisectoral task force and NDMA responsible to lead the formulation process of a national social protection policy. A rapid needs assessment nationwide will be conducted to identify most vulnerable groups, their context, conditions, constraints and opportunities to build livelihoods and food and nutrition security. Stakeholder consultations will be organized (two per region), led by the task force, NDMA and NaNA.

Activity 2. The international social protection expert (TA) and FAO technical experts will provide support to the task force in drafting the policy, particularly sharing the many examples of social protection policy and programmes throughout Africa; drafting of a corresponding strategic plan for implementation of the policy will be included. A national validation workshop on the draft policy will be organized, followed by finalization of the document and submission to Cabinet for endorsement.

3.4 Sustainability

Economic and financial sustainability: project activities will reinforce the trade environment and opportunities for investments by smallholders for example through improving information systems, infrastructure, strengthening producer organizations, promoting private sector partnerships. Enabling and facilitating FBO and supply chain actors' access to matching grants for small-scale start-up equipment kits and infrastructures (through linkages with the ADB investment component) as well as to micro-finance strengthens beneficiary commitment and "ownership" and the increases the probability for sustainable activities and financial returns. Smallholder producer and agro-processor linkages with national supply chains and potentially with regional and international markets will strengthen their market integration. Linkages with private sector and supply chain actors in general including MFIs will contribute to FBOs' economic viability and the long-term impact of project interventions. Scaling up of interventions supported under the UTF project is planned for under the ADB investment component of the GAFSP project. This will provide the time essential for learning, sharing and consolidation of acquired skills and good practices that contributes to high performance and sustainability.

Institutional sustainability: Institutional capacity development is a cross-cutting feature integrated across project components, intended to ensure sustainability and effective performance. MoA has put priority on improving coordination and management in the sector, particularly in strengthening the M&E systems.¹ This project will work with MoA and ADB directly under a common PSU, and collaborate closely with other partners. This will result in cost savings as duplication will be avoided and better coverage will be achieved. The project will prioritize building institutional and organizational and management capacity of different actors and partners from public and private sector, including of various ministries and agencies, notably MoA, NaNA, NDMA, and including FBOs and civil society. This contributes to improved planning, implementation, management and sustainability of activities.

Physical sustainability: Stakeholder ownership and commitment to manage and operate structures supported by the project will be strengthened by participatory approaches used in design and implementation approaches (e.g. matching grants, demand driven). For example, management committees, responsible for operations and maintenance of irrigation schemes, will be formed and supported by the capacity support and technical assistance to ensure sustainability of infrastructures. FBOs will be supported to assume technical/physical and organizational responsibility of their equipment and infrastructures, accessed through matching grants. Cereal bank management committees will be strengthened to maintain and replenish stocks. As per Government policy, communities and committees in specific will be involved in and responsible for construction and maintenance of infrastructures such as cereal banks. School Food Management Committees and village committees will be supported to ensure continuation of nutritional education and garden activities.

Environmental Sustainability: The project will adhere to sustainable environmental practices and provide safeguards to project interventions based on principles of conservation and sustainability.

¹ For example Government request for IFAD support to improving M&E within CPCU.

National laws and other legislation that require Environmental Impact Assessments (EIA) will be enforced to ensure that environmental safeguards are integrated in activities designs (notably infrastructure). This project will ensure implementing institutions are made aware of and strengthened in their capacity development and technology transfer skills to ensure their adequate support to beneficiaries to mitigate and/or adapt to the impact of climate change, for example through applying smart agriculture practices.

3.5 Risks and Assumptions

Implementation of this project will not be without risks, although generally, they are expected to be low to moderate. Main risks have been identified and included in the logical framework at all levels of the results chain. This project and GAFSP more broadly, will not be an isolated process, it will be implemented through existing structures and experienced partners, many with ongoing activities on the ground. Duplication and overlap among projects and interventions are risks however, particularly with projects such as the FAO-implemented EU-MDG1 project and the new IFAD-supported National Agriculture Land and Water Management Development Project (NEMA) which have similar areas of intervention. A number of measures that promote synergies and effective collaboration will mitigate these potential problems. These include: all projects to be working under and planning through a strengthened Central Projects Coordination Unit (CPCU) (see below); ensuring good coordination and continuous sharing among projects supported directly by FAO; promoting exchange among decentralized project teams. Most interventions are based on proven approaches and/or focus on areas of intervention that have been successfully supported by ongoing or past programmes.

The risk of inappropriate targeting of those receiving training and other capacity development activities will be mitigated by conducting capacity development needs assessments. To mitigate any risk of insufficient gender mainstreaming and in promotion of the empowerment of women as economic actors and in leadership roles, the project will apply proactive targeting and conduct gender awareness and sensitization in all capacity development events, and ensure participation of the coordination team, national experts, and implementing partners. The project logical framework has specified gender targets across all activities, which will be monitored and reported. Attention to gender and youth throughout all supervision missions and evaluations will prevail.

Inadequate capacity of implementing partners and/or service providers to effectively implement the programme will be addressed through competitive recruitment, with provision of support and close supervision by FAO backstopping, monitoring and quality control through regular supervisions slated for twice annually. Sufficient availability of Government field staff, already somewhat thin on the ground, may present a risk to project implementation, notably concerning extension service staff operating in FFS/FBS activities. The incentives of sharpening and expanding existing knowledge and expertise and gaining new experiences in FFS methods will provide incentive for both experienced staff and also younger staff of MoA Adequate operating resources provided by the project for field activities will also serve as an incentive o staff who are often limited in coverage due to finance gaps.

Important assumptions key to the success of the project are: (i) continued Government support and commitment to invest in agriculture, food security and nutrition; (ii) active involvement, political, engagement and leadership of Government; (iii) effective collaboration with ADB and other relevant implementing partners and stakeholders (e.g.: FBOs, CSOs, NGOs and the private sector).

4. IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

4.1 Institutional Framework and Coordination

This project document has been developed in collaboration with Government of the Gambia, under the leadership of the MoA and close involvement of CPCU. ADB, in its role as the supervising entity of the GAFSP investment activities, has been involved since the initial design process and is partnering fully in the preparation and appraisal of the two projects to harmonize interventions.

A National Project Officer (NPO) will be appointed by the Government for managing the overall GAFSP, working under the CPCU. Under the NPO it is envisaged that a Project Support Unit (PSU) will be established responsible for overseeing implementation of the investment and TA components. The TA component managed by FAO will be implemented on behalf of the Government by a small team recruited by FAO, headed by a National Team Coordinator (NTC). The NTC will ensure smooth implementation based on annual work plans to be agreed upon jointly with the PSU, ADB and CPCU, and approved by the Project Steering Committee. The NTC will also be responsible for managing and reporting on required M&E (detailed further in 5.2 below). As mentioned above, high attention will be given by project teams and CPCU to ensuring synergy and complementarity of activities, notably between the investment and technical assistance components, and also with other projects working in the same target regions (EU-MDG1 and NEMA). The NTC will provide all necessary inputs to the NPO to produce the necessary progress reports and financial data. The Project Steering Committee will be the same multistakeholder Project Steering Committee overseeing the GNAIP, Chaired by the Permanent Secretary of MoA.¹

The NTC will follow the rules and guidelines of FAO in discharging her/his duties. She/he will be responsible for the delivery of the TA component on behalf of the Government, collaborating with experienced service providers to implement programmed activities, favouring national structures and organizations when possible to further strengthen national capacities. More specifically, FAO will operate in direct collaboration with MoA, working through Regional Directorates and with their staff (from relevant services such as extension, agribusiness, livestock, soil and water management, etc.) for implementation of Component One activities, and with NaNA, MOBSE and NDMA concerning Component Two. The FAO team will be located in the FAO Representation office for practical purposes.

The Lead Technical Unit (LTU) will be the FAO Investment Centre (TCI), who was the lead technical division responsible for the for formulation of the GAFSP proposal as well as the GNAIP. TCI will draw upon its own expertise and extensive knowledge of the Gambia, and the expertise in FAO technical divisions, from national institutes and service providers, national and international consultants, as well as international specialized agencies.

The content of the FAO-supervised technical assistance component will closely link and coordinate with ADB-supervised investment components. The technical areas covered by this TA component are consistent with and strictly follow the investment components of the GAFSP proposal approved by the GAFSP Steering Committee.

4.2 Strategy/Methodology

¹ Composition includes: MOA (Chairman), the CPCU (Secretary), Ministry of Economic Planning and Industrial Development (MEPID), Ministry of Trade, Employment and Regional Integration (MOTRIE), Ministry of Finance and Economic Affairs (MOFEA), Ministry of Local Government and Lands (MOLG&L), MOFWR, MOFEN, MOBSE, Ministry of Health and Social Welfare (MOHSW), Women's Bureau/MOA, Association of Non-governmental Organizations (TANGO), (Department of Agriculture (DOA)/MOA, NARI/MOA, Gambia Investment and Export Promotion Agency (GIEPA), Farmers Platform, Gambia Chamber of Commerce and Industry (GCCCI).

Impact pathways: Project interventions are designed to provide a *package of integrated support* that offers pathways to increase household incomes and attain positive impacts on food and nutrition. Intensification and diversification of production systems supported by this project will be based on an integrated farming systems approach that will address “availability” and quality constraints of food and nutrition, while also providing raw materials for value addition and boosting incomes. Improving sustainable production systems and productivity is central to increasing food and nutrition security and reducing poverty. Current production levels, primarily derived from subsistence and rain-fed agriculture, are well below potential. This results in major food-deficits (estimated between 40-50 percent) - having a direct effect on food and nutrition security and resilience to shocks. The gap is made up by commercial imports and food aid. Project focus on improving post-harvest processes through improved storage, value addition and commercialization contributes to increased and diversified revenue streams and spreading risk and building resilience to shocks. Women stand to benefit significantly from project support as they are primary producers in rice, horticulture, and small ruminant and poultry subsectors and central actors in meeting household consumption needs, food preservation and value addition activities.

Capacity development: the project will ensure appropriate targeting for capacity development activities through capacity needs assessments whenever possible. A careful capacity development and institutional needs assessment at project inception will ensure activities are the most suitable, needs-based and demand-driven. All TA activities notably capacity development support will be tailored and adapted to priorities, interests, and existing competency levels. Measures to promote sustainability will be mainstreamed in all activities, for example through development of action plans, follow up mentoring and coaching, and participatory monitoring and evaluation.

Beneficiaries of the TA project will come from within Government institutions and agencies, private sector, and mainly from the core target beneficiary group - rural producers, including smallholder farmers and entrepreneurs. Gender and youth mainstreaming will be systematically incorporated into the design and implementation of all activities. Sustainability of project impacts will be enhanced due to capacity development which will be sector-wide, not just specific to one institution or set of actors.

Farmer Field Schools (FFS): Field activities that will be supported in this project to improve sustainable production (covering issues of water management and irrigation, rice, food crops, horticulture production, and poultry small livestock production as well as post-harvest) will be organized mainly through the FFS approach¹. The project is intended to establish a solid basis comprising about 30 FFS overall, which will be scaled up through the GAFSP investment component managed by ADB. FFS is an innovative, participatory and interactive learning approach that emphasizes farmer-driven problem-solving. FFS comprise field-based learning groups, typically comprising 25-30 male and female farmers, backstopped by extension staff and increasingly facilitated by farmer facilitators. The FFS method builds farmer capacity to undertake participatory agro-ecosystem analyses of the performance of their current conventional production systems, and experiment with improved or new technologies –innovations they often identify themselves. Farmers assess results and adopt suitable practices. FFS builds farmer skills and capacity to defend their opinion and knowledge based, building self-confidence and empowerment.

The FFS approach emphasizes group learning and collective decision-making, typically through an intensive training followed by weekly meetings over the course of one-two growing seasons - requiring farmers to observe and discuss results. At project start-up, the project team and experts will technically design in detail the FFS activities, undertaking a rural assessments to identify the most appropriate models for implementation—concerning type and selection of facilitators, training and timeframe modalities for facilitators and sequence of FFS. It is envisaged in principle, that an estimated half of the identified facilitators could be lead farmers, including women, while the remaining would be extension

¹ Note the FBS approach follows the same principles and methodology, and will in this project address promotion of commercialization and market-linkages among FBOs.

staff from MoA and potentially staff from research (NARI). It is anticipated that a national expert trainer would be identified, given experiences from some projects and NGOs. Attention to building on existing expertise would be maximized by including MoA staff with experience working through FFS or similar approaches, including from previous SPFS activities¹. Priority topics to be covered and corresponding curriculum development for FFS are based on farmers' own learning priorities. These steps will be integral to the design of the FFS activity.

A FFS strengthens existing farmer skills and develops new capabilities. Capacity development in a FFS typically covers a wide and diverse range of issues, capabilities and skills including: technical, organizational, facilitation, economic, socio-cultural - including gender, etc. Participatory M&E is also an integral thematic area of the FFS curriculum. Special topics are often incorporated concerning wider livelihood issues - as needed, Government agencies and services and other stakeholders would be called up to contribute to special topics (e.g. NaNA, Food Technology Services, private sector). One important feature of FFS is encouraging exchange and building networks among FFS. These will be encouraged in the project, organized through field days, exchange visits.

Post-FFS activities are often planned that introduce follow-up topics such as value addition, income generating activities, marketing. Depending on implementation progress and the specific context, there is potential that FFS members supported in Component One activities focussed on production would graduate into FBS that to be supported in the commercialization activities. This will be encouraged if suitable.

It is important to maintain flexibility throughout implementation, concerning FFS and more broadly, activities under this project: (i) items and their associated costs provided in the attached budget are therefore indicative and should be adjusted through implementation; and (ii) systematic technical implementation support missions (twice annually), a mid-term assessment and evaluations will take place to review progress and adjust implementation.

4.3 Government Inputs

The Government will contribute to the TA component by committing staff in specific areas of interventions and thematic technical areas covered by the project. Key to the success of the project will be the accurate selection of Government staff targeted to receive capacity strengthening in the various fields identified for capacity development. It will be critical that public sector participants in 'training of trainers' (e.g. extension agents, teachers, community health workers) must be allowed to take time to train others within and outside their organizations.

As described in the GAFSP proposal, the Government will contribute to the GAFSP project largely through counterpart in kind contributions, including: (i) hosting the PSU; (ii) providing equipment, materials and staff; and (iii) collaborating in and mobilizing coordination with all stakeholders and partners. Beneficiaries, namely smallholders, FBOs, among others, are expected to contribute in kind by providing materials and unskilled labour, for a value equivalent to 10 percent of the proposed base costs. It is expected that base assets, such as land, water sources, will also be included in local contribution.

4.4 Development Partners Inputs

There has been active engagement of Development Partners (DPs) during the formulation of the GAFSP proposal (see GAFSP proposal Annex 9) –through consultations and field visits. DPs have been involved and are committed to align with GNAIP priorities through their investment programmes. Their continued involvement during GAFSP implementation will be essential. Currently, DPs are supporting a number of the GNAIP programmes (see GNAIP Annex for comprehensive DP portfolio). Alignment

¹ IFAD for example has promoted the Participatory Learning and Action Research (PLAR) approach in PIWAMP. The former FAO SPFS employed participatory extension approaches.

with these investment activities during GAFSP implementation is vital, and will ensure that capacities developed by the project are optimized and effectively used to implement investment operations supported by other partners. CPCU, with the mandate for coordinating projects and programmes in the sector, will play a vital role in ensuring effective coordination and alignment of this project with other complementary initiatives. Other activities, such as jointly organized field events, workshops, sector meetings (typically organized by FAO) will further encourage collaboration among partners.

IFAD, for example, a DP supporting investment operations in the Gambia in the sector is currently supporting several activities that will complement or be upscaled in the project. Noteworthy projects include: Participatory Integrated Watershed Management Project (PIWAMP), Livestock and Horticulture Development Project (LHDP) (co-financed with ADB); Rural Finance Project (RFP) supporting areas of irrigation, upland conservation, commercialization and promoting access to rural finance, which is coming to a close, and the just approved NEMA. IFAD also aims to provide capacity support to CPCU specifically in M&E. This will complement functional capacity development support to CPCU provided under GAFSP. Other partners' support of relevance include: World Bank-funded West Africa Agricultural Productivity Programme (WAAPP) and Growth and Competitiveness Project (GCP); EU-supported EU-MDG initiative with FAO and WFP as implementing agencies. Alliances will be strengthened with NGOs - particularly those engaged in similar activities, and ensuring coordination with those operating in the project target regions. It is likely that NGOs may partner directly with the project as service providers for implementation in specific activities: e.g. community nutrition education, cereal bank management, agro-processing activities, value chain development and commercialization.

On a global level, bilateral donors (e.g. Canada, Korea, Spain and United States of America) have financed the GAFSP, which is the source of fund of this TA component.

4.5 Technical Support/Linkages

The Lead Technical Unit for the project will be the Investment Centre (TCI), who will provide and assist in the coordination of backstopping and technical guidance throughout the lifetime of the project. Other technical divisions to be involved include the following: Rural Infrastructure and Agro-Industries Division (AGS), with divers expertise in areas of agribusiness, value chain development and market linkages, support to farmer-based organizations and agro-food industries; Plant Production and Protection Division (AGP), which has extensive expertise in good practices concerning sustainable crop production intensification, sustainable farm management including enhancing soil biodiversity, horticulture production, among others, particularly working through Farmer Field School approaches (FFS); the Nutrition and Consumer Protection Division (AGN), specialized in supporting sustainable approaches and improvements in nutrition, including among the most vulnerable groups; and other units as required.

The project team will assess and implement the divers FAO training toolkits and resources as appropriate to optimize FAO's knowledge base and global inventory of resources. FAO will draw upon suitable national and international expert consultants, mobilized under the supervision of TCI as LTU. The project will organize and optimize peer-to peer learning, exchanges, forum for sharing lessons among project beneficiaries and stakeholders to benefit from other's experiences and build linkages.

4.6 Management and Operational Support Arrangements

The project will be implemented through a Unilateral Trust Fund (UTF) agreement between the Government of the Gambia and FAO. Under this UTF, FAO will serve as the implementer of the TA component, headed by a small coordination team working closely with CPCU of the MoA and the GAFSP Project Support Unit (PSU), in direct collaboration with ADB, the co-Supervising Entity for investments. FAO internal rules and procedures for project implementation will be followed.

Operational support will be provided by the FAO Representation office in Banjul.

A more detailed explanation of the management structure of the project is explained in Section 4.1 above.

5. OVERSIGHT, MONITORING, MANAGEMENT INFORMATION, AND REPORTING

5.1 Oversight, Technical Support and Supervision and Reviews

FAO has been designated by Government to be the Supervising Entity (SE) for managing this TA Component of the GAFSP, comprised of both implementation and supervision responsibilities. This implies regular technical support and supervision visits - to assess progress, constraints and adjust implementation measures as required (tentatively every six months) to be coordinated with supervision missions of ADB. These missions imply active technical assistance. Support and supervision activities will consist of reviewing implementation progress and challenges, disbursement performance, level of satisfaction of participating stakeholders, administration and management issues, etc. with a view to provide guidance, orientation and improve implementation while also capturing successes and lessons learned. It is expected that the Lead Technical Officer (LTO) will participate in a number of the technical support and supervision missions, while other technical units will also be called upon, depending on the project work plan and implementation progress.

In order to mitigate the risk of conflict of interest, the two functions (implementation and supervision) will be the responsibilities of separate units in FAO. Implementation and technical support will involve the FAO Representation office (budget holder), TCI (lead technical unit) as well as a number of technical divisions. Operational supervision of the project, however, will be the responsibility of the Regional Office for Africa (RAF). RAF has the capacity for this work as it is staffed with one Senior Field Programme Officer and Field Programme Officers, whose terms of reference include supervision of projects in the region.

Technical support and supervision missions underline the importance of maintaining project flexibility. Flexibility in implementation is important because of the five -year nature of the project, and unanticipated effects including generated by other national events. Therefore, progress and specific gaps and needs will be reviewed periodically and activities revised if necessary, to ensure project success. A mid-term review will also be organized mid-way through the project in order to assess progress and re-orient project activities as needed and based on lessons learned.

5.2 Monitoring and Knowledge Sharing

A detailed logical framework has been created to serve as the basis for monitoring of project progress. The FAO Team Coordinator will have responsibility for the UTF M&E. The M&E procedures for this UTF will comply with FAO internal requirements as well as fulfil the GAFSP requirements, including core indicators for each component. A full time officer will be included in the PSU of the GAFSP and manage the M&E activities of the overall project. A baseline is envisaged to be conducted at project inception covering both the investment and technical assistance components of the GAFSP, to gather data against which project progress will be measured. This will be supported by the ADB (co-Supervising Entity). The FAO Team Coordinator in conjunction with the PSU/M&E Officer will prepare six-monthly progress reports based on ongoing monitoring and evaluation assessments, and a completion report (essentially a self-evaluation) for submission to PSU, CPCU, the Project Steering Committee and FAO within six months of the end of disbursement. As requested by Government, joint technical supervision missions of project progress (including both Supervising Entities and Government) is envisaged every six months.

Upon completion of the project, an independent evaluation report will be financed by ADB covering both investment and technical assistance components, the findings which will be transmitted to Government, GAFSP Secretariat and FAO. According to FAO policy on evaluation and in consideration

of the low budget size, no separate project evaluation conducted by FAO is anticipated during the duration of the project. However it is agreed that the TA component will be included in the final evaluation of the ADB, covering therefore the entire GAFSP project. In compliance with FAO Field Programme Circular 2011/11, the project will contribute to the OED-managed Trust Fund for evaluation of Technical Cooperation for Development (MTF/GLO/350/FZP).

As decided and approved by the GAFSP Coordination Unit,¹ no independent rapid non-experimental Impact Evaluation (IE) is required for the TA component during final review of project impact, as stipulated in the GAFSP regulations. It is advised however by GAFSP Secretariat that pertinent parts of the TA activities are integrated into the investment IE to be conducted by ADB. Throughout the lifetime of the project, the impact of capacity development activities will be measured, when feasible through the use of participatory M&E methods, which will be incorporated into the M&E design. These more qualitative findings will track and report effects and impacts on the quality, perceptions and attitudes of project support, using methods and tools to explain how and why results have been achieved or not. The qualitative, process-approaches will provide evidence and analysis concerning the level, relevance and application of knowledge, skills and practices developed.

5.3 Communication and Visibility

Communication is a vital aspect of the GAFSP, which was initiated during the proposal formulation, and continued through the preparation of the project design. Communication and awareness raising efforts will continue in this project during implementation, as there is a need to continuously communicate project aims and progress, importantly, measures and means of support available to all interested stakeholders and beneficiaries who can potentially participate and benefit from project support. The main communication means built into the project design will be: (i) organization of workshops including in the project regions; (ii) multistakeholder field days and agribusiness fora; (iii) radio, TV and news updates; (iv) communication on the GAFSP and FAO web sites.

5.4 Reporting Schedule

Reporting will be an important role of FAO as the supervising entity of this project. Reporting will follow FAO internal reporting procedures and requirement of the GAFSP. The FAO project team will prepare regular reports to the GAFSP Steering Committee in compliance with the GAFSP framework document and M&E Plan Guidelines. These reports will include financial reports and result reports.

The project team will produce **semi-annual progress reports** to review progress in implementation, achievements as well as challenges to be addressed. This six-month progress report is also required by the GAFSP Steering Committee. These reports will contain financial information, physical monitoring indicators of project activities and assessment of challenges. The project team will also comply with the Government of the Gambia reporting requirements, for monitoring financial, physical and process monitoring.

In addition, **annual activity reports** should be prepared at the end of each year to summarize annual achievements and define a programme of work for the following year.

A final **completion report** will be prepared within six months of the closure of the project so as to assess project performance, needs for further institutionalization of results and lessons learned from implementation.

ANNEX 1.1: ACTIVITY BUDGET

The following Annex 1.1 is the project budget broken down by activity. Annex 1.2 provides a summary breakdown of costs based on FAO Oracle categories, for internal FAO use.

Outputs/Activities	Unit	Q	Q	Q	Q	Q	Units	Unit cost	Total (USD)	% of total
		Y1	Y2	Y3	Y4	Y5	Total	(USD)		
A. Project Implementation staff (national staff)										
National coordinator	person/month	12	12	12	12	12	60	1 512	100 257	
Nutrition expert	person/month	12	12	12	12	12	60	1 296	85 935	
Admin Officer/Accountant	person/month	12	12	12	12	12	60	1 080	71 612	
Secretary	person/month	12	12	12	12	12	60	648	42 967	
Drivers	person/month	24	24	24	24	24	120	378	50 129	
Total Project Implementation staff (national staff)									350 900	25%
B. Technical Expertise										
Total technical expertise International consultants	person/days	26	0	32	45	0	103	400	41 200	
Total technical expertise national consultants	person/days	97	120	48	0	0	265	200	59 624	
Technical Support Services (TSS) - AGP	person/days	34	0	0	0	0	34	936	31 824	
TSS - AGS	person/days	15	0	0	0	0	15	936	14 040	
TSS - AGN	person/days	24	0	9	9	0	42	936	39 312	
TSS - Agricultural Development Economics Division (ESA): 5 headquarter days	person/days	0	0	0	5	0	5	936	4 680	
TSS - LTO Technical implementation support missions	missions	2	2	2	2	2	10	14 000	140 000	
TSS - Final report Operations and Resource Mobilization Service (TCSR)	lumpsum	0	0	0	0	1	1	7 550	7 550	
TSS - Provision for evaluation (Trust Fund)	lumpsum	0	0	0	0	1	1	15000	15 000	
Total B. Technical Expertise									353 230	25%
C. Contracts										
NGO contract	person/days	0	0	30	0	0	30	200	6 000	
Media campaign	lumpsum	1	0	0	0	0	1	2500	2 500	
Total contracts									8 500	1%
D. Equipment (non expendable)										
Office furniture	lumpsum	1	0	0	0	0	1	7 000	7 000	
Vehicles	piece	2	0	0	0	0	2	32 500	65 000	
Laptops	piece	4	0	0	0	0	4	1 000	4 000	

Printer/fax/scanner	piece	1	0	0	0	0	1	1 500	3 000	
ICT equipment	set	1	0	0	0	0	1	2 000	2 000	
Total equipment									81 000	6%
E. Short and Long Term Capacity Development Activities (Trainings/Study Tours/Workshops/Needs Assessment/Consultations)										
ToT workshop for ag. production	events	1	0	0	0	0	1	8 680	8 680	
FFS: 10 teams of 2 people facilitate 2 FSS each	events	0	20	0	0	0	20	1 300	26 000	
ToT workshop in upland soil management and erosion control	events	1	0	0	0	0	1	4 840	4 840	
FFS: 5 teams of 2 people facilitate 2 FSS each	events	0	10	0	0	0	10	1 300	13 000	
ToT in agro-processing, business management and marketing	events	0	1	0	0	0	1	8 680	8 680	
FBS: 10 existing and 10 new FBOs trained	FBS	0	10	10	0	0	20	1 000	20 000	
Trainings for other value chain actors	events	0	3	0	0	0	3	8 680	26 040	
Trade fairs (3 regional + one national)	lumpsum	0	0	3	1	0	4	5 000	20 000	
Agribusienss fora	lumpsum	0	0	0	1	0	1	5 000	5 000	
Training in market infrastructure management	events	0	0	1	0	0	1	7 300	7 300	
Trainings in MIS	events	0	0	1	0	0	1	3 050	3 050	
TOT delivered to primary and ECDC nutritional teachers	events	3	0	0	0	0	3	4 850	14 550	
In-service trainings on nutrition programme implementation	events	0	0	3	3	0	6	3 150	18 900	
Stocktaking events	events	0	0	0	3	0	3	1 550	4 650	
Exchange visits among school teachers to share lessons	visits	0	0	0	3	3	6	3 000	18 000	
Development and reproduction of termly school garden newsletter	newsletters	0	0	202	202	202	606	15	9 090	
TOTs in community-based nutritional education	events	3	0	0	0	0	3	2 550	7 650	
In-service trainings	events	0	0	0	3	0	3	2 550	8 850	
Field days	events	0	0	0	3	0	3	2 250	6 750	
Training NDMA	events	0	0	3	0	0	3	3 700	11 100	
Training FBO	events	0	0	1	0	0	1	3 050	3 050	
Exchange visits	visits	0	0	1	0	0	1	750	750	
Consultations	events	0	0	0	6	0	6	1 500	9 000	
National validation workshop	workshop	0	0	0	0	1	1	2 800	2 800	
Total E. Short and Long Term Capacity Development Activities									257 730	18%
F. Expendable Material										
Stationery and other materials	month	12	12	12	12	12	60	150	9 000	
Total F. Expendable Material									9 000	1%
G. Travel										
Travel TSS	lumpsum	23 620	4 970	4 940	4 940	0	38 470	n/a	38 470	

Travel international experts	lumpsum	4 850	0	9 580	15 660	0	30 090	n/a	30 090	
Travel national experts	lumpsum	6 180	5 700	2 640	2 640	900	18 060	n/a	18 060	
Total G. Travel									86 620	6%
H. General Operating Expenses										
Office administration, contribution to office utilities	year	1	1	1	1	1	5	5 000	25 000	
Communications	month	12	12	12	12	12	60	200	12 000	
Insurance	lumpsum	1	1	1	1	1	5	2 000	10 000	
Fuel	lumpsum	1	1	1	1	1	5	6 000	30 000	
O&M	lumpsum	1	1	1	1	1	5	3 700	18 500	
Total H. General Operating Expenses									95 500	7%
I. Contingencies									65 421	5%
Subtotal before Project Support Cost (PSC)									1 307 900	
J. Indirect Project Support Cost (7% of subtotal)									91 589	7%
TOTAL									1 399 489	100%

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ANNEX 1.2: SUMMARY ORACLE BUDGET

Oracle account (Parent/child)	Description	Total (USD)	% of total
5013/5551	Project Implementation staff (national staff)	350 900	
5013/5542	Total technical expertise International consultants	41 200	
5013/5570	Total technical expertise national consultants	59 624	
Total 5013	Consultants	451 724	32%
5027/6150	TSS AGN/AGS/AGP/LTO	229 856	
5027/6111	TSS - Final report TCSR	7 550	
5027/6116	TSS - Provision for evaluation (Trust Fund)	15 000	
Total 5027	TSS	252 406	18%
5014/5650	Contracts	8 500	1%
5021/5900	Travel	86 620	6%
5023/5920	Training	257 730	18%
5024/6000	Expendable Equipment	9 000	1%
5025/6100	Non-Expendable Equipment	81 000	6%
5040/6300	General Operating Expenses	95 500	7%
5029/6112	Projects Servicing Cost	91 589	7%
n/a	Contingencies	65 421	5%
TOTAL		1 399 489	100%

ANNEX 2: LOGICAL FRAMEWORK

Intervention Logic	Indicators	Baseline	Target	Means of Verification (MOV)	Important Risks and Assumptions
IMPACT					
Nutritional levels, food security and incomes of vulnerable households increased, based upon strengthened technical and organizational capacities	<ul style="list-style-type: none"> Level of overall food and nutrition security in project regions measured through the CFSVA tool¹, measuring food security and vulnerability Level of food security by months of food sourced from own production (self-sufficiency) <i>GAFSP CORE INDICATOR:</i> household income of direct beneficiaries <i>GAFSP CORE INDICATOR:</i> proportion of target population below the minimum level of dietary energy consumption, disaggregated by gender Number and proportion of malnourished children, as defined by underweight, stunting, wasting and micronutrient deficiency, disaggregated by gender 	<ul style="list-style-type: none"> 13.8.%² of households food insecure and vulnerable to food insecurity 3.17 months households able to source food from own production Household income of direct beneficiaries - baselines required? Average % of under-5years malnutrition in project regions: 24.3% underweight and 25.75% stunting 	<ul style="list-style-type: none"> reduction to 10% households food insecure and vulnerable to food security 5 months households able to source food from own production 10% increase of household income of direct beneficiaries Average % of under-5 years malnutrition decrease to: 20 % underweight; 20% stunting 	<ul style="list-style-type: none"> FAO/WFP/national census and data sources (CFSVA) M&E baseline data of investment operations 	<ul style="list-style-type: none"> Increased financing in support of GNAIP investment programmes Resources required for satisfactory implementation provided by both supervising entities (ADB and FAO) available in a timely and harmonized manner

¹ Comprehensive Food Security and Vulnerability Analysis

² Percent average for the three regions combined covered by the GAFSP project.

COMPONENT 1 – Support to Improved Agricultural Practices and Commercialization					
OUTCOME 1					
Smallholder farmers have adopted improved agricultural practices that increase levels of productivity	<ul style="list-style-type: none"> Proportion (as a percentage) of trained farmers who have adopted improved practices promoted in trainings disaggregated by gender Number of hectares managed with productivity-enhancing practices 	<ul style="list-style-type: none"> 0 0 	<ul style="list-style-type: none"> 50%, at least 30% women 900 hectares – estimated 1ha per FFS participant 	GAFSP Project reports	<ul style="list-style-type: none"> Active engagement of trainers e.g. extension staff and lead farmers Interest and willingness of smallholder farmers to adopt new practices New practices are affordable and yield good financial returns Implementation of FFS programme following TA-supported TOTs financed by investment component (ADB)
OUTPUT 1.1					
Smallholder farmers trained in sustainable rural and peri-urban agriculture and	<ul style="list-style-type: none"> <i>[GAFSP core indicator #2]:</i> number of client days of training to raise agricultural productivity provided to scientists, extension 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 6240 (estimated at 10 days support per FFS of 30 persons each plus 	GAFSP project reports	<ul style="list-style-type: none"> Trainers are available and have competencies

organizational management, enabled to identify and implement activities in support of agricultural development in partnership with relevant service providers and other stakeholders	<ul style="list-style-type: none"> agents, agro-dealers, farmers, community members, disaggregated by gender Number of smallholder rural farmers and their organizations trained, disaggregated by gender Level of trainee satisfaction of trainings and support provided 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 24 trainers), globally 50% women 600 farmers through 20 FFS; 30 % women 75% levels of satisfaction of trainings 	Training reports and evaluation reports	in training, including to the extent possible notably lead farmers
ACTIVITIES (Output 1)					
Learning and training needs assessment of trainers	<ul style="list-style-type: none"> Training needs assessment performed (0=no/1=yes) 	0	1	GAFSP project reports	<ul style="list-style-type: none"> Training and learning needs of recipients properly identified through well designed questionnaires
Selection of trainers	<ul style="list-style-type: none"> Recruitment contract signed (0=no/1=yes) Proportion of lead smallholder farmers amongst trainers (%) 	0 0	1 25%	GAFSP project reports	<ul style="list-style-type: none"> Proven capacity of trainers (lead smallholders in particular) to perform the trainings Government commitment to involve its staff in the trainings
Economic appraisal to ascertain the feasibility of proposed production models for identified commodities	<ul style="list-style-type: none"> 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	GAFSP project reports	<ul style="list-style-type: none"> Study finalized in a timely manner to serve as a knowledge tool for training module design

Design of a technical training package for smallholder producers	<ul style="list-style-type: none"> • Technical training package produced (0=no/1=yes) 	0	1	GAFSP project reports	<ul style="list-style-type: none"> • Adequate and current information available for preparing economic and feasibility appraisal
Training programme implementation through FFS	<ul style="list-style-type: none"> • Number of trainers trained, disaggregated by gender • Number of farmer field schools (FFS) organized • Number of participants attending FFS, disaggregated by gender • Level of satisfaction among smallholder trainees benefitting from trainings and support 	<ul style="list-style-type: none"> • 0 • 0 • 0 • 0 	<ul style="list-style-type: none"> • 24, 25% women • 20 • 600, 30% women • 75% satisfaction levels among trainees 	GAFSP project reports Participant evaluation reports	<ul style="list-style-type: none"> • Government commitment to involve its staff in the trainings • Lead farmer and trainee availability despite workloads
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	<ul style="list-style-type: none"> • <i>[GAFSP core indicator #2]:</i> number of client days of training to raise agricultural productivity provided to scientists, extension agents, agro-dealers, farmers, community members (disaggregated by gender) • Number of smallholder rural farmers and their organizations trained, disaggregated by gender • Level of satisfaction among smallholder trainees benefitting from trainings and support 	<ul style="list-style-type: none"> • 0 • 0 • 0 	<ul style="list-style-type: none"> • 3120 (estimated at 10 days support per FFS of 30 persons each plus 10 trainers) • 300 organized in 10 FFS, 30% women • 75% levels of satisfaction with training among trainee smallholder farmers 	GAFSP project reports Training evaluation reports	<ul style="list-style-type: none"> • Trainers are lead smallholder farmers to the extent possible

ACTIVITES (Output 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).	<ul style="list-style-type: none"> Survey finalized and upland rice production sites identified 	0	1	GAFSP project reports	<ul style="list-style-type: none"> Survey results delivered in a timely manner in order to prepare the training package Government commitment to involve staff
Design of training programme through FFS and farmer-to-farmer exchanges - trainings to address production technologies, soil management and erosion control (including afforestation)	<ul style="list-style-type: none"> Training programme designed (0/1) 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> GAFSP project reports notably training programme design Participants evaluation 	<ul style="list-style-type: none"> Government commitment to involve its staff in the trainings
Implement training programme for upland activities	<ul style="list-style-type: none"> Number of trainers trained, disaggregated by gender Number of FFS organized Number of participants attending FFS, disaggregated by gender 	<ul style="list-style-type: none"> 0 0 0 	<ul style="list-style-type: none"> 12, 25% women 10 300, 30% women 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Government commitment to involve its staff in the trainings Farmers available despite workloads
OUTCOME 2					
Smallholder farmers' engagement in commercialization activities broadened	<ul style="list-style-type: none"> Percent of smallholder farmers claiming improvements in access to markets 	<ul style="list-style-type: none"> 0 0 	<ul style="list-style-type: none"> 50%, 50% women 50%; 50 % women 	GAFSP project report GAFSP supervision and evaluation reports	<ul style="list-style-type: none"> Reduced market activity/ exchanges due to limited

	<ul style="list-style-type: none"> Percent of smallholder farmers claiming improvements in access to market information Percent of smallholder farmers claiming improvement in the marketing of their products Percent of agribusinesses supported by project operating effectively in market activities¹ 	<ul style="list-style-type: none"> 0 0 	<ul style="list-style-type: none"> 50%, at least 50 % women 60%; 50% operated by women 		<ul style="list-style-type: none"> market demands Timely delivery of agribusiness equipment and supplies to smallholder enterprises by ADB
OUTPUT 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	<ul style="list-style-type: none"> <i>[GAFSP core indicator #18]:</i> 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 Number of client days of training and number of trainees on agro-processing, disaggregated by gender Level of satisfaction among smallholder trainees benefitting from trainings and support 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 6740 (estimated at 10 days support per FBS. 20 FBS of 30 persons each) + 45 supply chain actors/5days + 24 trainers/10d + 40 market managers/5days + 15 MIS staff/5days) As above for FBO specifically - 6000 (estimated at 10 days support per FFS. 20 FFS of 30 persons each), at least 50% women 75% level of satisfaction 		<ul style="list-style-type: none"> Interest and involvement of wide range and types of supply chain actors
ACTIVITIES (Output 1)					
Selection of trainers	<ul style="list-style-type: none"> Recruitment contract signed (0=no/1=yes) 	0	1	GAFSP project reports	<ul style="list-style-type: none"> Government commitment to

¹ Measured by financial rate of return

					<ul style="list-style-type: none"> involve its staff in the trainings; Lessons learned and success stories collected to integrate into training programme
Learning and training needs assessment of trainers	<ul style="list-style-type: none"> Training needs assessment performed (0=no/1=yes) 	0	1	GAFSP project reports	<ul style="list-style-type: none"> Training and learning needs of recipients properly targeted through well designed questionnaires
Conduct rapid agri-food supply chain appraisal	<ul style="list-style-type: none"> Study finalized (0=no/1=yes) 	0	1	GAFSP project reports	<ul style="list-style-type: none"> Study finalized in a timely manner to inform training design
Develop a training package for targeted supply chain actors, notably including smallholder FBOs, private input dealers and agro-processors	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Number of modules to be determined by rapid analysis and needs assessment (Yr1) 1 	GAFSP project reports	<ul style="list-style-type: none"> Conclusions of the value-chain analysis/agri-food supply chain appraisals satisfactory, timely to inform design
Training program implementation through FBS, trainings and exchanges	<ul style="list-style-type: none"> Number of trainers trained, disaggregated by gender Number of FBS held Number of participants attending FBS, disaggregated by gender 	<ul style="list-style-type: none"> 0 0 0 0 (baseline to confirm) 	<ul style="list-style-type: none"> 24; 25% women 20 600, 50% women 45, 30% women 	GAFSP project reports Participants evaluation	<ul style="list-style-type: none"> Government commitment to involve its staff in the trainings Supply chain actors' interest

	<ul style="list-style-type: none"> • Number of supply chain actors trained in commercialization • Level of satisfaction among smallholders benefitting from FBS, trainings and support 		<ul style="list-style-type: none"> • 75% levels of satisfaction 		and availability to participate despite workloads
OUTPUT 2					
Market information systems and infrastructure management improved, with appropriate measures to ensure food quality and safety	<ul style="list-style-type: none"> • Number of market managers trained, disaggregated by gender • Number of market committees trained, disaggregated by gender • Number of MIS staff trained, disaggregated 	0 0	<ul style="list-style-type: none"> • 20 persons, 30% women • 20 committees including 40 persons total, 30% women • 15 MIS staff trained, 25% women 	GAFSP project reports	<ul style="list-style-type: none"> • Implementation of market infrastructure investments (ADB-supported) and management interventions (FAO-supported) adequately harmonized • Quality control laboratory to test food and environmental samples to check the efficiency of food safety measures
ACTIVITIES (Output 2)					
Conduct training on food quality, food standards and food safety for market managers and market committees	<ul style="list-style-type: none"> • Number of persons trained, disaggregated by gender • Number of days of training on better food safety and quality management provided 	<ul style="list-style-type: none"> • 0 • 0 	<ul style="list-style-type: none"> • 40 persons trained, 30% women • 5 days of training • 75% levels of satisfaction with 	GAFSP project reports Participants evaluation	<ul style="list-style-type: none"> • Availability and commitment of market managers and market committees

	<ul style="list-style-type: none"> • Level of satisfaction among trainees benefitting from trainings and support 		training among trainees		
Design and conduct training on data collection, analysis and dissemination of information for staff operating Market Information Systems	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 0 • 0 	<ul style="list-style-type: none"> • 15 persons trained, 25% women • 5 days of training • 75% levels of satisfaction with training among trainees 	GAFSP project reports	<ul style="list-style-type: none"> • Availability and commitment of MIS operators/field staff
COMPONENT 2 – Strengthening Capacity to Improve Nutritional Practices and Resilience					
OUTCOME 1					

<p>Strengthened human, organizational and national capacities to raise nutritional levels of children and vulnerable rural households in a sustainable manner</p>	<ul style="list-style-type: none"> • Percent of decrease in levels of household child malnutrition (e.g. under 5 years) (e.g. percent of under-five children wasted (too thin for their height) and stunted (too short for their age); • Percent of improved nutritional levels of households (e.g. food diversity, levels of micro-nutrients, etc.) 	<ul style="list-style-type: none"> • 13.8.% of households food insecure and vulnerable to food insecurity;¹ Average % of households below poverty line in project region is 64.9%;²; 3.17 number of months households able to source food from own production; Average % of under-5years malnutrition: 24% underweight; 25.75 stunting 	<ul style="list-style-type: none"> • Reduction to 10% of household food insecure and vulnerable to food insecurity; Average % of households below poverty line in project regions is 64.9%;³); • Average of 5 months households able to source food from own production; • Average % of under-5years malnutrition decrease to: 20 % underweight; 20 % stunting 	<ul style="list-style-type: none"> • MICS • National Nutritional surveys • Food Security Profiles 	<ul style="list-style-type: none"> • Timely and accurate national surveys conducted systematically • Government commitment to food and nutritional security sector • Favourable climatic conditions
<p>OUTPUT 1</p>					
<p>Knowledge, skills and awareness of best practices of key stakeholders in primary education and early childhood development</p>	<ul style="list-style-type: none"> • (GAFSP indicator #41) Number of primary school and ECDC-related stakeholders who have benefitted from training, technical assistance, disaggregated by beneficiary group and gender 	<ul style="list-style-type: none"> • 67 teachers and school managers trained in nutritional education 	<ul style="list-style-type: none"> • 120 additional teachers and school managers trained in nutritional 	<ul style="list-style-type: none"> • MOBSE and NaNA annual reports • GAFSP project reports • MICS 	<ul style="list-style-type: none"> • Commitment and involvement of NaNA, MOBSE and schools'

¹ 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.

² From PAGE (2011-2015) using 2010 USD 1.25/day data.

³ From PAGE (2011-2015) using 2010 USD 1.25/day data.

centres in good nutritional and agricultural practices increased	<ul style="list-style-type: none"> • Number of primary and ECDC schools implementing improved nutritional programmes • Number of schools implementing agricultural demonstrations • Number of students with increased knowledge of good nutrition and nutritional practices, disaggregated by gender 	<ul style="list-style-type: none"> • (unknown) schools implementing nutritional education programmes – baseline required • (unknown) schools implementing agricultural demonstrations (e.g. gardens) – baseline required 	<p>education, 30% women</p> <ul style="list-style-type: none"> • 101 schools implementing nutritional education programmes • 101 schools implementing agricultural demonstrations (e.g. gardens) • 75% of students of total 38,380 in 101 in schools with knowledge of good nutritional practices (28,785 students) 	<ul style="list-style-type: none"> • National Nutritional surveys • Food Security Profiles 	leadership and staff
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 (TOT) on revised curricula and IEC.	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 0 • Existing curricula and manuals for primary and ECDC education nutritional programmes • 67 number school teachers trained in nutritional education programme (CRR-25; LRR-17; WCR-25) 	<ul style="list-style-type: none"> • 1 • Revised curricula for primary and ECDC education nutritional programmes • 3 TOT delivered to primary and ECDC nutritional teachers • 120 teachers trained in nutritional education programme, 30% women 	<ul style="list-style-type: none"> • MOBSE and NaNA reports • GAFSP project reports • Training reports 	<ul style="list-style-type: none"> • NaNA, MOBSE and Schools committed to and allocating time to nutritional programme

<p>2. Monitor and provide technical advice to schools on nutrition programme implementation, and organize 6 in-service trainings based on gaps</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Existing nutrition education curricula and garden manual • 0 in-service training 	<ul style="list-style-type: none"> • 101 visits • 6 In-service trainings completed • 120 participants (40 persons/each) 30% female participants 	<ul style="list-style-type: none"> • MOBSE and NaNA reports • GAFSP project reports 	<ul style="list-style-type: none"> • NaNA, MOBSE and Schools committed to and allocating time to nutritional programme
<p>3. Conduct regional stocktaking 2-day workshops in each region to share findings, exchange on best practices and lessons learnt on nutrition education</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 3 regional stocktaking events organized, 1 per region • 20 participants participating in each regional stocktaking, 30% women • 6 exchange visits organized for 60 people total (10 people each) ,30% women 	<ul style="list-style-type: none"> • GAFSP project reports • MOBSE and NaNA reports • Stocktaking workshop reports • Exchange visit reports 	<ul style="list-style-type: none"> • NaNA, MOBSE and Schools committed to and allocating time to nutritional programme
<p>4. Technical support to the development and reproduction of school garden and nutrition newsletter, disseminated annually to all schools of project area</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 1 • 606 newsletters distributed (1/each school twice a year) for three years 	<ul style="list-style-type: none"> • Newsletter • GAFSP project reports • MOBSE and NaNA reports 	<ul style="list-style-type: none"> • NaNA, MOBSE and Schools committed to and allocating time to nutritional programme • Available services for publication and reproduction
<p>OUTPUT 2</p>					

<p>Increased knowledge, skills and practices of rural households in communities of the project in good nutrition, food preparation and processing, targeting mothers in particular</p>	<ul style="list-style-type: none"> • (GAFSP indicator #41) Number of stakeholders who have benefitted from training, technical assistance, disaggregated by beneficiary group and gender • Number of households with Improved knowledge of good nutrition • Number of household implementing improved nutritional practices, including implementing kitchen gardens • Increased consumption and nutritional levels of household members, notably among children under 5 years 	<ul style="list-style-type: none"> • 2768 Village Support Group (VSG) members and 41 Community Health Workers trained in improved community nutritional practices in project regions¹ • XX households having received nutritional training • Baseline assessment required 	<ul style="list-style-type: none"> • 120 persons trained • 5 000 households having received nutritional training • 80% of households benefitting from support with Improved good nutrition awareness • 75% of households benefitting from support implementing improved nutritional practices, including implementing kitchen gardens • Increase of 15% in nutritional levels of household members having benefitted from support, notably among children under 5 years 	<ul style="list-style-type: none"> • GAFSP project reports • MOH and NaNA reports 	<ul style="list-style-type: none"> • NaNA, MOH and decentralized staff and committees committed to allocating time to supporting community-based nutritional programme
<p>ACTIVITIES (Output 2)</p>					
<p>1. Conduct Training of Training (TOT) for community-based leaders,</p>	<ul style="list-style-type: none"> • Number of stakeholders who have benefitted from training, 	<ul style="list-style-type: none"> • 2768 community based Village 	<ul style="list-style-type: none"> • 3 TOTs completed in community-based nutritional 	<ul style="list-style-type: none"> • GAFSP project reports 	<ul style="list-style-type: none"> • NaNA, MOH and decentralized

¹ VSGs were trained on maternal, infant and young child nutrition, environmental sanitation, personal hygiene and growth monitoring and promotion. These do not cover all aspects of the GAFSP community-based nutritional education support programme.

<p>Community health workers, village support groups, traditional communicators to implement community-based nutritional education programme. Development of action plans for follow up</p>	<p>disaggregated by category of beneficiary group and gender</p> <ul style="list-style-type: none"> • 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 	<p>Support Group (VSG) members and 41 community health care workers already received some training</p> <ul style="list-style-type: none"> • 0 Action Plans 	<p>education (1 each project region)</p> <ul style="list-style-type: none"> • 60 stakeholders (most from VSGs) trained in community-based nutritional education, 50% women • 60 Action Plans prepared to implement community-based nutritional education 	<ul style="list-style-type: none"> • MOH and NaNA reports • Training reports • Action Plans 	<p>staff and committees committed to allocating time to supporting community-based nutritional programme</p> <ul style="list-style-type: none"> • Training recipients are properly targeted
<p>2. 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</p>	<ul style="list-style-type: none"> • 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 (IST) organized for nutrition facilitators, participants disaggregated by gender 	<ul style="list-style-type: none"> • 0 (baseline required) • 0 (baseline required) • 0 • 0 • 0 	<ul style="list-style-type: none"> • 1 200 sessions (4 per trainer annually or 240 sessions per year) • 12 000 persons (at least 10 persons per session), 75% female participants • 75% satisfactory ratings • 5 000 households (1 000/year, 15 households per trainer per year) • 3 in-service trainings, 50% women 	<ul style="list-style-type: none"> • GAFSP project reports • MOH and NaNA reports • Progress reports on Action Plans • In-service training reports 	<ul style="list-style-type: none"> • NaNA, MOH and decentralized staff and committees committed to allocating time to supporting community-based nutritional programme

	<ul style="list-style-type: none"> • 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 		<ul style="list-style-type: none"> • 65% of households adapting nutrition/food preparation practices • 50 % of households receiving guidance (e.g. Vit A, micronutrients, bio-fortification) and improved nutrition services, disaggregated by gender, category of household 		
3. Organize social mobilization and field day events on improved nutritional practices and relevant topics.	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 3 field days organized (1per region) on improved nutrition, food security practices, • 225 persons or 75 participants attending each field day organized over the course of the project, 60% female participants 	<ul style="list-style-type: none"> • GAFSP project reports • MOH and NaNA reports • Field day reports 	<ul style="list-style-type: none"> • NaNA, MOH and decentralized staff and committees committed to allocating time to collaborating with GAFSP community-based nutritional programme
4. Organization of awareness raising on causes and prevention of malnutrition promoted through rural radio, TV and other media strategies	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 0 (baseline required) 	<ul style="list-style-type: none"> • 10 rural radio programmes featuring improved nutritional practices 	<ul style="list-style-type: none"> • GAFSP project reports • MOH and NaNA reports • Registered radio and TV copies 	<ul style="list-style-type: none"> • NaNA, MOH and decentralized staff and committees commitment

			<ul style="list-style-type: none"> • 3 TV promotional programmes focused on improved nutrition and food security 		<ul style="list-style-type: none"> • Interest and available time slots in national media circuits
OUTCOME 2	•	•	•	•	•
Reduced risk and vulnerability to disasters on a sustainable basis through improved community resilience and a supportive social protection policy	<ul style="list-style-type: none"> • 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 • Number of NDMA committees capable of developing and carrying out disaster contingency plan activities through inclusive processes • Number of communities with improved resilience and coping strategies to risk promoting rapid recovery 	<ul style="list-style-type: none"> • Average 6 months of acute household vulnerability, e.g. hungry season • 0 NDMA committees able to support community-based contingency plans developed through inclusive consultative processes 	<ul style="list-style-type: none"> • 2-3 months of acute household vulnerability, e.g. hungry season • 26 NDMA district and 3 regional committees capable of supporting community-based contingency plans developed through inclusive consultative processes; • 60% communities in project region having adopted improved resilience and coping strategies to risk 	<ul style="list-style-type: none"> • GAFSP project reports • Vulnerability National reports from NDMA, FAO, WFP, MOH 	<ul style="list-style-type: none"> • Government commitment, NDMA leadership, and engagement at decentralized levels to implement Disaster Risk Reduction (DRR)/Disaster Risk Management (DRM) activities
OUTPUT 1					

<p>Improved local disaster risk contingency planning and preparation, and strengthened household coping strategies</p>	<ul style="list-style-type: none"> • Number of contingency plans prepared through inclusive processes • Number of stakeholders engaged in contingency planning, disaggregated by gender and beneficiary group • Level of reduction of proportion of malnourished children under 5 years (wasting) throughout the year 	<ul style="list-style-type: none"> • 0 contingency plans prepared through inclusive processes . • 0 stakeholders engaged in contingency planning, disaggregated by gender and beneficiary group . • Level of reduction of proportion of malnourished children under 5 years (wasting) throughout the year 	<ul style="list-style-type: none"> • 26 contingency plans prepared through inclusive processes • 1 300 stakeholders (50 per community) engaged in contingency planning, 50% women and identified by beneficiary group • Reduction to 20% of malnourished children under 5 years (wasting) throughout the year 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
ACTIVITIES (Output 1)					
<p>1. Conduct rapid assessment of performance levels and effectiveness of decentralized NDMA structures, and train 26 district and 3 regional NDMA structures in decentralized contingency planning. Target audiences include Regional and District Disaster Management Committees</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 0 • 0 district and regional trainings conducted 	<ul style="list-style-type: none"> • 1 • 3 NDMA district/regional trainings completed (1 per region) • 90 NDMA members trained, 30% women 	<ul style="list-style-type: none"> • Assessment report • Training reports • GAFSP project reports 	<ul style="list-style-type: none"> • Government commitment, NDMA leadership, and engagement at decentralized levels to implement DRR/DRM activities

<p>2. 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</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 1 • 3 FBOs selected • 1 training for 15 FBOs member completed, 30% female participants • cereal bank committee members from 15 committees trained in management and cereal bank restocking, 30% female participants • 1 exchange visit completed • 15 cereal bank committee members benefitting from training and exchange visits, 30% who are female 	<ul style="list-style-type: none"> • Training reports • Exchange visit report • GAFSP project reports 	<ul style="list-style-type: none"> • Sufficient capacity of NGO service provider • Adequate planning and timely allocation of project resources (ensuring harmonization of SEs' dispersion)
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OUTPUT 2					
A national social protection policy prepared, and submitted to Cabinet for endorsement, reflecting community and stakeholder representation, interests and priorities, drawn from an inclusive, participatory stakeholder engagement	<ul style="list-style-type: none"> Multi-actor taskforce in place representing relevant categories of government and civil society, disaggregated by gender Proportion (%)and range of different stakeholder groups including from different regions of the country and gender engaged in the policy formulation process for social protection 	<ul style="list-style-type: none"> 0 0 	<ul style="list-style-type: none"> 1 Inclusive representation of stakeholders involved in policy formulation process e.g. 50% who are women and identified proportion of other vulnerable livelihood categories, rural/urban 	<ul style="list-style-type: none"> Policy document GAFSP project reports National validation of draft policy report GAFSP project reports 	<ul style="list-style-type: none"> Government commitment and involvement to promote social protection policy formulation
ACTIVITIES (Output 2)	•	•	•	•	•
1. 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	<ul style="list-style-type: none"> Established task force in place, disaggregated by gender Needs assessment report of situation context of vulnerability and coping strategies prepared (0=no/1=yes) 	<ul style="list-style-type: none"> 0 0 	<ul style="list-style-type: none"> 1, 30% women 1 	<ul style="list-style-type: none"> Need assessment report GAFSP project reports 	<ul style="list-style-type: none"> Government commitment and involvement to promote social protection policy formulation
2. Organize stakeholder consultations led by the task force and NDMA at central and regional levels	<ul style="list-style-type: none"> (GAFSP indicator #39) Number of consultations completed, disaggregated by location, beneficiary group 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 6 consultations completed Inclusive of different 	<ul style="list-style-type: none"> GAFSP project reports 	<ul style="list-style-type: none"> Government commitment and involvement to

<p>concerning the policy formulation. Draft the policy with task force. Initiate drafting of a strategic plan for policy implementation</p>	<ul style="list-style-type: none"> • Number persons attending regional and national consultations, disaggregated by beneficiary group and gender • Policy draft prepared • Strategic plan for implementation outline prepared 		<p>stakeholder groups</p> <ul style="list-style-type: none"> • 300 persons participating in policy formulation consultations, 50% women and stakeholder categories identified • Draft policy • Draft outline of strategic plan for implementation 	<ul style="list-style-type: none"> • Consultation reports • Draft policy • Draft outline of strategic plan for implementation 	<p>promote social protection policy formulation</p>
<p>3. Organize a national validation workshop on draft policy, support finalization, and submission to Cabinet. If the policy is endorsed, print copies for distribution</p>	<ul style="list-style-type: none"> • (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 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • Draft policy validated/adapted during national validation workshop • 75 persons attending national workshop representing multistakeholder groups at least 35% women participants 	<ul style="list-style-type: none"> • Draft policy • Workshop report GAFSP project reports 	<ul style="list-style-type: none"> • Government commitment to promote social protection policy formulation

**ANNEX 3: DRAFT WORK PLAN - for main project activities
June 2013 - June 2017**

Activities	Y1			Y2			Y3			Y4			Y5		
	T1	T2	T3	T1	T2	T3	T1	T2	T3	T1	T2	T3	T1	T2	T3
Recruitment of Project Team	X														
Work planning & finalization of M&E system	X														
Economic commodity appraisal & learning needs assessment	X														
Training design & TOT for lowland production & upland soil mgmt/erosion control		X	X	X	X	X									
Support to FFS				X	X	X									
Supply chain actor appraisal & needs assessment		X	X												
Training design and TOT for FBO commercialization - supply chain actors		X	X	X	X	X									
Design of FBS TOT		X	X												
Support to FBS				X	X	X	X	X	X						
Trade fairs (3/region &1/Banjul)							X	X	X		X				
Agribusiness forum											X				
Design & implementation of training on market standards & mgmt.								X	X						
Design & implementation of training on market information systems (MIS).								X	X						
Nutrition education curricula revision & TOT design for nutrition educators		X	X												
TOT for nutrition educators			X												
Monitoring of nutrition education & in-service trainings				X	X	X	X	X	X	X	X	X			
Exchange visits & stocktaking events for nutrition educators										X	X	X	X		

Activities	Y1			Y2			Y3			Y4			Y5		
	T1	T2	T3	T1	T2	T3	T1	T2	T3	T1	T2	T3	T1	T2	T3
Nutrition & school garden newsletters							X		X	X		X	X		X
Design & TOTs for community-based nutritional education		X	X												
Monitoring of community-based nutritional education & follow-up trainings				X	X	X	X	X	X	X	X	X	X	X	
Nutrition field days										X	X	X			
Needs assessment, design & training of NDMA structures in risk management							X	X	X						
FBO training for community-based emergency seed-cereal banks							X	X	X						
Vulnerability assessment & stakeholder consultations for social protection policy							X	X	X						
Policy drafting & national validation workshop								X	X	X	X	X			
Joint implementation supervision/support missions		X	X	X		X		X	X		X	X	X	X	
Joint final evaluation of GAFSP project															X

ANNEX 4: TERMS OF REFERENCE FOR LONG-TERM NATIONAL PERSONNEL

GLOBAL AGRICULTURE FOOD SECURITY PROGRAMME (GAFSP)

Technical Assistance Component

National Team Coordinator

General Responsibilities: In direct collaboration with the GAFSP National Project Director (NPD) of the Project Support Unit (PSU), under overall oversight of the Central Project Coordinating Unit (CPCU) coordinating all donor funded projects in MoA, under the operational supervision of the FAO Representative (FAOR) in the Gambia, working closely with the Assistant FAOR in Charge of Programmes and the Lead Technical Unit (TCI), the FAO National Team Coordinator will be responsible for delivery of the Global Agriculture Food Security Programme (GAFSP) TA component on behalf of the Government of the Gambia, including all aspects of day-to-day running of the office, human resources, financial, administrative and operational management.

Specific Tasks:

- supervise and oversee the activities of national project staff and national and international consultants to ensure smooth project implementation;
- organize and manage the recruitment process of project staff and the identification of national service providers;
- collaborate closely with the NPD, CPCU, Lead Technical Unit (FAO Investment Centre - TCI) and the FAOR in determining implementation strategies and phasing and the application of project resources;
- prepare, submit and monitor annual work plans and budgets together with financial and all technical progress reports in conjunction with the NPD and in liaison with the Budget Holder;
- be responsible for adequate preparation, implementation and reporting of monitoring and evaluation of TA activities in accordance with FAO requirements, collaborating with the PSU in particular during the joint final project evaluation;
- liaise with the FAOR to ensure timely and appropriate transfer of project funds;
- facilitate consistent communication, reporting and collaboration with relevant partners of the project, e.g. the Project Steering Committee, Government of the Gambia, counterparts in the concerned ministries and agencies, the CPCU, the GAFSP PSU and project virtual task force;
- ensure effective planning and implementation of technical activities in liaison with the PSU and relevant Government agencies, providing technical orientations when possible including incorporation of gender mainstreaming and natural resource management;
- maintain regular, direct communication with NPD and overall PSU and CPCU in order to ensure effective and open sharing and transfer of information;
- assist in developing and/or finalizing the Terms of Reference (TORs) for international and national consultants, specifying what tasks are to be performed during their assignment;
- participate in and assist with the briefing and debriefing of all consultants and analytically review their reports after each mission;
- prepare in due time the project completion report of work in close collaboration and consultation with relevant stakeholders;

- collaborate with the PSU to contribute to the implementation and preparation of project evaluations, namely the final independent evaluation;
- perform additional pertinent duties as required.

Duty Station: Banjul, the Gambia, with travel to project regions.

Qualifications:

The selected candidate must have:

- a university degree in business, public administration, social science, agriculture/food security or related field;
- at least eight years of practical experience in planning, managing and executing complex projects;
- expertise and competency in making effective use of resources and in producing results;
- managerial, supervisory, analytical and negotiating skills with demonstrated ability to lead a team of professionals and to exercise sound judgement;
- ability to work under pressure in an independent manner within an interdisciplinary team with different educational and cultural backgrounds;
- capacity to support the technical and operational development of the national professionals in the team;
- ability to communicate in a clear, concise and effective manner;
- full computer literacy;
- excellent knowledge of English.

Duration:

The selected candidate should be able to commit his services continuously for five years and start his work on or around 1 June 2013.

Terms of Reference –Administrative Assistant (Accounting, Operations and Procurement)

General Responsibilities: Under the direct supervision of the FAO National Team Coordinator and in close collaboration with the Assistant FAO Representative (Administration) and the FAO administration's personnel, the Administrative Assistant will be responsible for providing all administrative support functions to facilitate the implementation of project activities including controlling, monitoring and reporting on all financial, operational and procurement aspects of the project.

Specific Tasks:

- provide day-to-day administrative support to project staff, including personnel matters, attendance and travel arrangements;
- assist in project administration and maintain up-to-date and accurate financial records of all disbursements and receipts related to the project, and use these records as the basis for preparing quarterly and annual financial reports for submission as appropriate to the Project Support Unit (PSU), FAO, GAFSP Steering Committee and the Government of the Gambia;
- in collaboration with the FAO National Coordinator, and on the basis of approved annual work plans and projected future project activities, prepare budgets for forthcoming quarters and the next financial year;
- monitor project budget in terms of expenditures and commitments in accordance with the project budget and work plan;
- process project payments in accordance with the authorized budget limits;
- maintain a system for petty cash and/or project advances and keep electronic and paper filing of relevant administrative and financial information;
- coordinate the procurement of services from local and international suppliers adhering to FAO's procurement rules and procedures, including the preparation of tender documents for consultancy services to be published by FAO (specifications and terms of reference will be prepared by FAO National Coordinator) and participation in procurement review committees, bid evaluation meetings, and prepare minutes for approval.
- perform other duties as required by the project management.

Duty Station: Banjul, the Gambia, with possible travel to project regions as required.

Qualifications:

The selected candidate must have:

- a university degree in business administration, finance, accounting or a related field;
- at least four years of progressively more responsible experience in maintaining project financial records and budgets and procurement;
- familiarity with the procurement rules and procedures of FAO;
- strong computing skills (word processing, spreadsheets and databases);
- ability to work quickly and accurately and to maintain good working relationships with people from different national and cultural backgrounds;
- working knowledge of English.

Duration: The selected candidate should be able to commit his services continuously for five years and start his work on or around 1 June 2013.

Terms of Reference – National Nutritional Expert

General Responsibilities: Under the direct supervision of the FAO National Coordinator, direct technical collaboration with the International Nutrition Specialist, general oversight of the FAOR, overall technical supervision of the responsible Technical Division (AGN), and in coordination with representatives of the national institutions involved in project implementation, namely the National Nutrition Agency (NaNA), the National Nutritional Expert will be responsible for smooth implementation of the following:

Specific Tasks:

- participate in the project launching and planning workshop;
- conduct a rapid assessment of the existing primary school and early education nutritional programme (curriculum and practical) to update curricula as needed and develop training of Teacher Trainers programme (TOT) at regional levels based on revised curriculum;
- collaborate with national agencies to monitor progress of nutritional education trainings;
- organize stocktaking workshops, in-service trainings and exchanges visits to share best practices and lessons learnt among schools on nutrition education;
- provide support to development and reproduction of school garden and nutrition newsletters;
- design and implement a short-term training of Teacher Trainers course (TOT) for community-based nutrition education facilitators (e.g. village support groups) based on a rapid assessment of ongoing community-based nutritional education activities;
- monitor and support community-based nutrition activities, and organize in-service trainings for facilitators;
- support national agencies in organizing field day events covering improved nutritional practices, and in promoting awareness raising on good nutrition;
- support International Expert in developing and implementing a capacity development programme to strengthen performance of the disaster management structures and provide support to national service provider to design and implement a capacity building programme for Farmer-Based Organizations (FBO) in seed/cereal stock management;
- provide support to the processes in formulating and drafting the social protection policy;
- assist in the selection of indicators for nutritional activities in the project monitoring and evaluation system;
- participate in project evaluations and contribute to write up of supervision and evaluation reports, providing as required interim progress reports with specific focus on nutrition.

Duty Station: Banjul, the Gambia, with extensive travel to project regions

Qualifications:

- post-graduate degree related to nutrition education and health promotion;
- at least seven years with a strong background and extended practical professional experience in nutritional training development and implementation, in nutrition education curriculum development;
- additional practical experience ideally working in both primary school and community-based nutrition education contexts;
- ideally, additional experience in disaster management and social protection issues;
- excellent English language, interpersonal, communication and writing skills, and working experience rural areas;
- ability to work under pressure in an independent manner within an interdisciplinary team of personnel with different educational backgrounds and cultural orientations.

Duration: The selected candidate should be able to commit his services continuously for five years and start his work on or around 1 June 2013.

SHORT-TERM NATIONAL PERSONNEL

Terms of Reference – National Agricultural Expert

General Responsibilities: Under the direct supervision of the FAO National Coordinator, general oversight of the FAOR, direct technical supervision of the responsible Technical Division (AGP), the National Agricultural Expert will be responsible for implementation of the following:

Specific Tasks:

- participate in the project planning workshop if possible;
- conduct an economic appraisal to ascertain feasibility of proposed production models for commodities;
- provide technical advice to MoA for initial surveys of potential locations for appropriate sites for upland rice production interventions and soil management and erosion control;
- lead process to identify and select team of trainers to implement Farmer Field School (FFS) in project areas in lowland and upland activities;
- design training packages using FFS approach for smallholders based on results of production model appraisal and upland surveys and implement Training of Trainer (TOT) for team of trainers/facilitators in both areas;
- monitor FFS implementation providing technical support as appropriate;
- assist in the selection of indicators for improved lowland production and upland soil management and erosion control activities in project monitoring and evaluation system;
- participate in project evaluations and contribute to write up of supervision and evaluation reports, providing as required interim progress reports with specific focus on lowland agricultural production and upland soil management and erosion control.

Duty Station: Banjul, with extensive travel to project regions.

Qualifications:

- advanced degree in agriculture/agronomy with at least five years experience working in agricultural development projects;
- required experience and proven record in establishing and managing Farmer Field Schools or relative farmer training approaches;
- Proven experience in conducting feasibility studies for economic viability of production models;
- excellent English language, interpersonal, communication and writing skills, and working experience rural areas;
- ability to work under pressure in an independent manner within an interdisciplinary team of personnel with different educational backgrounds and cultural orientations.

Duration:

The selected candidate would work for 151 person/days over the lifetime of the five-year project, including travel to project regions (WAE).

Terms of Reference – National Commercialization Expert

General Responsibilities: Under the direct supervision of the FAO National Coordinator, general oversight of the FAOR, direct technical supervision of the responsible Technical Division (AGS), the National Commercialization Expert will be responsible for implementation of the following:

Specific Tasks:

- participate in the project planning workshop if possible;
- design a training of trainers package targeting supply chain actors (notably FBOs) using Farmer Business School (FBS) methods. This should be based on and informed by a learning and training needs assessment and a rapid agri-food supply chain appraisal of commodities to be conducted prior to the design;
- organize and implement the selection process for team of trainers to implement the training package, including competent government staff;
- implement Training of Trainers programme (TOT) through modules relevant to stakeholders' typologies;
- provide technical backstopping support to implementation of trainings and exchanges, including 20 FBOs (ten existing and ten newly formed) among other actors;
- support organization and implementation of trade fairs (four, including in project regions) and one agribusiness fora;
- design and conduct training for market managers committees, covering: food standards, quality assurance, food safety and handling, market management and hygiene;
- design and conduct training for MoA staff operating Market Information Systems (MIS) specifically on data collection, analysis and dissemination of information;
- assist in the selection of indicators for commercialization and market-related activities in the project monitoring and evaluation system;
- participate in project evaluations and contribute to write up of supervision and evaluation reports, providing as required interim progress reports with specific focus on commercialization and marketing.

Duty Station: Banjul, with extensive travel to project regions.

Qualifications:

- advanced degree in agribusiness development, agricultural marketing, agricultural development or related field with at least seven years experience setting up and managing microenterprises, preferably through Farmer Business School approaches. Proven record of successful implementation of farmer-to farmer training programmes;
- added advantage with proven experience in agro-industry development ;
- excellent English language, interpersonal, communication and writing skills, and working experience rural areas;
- ability to work under pressure in an independent manner within an interdisciplinary team of personnel with different educational backgrounds and cultural orientations.

Duration:

The selected candidate would work for 109 person/days over the lifetime of the five-year project, including travel to project regions (WAE).

SHORT-TERM INTERNATIONAL PERSONNEL

Terms of Reference – International Nutritional Expert

General Responsibilities: Under the supervision of the FAO National Coordinator, general oversight of the FAOR, overall technical supervision of the responsible Technical Division (AGN), and in direct technical collaboration with the National Nutrition Specialist, with close coordination with representatives of the national institutions involved in project implementation, namely the National Nutrition Agency (NaNA), the International Nutritional Expert will be responsible for implementation of the following:

Specific Tasks:

- lead rapid assessment of the existing primary school and early education nutritional programme (curriculum and practical) to update curricula as needed and develop training of Teacher Trainers programme (TOT) at regional levels based on revised curriculum;
- provide guidance to national expert and national agencies to monitor progress implementing nutritional education, and in implementing stocktaking workshops and exchanges visits;
- design and conduct in-service trainings concerning nutrition education;
- time permitting, provide overall support to national nutrition expert to design and implement short-term training of Teacher Trainers course (TOT) for community-based nutrition education facilitators (e.g. village support groups) and in-service trainings;
- provide advice in the selection of indicators for nutritional activities in the project monitoring and evaluation system;
- provide comprehensive mission reports attaching relevant materials and documentation concerning specific outputs of the consultancy.

Duty Station: Consultancy would include work in Banjul, travel to project regions and reporting from home base.

Qualifications:

- university degree related to nutrition education and health promotion;
- at least ten years with a strong background and extended practical professional experience in nutritional training development and implementation, and in nutrition education curriculum development;
- additional practical experience working in both primary school and community-based nutrition education contexts;
- excellent English language, interpersonal, communication and writing skills, and working experience rural areas;
- ability to work under pressure in an independent manner within an interdisciplinary team of personnel with different educational backgrounds and cultural orientations.

Duration:

The selected candidate would work for 56 person/days inclusive of two missions (WAE) over the first four years of the five-year project lifetime.

Terms of Reference – International Risk Management Expert

General Responsibilities: Under the supervision of the FAO National Coordinator, general oversight of the FAOR, overall technical supervision of the responsible Technical Division (AGN), and in close coordination with representatives of the national institutions involved in project, namely National Disaster Management Agency (NDMA), the International Risk Management Expert will be responsible for implementation of the following:

Specific Tasks:

- lead a rapid assessment of capacity and performance of the NDMA central and 26 structures in the three regions of the project;
- develop and implement a capacity development programme to strengthen the NDMA - in central and decentralized structures (one per region) covering: early warning trigger response, decentralized contingency planning (to prepare and managed disasters), management of contingency funds, monitoring and reporting;
- provide technical support to NDMA in ensuring systematic monitoring programme of decentralized committee activities;
- provide technical guidance to selected service provider in organizing a rapid capacity assessment to identify partner FBOs who will support the emergency seed and cereal storage activities;
- advise service provider on the design and implementation of the capacity building programme for FBOs and communities in the emergency seed and cereal stocks organization and management (e.g. procurement and mobilization of surplus stock) and the monitoring of activities;
- provide advice in the selection of indicators for activities in the project monitoring and evaluation system;
- provide comprehensive mission reports attaching relevant materials and documentation concerning specific outputs of the consultancy.

Duty Station: Consultancy would include work in Banjul, travel to project regions and reporting from home base

Qualifications:

- advanced university degree related to emergency and Disaster Risk Management (DRM), including particularly drought and flood contexts;
- at least seven years professional and practical/operational experience in DRM, including proven experience in developing and implementing related training;
- advantage in having additional experience working in areas of community-based emergency storage operations;
- excellent English language, interpersonal, communication and writing skills, and working experience rural areas;
- ability to work under pressure in an independent manner within an interdisciplinary team of personnel with different educational backgrounds and cultural orientations.

Duration:

The selected candidate would work for 17 person/days inclusive of one mission (WAE) over the first four years of the project lifetime.

Terms of Reference – International Social Protection Policy Expert

General Responsibilities: Under the supervision of the FAO National Coordinator, general oversight of the FAOR, overall technical supervision of the responsible Technical Division (ESA), and in close coordination with representatives of the relevant national institutions, e.g. National Disaster Management Agency (NDMA) and the National Nutrition Agency (NaNA), the International Social Protection Policy Expert will be responsible for implementation of the following:

Specific Tasks:

- lead a rapid needs assessment nationwide to identify most vulnerable groups, their context, conditions, constraints and opportunities to build livelihoods and food and nutrition security. This will include stakeholder consultations (two per region), facilitated in partnerships with relevant national agencies ;
- provide technical support to the task force in drafting a social protection policy and a corresponding strategic plan for implementation, particularly sharing the many examples of social protection policy and programmes throughout Africa;
- provide technical support during national validation workshop on the draft policy, and to the finalization of the draft policy document for submission to Cabinet;
- provide advice in the selection of indicators for relevant activities in the project monitoring and evaluation system;
- provide comprehensive mission reports attaching relevant materials and documentation concerning specific outputs of the consultancy.

Duty Station: Consultancy would include work in Banjul and travel to project regions. Reporting from home base.

Qualifications:

- advanced university degree related to fields of social protection, and more generally social sciences and rural development in Africa;
- at least ten years experience working in the field of social protection, particularly policy development, and preferably also including related fields e.g. livelihood vulnerability, safety nets, social transfers (cash, public works, etc.);
- excellent English language, interpersonal, communication and writing skills, and working experience rural areas;
- ability to work under pressure in an independent manner within an interdisciplinary team of personnel with different educational backgrounds and cultural orientations.

Duration:

The selected candidate would work for 30 person/days inclusive of two missions(WAE) over the first three years of the project lifetime.

Annex 5 –EXAMPLE of Financial Report Format

Name of Recipient: FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

UNEP Grant No.:FAO

Name of Project

STATEMENT OF EXPENDITURE

Reporting Period from _____ to _____

In _____ (currency)

Printed on: 13-DEC-10

E. TF Project Status Report - Aggreg

TF Project Status Report Split by Prior/Current/Future Years (Aggregate Values)

Up To Period : '2010-13'

TF Activity: TF2G11AA09459 607689 GCP/GLD/248/1FA (Project) | Organisation: FAO Total FAO Organizations (Total)

		Prior Years			Current Year 2010 Up To:2010-13			Cumulative Up To 2010-13			Future Years			Project Total		
		Budgets	Expenses	Balance	Budgets	Expenses	Balance	Budgets	Expenses	Balance	Budgets	Expenses	Balance	Budgets	Expenses	Balance
Funds Received	3051 TF Contributions Received (Child)		<140,000>	140,000		<60,000>	60,000		<200,000>	200,000					<200,000>	200,000
	3052 TF Interest Earned (Child)		<108>	108					<108>	108					<108>	108
	Total Funds Received		<140,108>	140,108		<60,000>	60,000		<200,108>	200,108					<200,108>	200,108
Expenditure	5011 Salaries Professional (Parent Account)	0	0	0	48,000	47,200	800	48,000	47,200	800	0	0	0	48,000	47,200	800
	5014 Contracts (Parent Account)	88,348	88,348	0		0	0	88,348	88,348	0	0	0	0	88,348	88,348	0
	5020 Locality Contracted Labour (Parent Account)					173	<173>		173	<173>					173	<173>
	5021 Travel (Parent Account)	0	0	0	30,135	30,743	<608>	30,135	30,743	<608>	0	0	0	30,135	30,743	<608>
	5027 Technical Support Services (Parent Account)				8,508	0	8,508	8,508	0	8,508				8,508	0	8,508
	5028 General Operating Expenses (Parent Account)				2,000	0	2,000	2,000	0	2,000				2,000	0	2,000
	5029 Support Costs (Parent Account)	11,485	11,485	0	11,524	7,847	3,677	23,009	19,332	3,677	0	0	0	23,009	19,332	3,677
	5040 General Overhead Expenses (Parent Account)					2	<2>		2	<2>					2	<2>
	Total Expenditure	99,833	99,833	0	100,167	85,965	14,202	200,000	185,798	14,202	0	0	0	200,000	185,798	14,202
	Balance		<90,275>			25,965			<14,310>			0			<14,310>	

We hereby certify that the above amounts have been paid for the proper execution of the Project in accordance with terms and conditions of the Agreement in respect of the Project in reference. All documentations authenticating these expenditures are retained by FAO and will be available to the FAO External Auditors for examination in the course of the audit of FAO's Financial Statement.

Certified by: _____
Name and Title: _____
Date: _____