

International Trade Centre
Final Report
SEPI© – **Structured Evaluation of Programme Impact**
October 2014
Mid Term Evaluation
of Sector Competitiveness & Export Diversification in The Gambia



Partner of the Centre for Global Competitiveness and Performance of the World Economic Forum: Sierra Leone & Liberia

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By email

29 October 2014

Dear Miguel,

Final Report: Mid Term Evaluation of Sector Competitiveness & Export Diversification in The Gambia

Greetings. We are pleased to submit our final SEPI© mid-term evaluation report for your comments.

FJP wishes to record our appreciation for the cooperation received from all stakeholders with particular mention of the support from yourself & Marianne Schmitt in Switzerland and Bai Ibrahim Jobe & Oumie Sissoho in The Gambia.

We are grateful for your investment in our services.

Yours sincerely,



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List of Acronyms

ACA	African Cashew Alliance
AFTC	Aid for Trade (Ministerial) Committee
API	Activity Performance Indicator
ASPA	Agribusiness Service Plan Association
ASSET	Association of Small Scale Enterprises in Tourism
CAG	Cashew Alliance for The Gambia
CN	Cashew Nut
CPMS	Cooperative Produce Marketing Societies
DCP	Division for Country Programmes (within ITC)
DID	Documentation Identification Number
DTIS	Diagnostic Trade Integration Study
ECOWAS	Economic Community of West African States
EIF	Enhanced Integrated Framework
EMU	Evaluation & Monitoring Unit (of the ITC)
FAO	Food and Agriculture Organisation (of the UN)
FFS	Farmer Field Schools
FSQA	Food Safety & Quality Authority
GAP	Good Agricultural Practices
GCCI	Gambia Chamber of Commerce and Industry
GGC	Gambia Groundnut Corporation
GHP	Good Hygiene Practices
GIG	Gambia is Good (program)
GN	Groundnut
GOTG	Government of The Gambia
GTB	Gambia Tourism Board
HACCP	Hazard Analysis and Critical Control Point
ITC	International Trade Centre
KEI	Key Environment Indicator

KPI	Key Performance Indicator
M&E	Monitoring & Evaluation
MIE	Main Implementing Entity
MNS	Market News Service (of ITC)
MoA	Ministry of Agriculture
MOTIE	Ministry of Trade, Industry, Regional Integration & Employment
MT	Metric Tons
MTE	Mid Term Evaluation
NaNA	National Nutrition Agency
NARI	National Agricultural Research Institute
NAWFA	National Women Farmers' Association
NCCI	National Chamber of Commerce & Industry
NCFA	National Cashew Farmers' Association
NCSFSC	National Codex Sanitary and Phyto-Sanitary Committee
NES	National Export Strategy
NIU	National Implementation Unit (EIF)
NSC	National Steering Committee
NSC	National Steering Committee (EIF)
PRPs	Pre Requisite Programmes
PRSP	Poverty Reduction and Strategy Paper
PSC	Project Steering Committee
RCN	Raw Cashew Nut
SCED	Sector Competitiveness & Export Diversification (Project)
SS	Sesame
TcCs	Trainers-cum-Counsellors
TFM	Trust Fund Manager (UNOPS)
TGSB	The Gambia Standards Bureau
TIN	Trade Information Network
TSI	Trade Support Institution
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organisation
WAAP	West Africa Agricultural Productivity Project
WAQP	West African Quality Programme
WTO	World Trade Organisation

Executive Summary

E1. Background & Context

The SCED project aims to improve the international competitiveness of the groundnut, cashew, sesame and inclusive tourism sectors of the Gambian economy, thus contributing to increased productivity, higher quality, greater revenues, increased incomes of vulnerable communities and poverty reduction. The SCED project is funded by the Enhanced Integrated Framework (EIF) Trust Fund, Tier 2, and was launched on 20 June 2012. It has a budget of \$2,355,517 (USD) for implementation over three years. Other sources of funding included in-kind contribution from the Government of The Gambia (GOTG) in the amount of \$413,500 (USD). It was designed to contribute to the following results:

- Increase of sales of cashew nuts (CN), groundnuts (GN) and sesame (SS) in domestic, regional and international markets by 3% through Component A1 (Development of sector strategies for Cashew-nut & Sesame) and Component A2 (Quality enhancement of Groundnut, Cashew-Nut & Sesame sectors)
- Establish a functional Trade Information Reference Centre within the Ministry of Trade, Regional Integration and Employment (MOTIE) with trade information resources made available to both public and private sectors and related skills and capacities strengthened (Component B: Trade Information)
- Design a project document ready for funding on the development of inclusive tourism in The Gambia on the basis of a feasibility study (Component C – Inclusive Tourism Opportunity Study).

The Main Implementing Entity (MIE) is the International Trade Centre (ITC). This Mid Term Evaluation (MTE) spans 20 June 2012 to 30 June 2014¹. It assesses whether the programme is achieving the targets set and proposes remedial action where it might not be on track. We received a disappointingly low response rate to questionnaires that we administered to stakeholders. However, the responses were consistent with our findings from individual and group interviews and from our desk research. We concluded that the low response rate did not materially affect the findings of our report.

E2. Assessment of the Effects & Lessons Learnt

Relevance

Relevance is central to an evaluation. In principle, there is little point in examining the implementation of an irrelevant project. To this end, we examined the primary cause and effect relationships of the log frame.

Consider agri-sector interventions (Components A1a & A1b). Groundnuts account for over half of all those living in extreme poverty in The Gambia, making it a priority for poverty reduction. Evidence indicated that horticulture, sesame and especially cashew nuts² represented viable alternatives to the dominance of the groundnut sector. Component A1b provided a sensible “kick start” to the implementation of the strategies; potentially reducing the material risk of the sector strategies remaining on a “shelf”.

Consider Quality Enhancement (Component A2). Given a chronic problem of meeting international standards in Gambian agri-business, this component is a necessary pre-requisite to the overall goal of sustainably increasing sales volumes and incomes of the targeted sectors.

¹ Project activities are covered to 30 June 2014. Financial information was available for the period to 31 March 2014.

² If well managed, CN revenues were seen as potentially exceeding those from tourism related activities

Consider trade information (TI) (Component B). The Baseline Report found that there was no effective trade information network in The Gambia. TI offers cross-cutting value to all targeted sectors.

Consider inclusive tourism (Component C). 2007 estimates indicated that tourism contributed about US\$50 million to the Gambian economy, exceeding those of any other sector. This component aims to increase the value added to this sector from within the local economy.

We concluded that the SCED was well designed and **relevant**.

Project Progress & Effectiveness

Outcome A1a has contributed positively to the ability and experience of national stakeholders to plan the direction and control of sectoral business operations. Sectoral strategies and action plans now exist where there were previously none. The effect of Outcome A1a is materially diluted by difficulties experienced with the establishment of implementation coordination bodies and by the apparent lack of the expected congruence between the strategic action plans (A1a) and the pilot activities funded under Outcome A1b.

Quality enhancement Component A2's support to national structures and capacities appear to have been well received. However, the effect of these strengthened capacities will be seriously diluted if the accreditation of the NARI laboratory is not attained within the project lifetime.

An examination of the web portal and the interview of key MOTIE staff indicate a satisfactory contribution of Component B. However, the supply of TI information may have a weak value if the demand for information for policy and business decision making and control is not adequately developed.

Component C has had a demonstrable effect on the capacity and experience of national structures to develop the inclusive tourism business proposal. The challenge is the conversion of these ideas into productive actions of which a necessary first step is project funding before the end of the SCED..

Efficiency

Within our limitations of scope, we have not identified any material evidence of inefficiency in resource allocation of the SCED.

Effectiveness of management arrangements

The quality of high level project management and accountability provided by the MIE has been good. However, there is concern about the extent to which national partner organisations have been sustainably strengthened, including Trade Support Institutions (TSIs) such as National Women Farmers' Association (NAWFA), public partner institutions such as National Agricultural Research Institute (NARI) and post-SCED continuity leaders such as Ministry of Agriculture (MoA). The latter has been identified as an essential partner in the monitoring, evaluation and enforcement of the utilisation of key capacities delivered by the SCED. The questionnaires and other evidence revealed concerns, inter alia, about the timing of the project start-up, quality of core trainers for (Farmer Field Schools (FFSs) and late production of manuals for FFSs.

Potential Impacts

The log frame anticipated the attainment of *"Poverty reduction through activities that (a) strengthen targeted sectors competitiveness, (b) promote new business opportunities in domestic, regional and international markets and, (c) generate additional incomes and create employment"*

The impacts foreseen in (a), (b) and (c) are rationally locked in a linear sequence of mutually reinforcing effects. In the timeframe covered by the period of this review, all components have evidently contributed to the strengthening of the international competitiveness of the targeted sectors. However, none has yet completed the necessary chain of actions that is necessary to stimulate the broad based increase in new business opportunities and the income/employment generation expected in international markets (components A1, A2 &B) and the national tourism market (component C).

Our SEPI estimate of the *potential for impact* of the SCED (below) reflects these factors:

FJP Evaluation Component	Sub-component	Brief description	% Weighting in the Evaluation	SCED Rating
A		Well designed & congruent objectives	9	7
B		Objectives grounded in environmental analyses	9	7
C		Implementation plan linked to environment issues	9	5
D	i.	PIs congruent with objectives	6	5
D	ii.	PIs sufficient in scope and coverage	6	5
D	iii.	PIs reasonably measurable	6	5
D	iv.	PIs measured/proxied at start of implementation	9	5
D	v.	PIs used to direct decision making and control of implementation	34	27
D	vi.	Evidence of structured self evaluation of the full programme by project management and beneficiaries prior to evaluators' work.	12	10
E		Implementation reality deflator		-25
		Total	100%	51%

Our judgement is that, as things stand, the SCED has a roughly 50/50 potential for successful impact. The “implementation reality deflator” adjusts the SEPI© rating for our judgement of the effect of national factors on the impact of the SCED. SEPI© factors A to D represent our judgement of the potential effect on impact of the systems and processes that favour success. Our assessment suggests that supportive systems are well implemented by the MIE. However, a holistic synthesis of the actual progress towards impact indicates a significant dilution of potential impact by other factors which – in this context – relate mainly to the quality of national cooperation required to seize the opportunities available. We consider that this “deflator” is significant, although it may be overcome if our recommendations, below, are effectively implemented. This conclusion is not mathematically *definitive*. It is an *indication* of the likelihood of impact given the cumulative knowledge and experience of the evaluator when presented with the available evidence.

Sustainability

Component A1. The delinking of component A1b from the strategic action plans (component A1a) increases the difficulty in getting these ideas into action. The risk of political intervention in resource allocation, especially in the GN sector elevates the probability that there will be deviations from the planned goals.

Component A2. The Quality Assurance Frameworks (QAFs) and sector standards (SS) require effective monitoring, evaluation and compliance (MEC) actions. However, the MEC actions deployed for the QAF

related interventions under the SCED are primarily ad hoc and require institutional anchors to be durable. The MoA has been cited as such an anchor, but that official commitment has not been received. Even if it were to be the anchor, the level of staff uncertainty in the civil service may materially dilute the Ministry’s fitness for purpose.

Financial support may be needed by enterprises who have received the HACCP training to enable them to obtain formal certification. Thereafter, provided all the quality actions across the value chain have been put in place, the benefit accrued from business expansion by these entities should provide an incentive for the sustenance of their HACCP certifications.

Component B. The TI Network depends on the ability of stakeholders to generate demand for its services among policy makers and enterprises that will drive the future configuration and value of the supply of information. There has been little apparent work on the demand side of the Network.

Component C. The inclusive tourism proposal requires the timely funding of the project.

E3. Conclusions

The SCED is a well conceived project with potentially significant impact on the international competitiveness of the targeted sectors and on enhancing incomes among vulnerable groups including women. The MIE has deployed best practices in the management, monitoring and evaluation of the project. An unrealistic timeline of three years has materially diluted the potential impact. Institutional weaknesses in key national implementing partners pose a serious threat to the sustainability of the related gains realised so far. Our judgement is that, as things stand, the SCED has a roughly 50/50 potential for successful impact. The crystallisation of the project objectives depend on the implementation of all related quality assurance processes including a certified laboratory and the credible policing of the QAFs and SSs for the local and international markets. There is a high risk that the critical accredited laboratory will not be available within the project lifetime. An extension of the project would be favourable to its attainment.

E4. Summary Table of findings, supporting evidence & recommendations

We offer fourteen (14) recommendations in the summary table below. Three (3) relate to two cross-cutting issues whilst eleven (11) relate to urgent matters that require action on the individual components. A cross-cutting issue indicates that the time allocated to project implementation may be too short. A second cross-cutting matter highlights the need to enhance the design and mix of public/private partnerships in order to attain project goals. Output references relate to identification numbers in Appendix 6.

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
<p>Cross-cutting issue #1/2: Timeline of the SCED: Given the issues that should be resolved before the fast-approaching end of the SCED, its implementation timeline is likely to require an extension. The SCED should be extended to allow sufficient time for the project objectives to be attained. In general, we propose that the EIF should consider a flexible rather than a fixed timeline for the implementation of <i>future</i> projects. This would provide the space necessary for project managers to focus on impact driven action rather than input driven reaction. Project timelines should be tailored to the demands of impact in the country context rather than the convenience of the funding partner.</p>		
<p>[Theme: Timeline] The planned three (3) year lifetime of the project did not fully reflect the demands and uncertainties of the programme and the Gambian context and may prove too short to attain mission-critical goals.</p>	<p>Project progress and financial reports cumulatively indicate material delays in key project deliverables. Stakeholder questionnaires suggest that more time is needed to attain the potential impact. Examples of key delays by component include: - Sector strategies (A1a): drafted 1st half</p>	<p>Recommendation 1.</p> <p>With respect to the supporting evidence provided, consideration should be given to an appropriate extension of the project.</p> <p>Action by:</p>

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
	<p>2013, validated Aug 2013 and officially launched June 2014. Cause: Government readiness.</p> <ul style="list-style-type: none"> - Sector strategies (A1a): implementation bodies only effective 1st quarter 2014. Cause: process reportedly subject to political interventions. - Pilot implementation (A1b): due to delay of sector strategies, the choice of pilots were delinked from the strategies, diluting strategic intent; - Quality enhancement (A2): 2013 work plan shows refurbishment of NARI lab should have been done between Feb and Jul 2013. Still not completed at the date of this report. Cause: changes in NARI policy. - Quality enhancement (A2): Quality manual not fully aligned with ISO 17025 as it requires completion of the refurbished laboratory to reflect context specific processes. 	<p>EIF Board.</p>
<p>Cross cutting issue #2/2: Enhancing the mix of public/private participation in the SCED. In West Africa, although policy makers publicly adhere to the principle of the private and commercial sectors leading economic growth and employment, in practice the sector is crowded out from economic space by the activities of the public sector. A prime consequence is the punishingly high cost of capital which was identified by the Gambia DTIS as a major constraint on long term investments and employment in the commercial sector. In principle, an intervention targeting the international competitiveness of the commercial sector should seek to attain an optimal mix of public and private sector participation that, in the national context, enhances the likelihood of attaining the desired project goals.</p>		
<p>[Theme: Optimising the public/private mix] Chronically elevated levels of staff and key person attrition and redeployment in the public sector may disrupt the effectiveness of the structures, systems and processes that are required for the timely implementation and the sustainability of the programme interventions.</p> <p>This can result from the unplanned loss of key staff from important public sector entities involved in the delivery of SCED outputs.</p> <p>Asymmetrical levels of influence over staff deployment & attrition within the public sector may make this long term risk difficult to mitigate.</p>	<p>Contextual knowledge and experience of the evaluators; Project document; Stakeholder interviews & questionnaires that indicate issues and delays arising from public sector influence over project objectives</p>	<p><u>Recommendation 2.</u></p> <p>The tactical coping response may be to reduce the project's dependence on the public sector. Where this is not feasible, coping tactics include strengthening the documentation of key systems and processes (e.g. with respect to the TIN managed by MOTIE and the quality services provided by National Agricultural Research Institute & The Gambia Standards Bureau) and to provide for increased investment in the induction and development of new actors/staff in the operation of these systems and processes. This must be accompanied by enhanced communication of the importance of the programme intervention to key centres of influence.</p> <p>Action by:</p> <p>SCED project steering committee working in cooperation with each public sector body involved in SCED implementation.</p>

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
<p>[Theme: Optimising the public/private mix] The establishment of the public/private implementation bodies for the cashew (Cashew Alliance of The Gambia – CAG) and sesame (National Women Farmers’ Association – NAWFA) strategies was subject to an elevated incidence of political, non-market, influence. It is likely that their operation may be similarly influenced by non-market considerations which may not be adequately responsive to the disciplined demands of market-driven international competitiveness.</p> <p>Politically based decision making that adversely affects the SCED outcomes can only be mitigated by enhanced advocacy to key political decision makers.</p> <p>Multiple activities undertaken under Outcome A1b (pilot implementation of strategic actions) face an elevated risk of inadequate national partner commitment to sustaining the intended impacts of the activities.</p> <p>The experience of public-private cooperation in the groundnut sector is persistently weak and is a threat to the sectoral objectives of the SCED. The Gambia Diagnostic Trade Integration Study (DTIS) 2007 and Stakeholder interviews revealed long term historic and SCED related incidences of disruptive public sector interventions That had contributed to significant falls in groundnut production over several years. The SCED does not seem to have incorporated a mechanism for mitigating this risk which appears to have crystallised again during its implementation.</p> <p>Given the short lifespan of the SCED, there was a 10-month delay between the project</p>	<p>Stakeholder interviews; Project progress reports that reveal delay and concerns of political influence; MIE Communications strategy was reviewed to see if it included a mitigation response (it did not).</p> <p>Examples of activities that could be supported by an enhanced communication strategy are shown below (the Project progress report Dec 2013: included the following sesame and cashew related activities that were recorded under component A1b):</p> <ul style="list-style-type: none"> • In collaboration with NARI and NAWFA, 50 high quality tarpaulins have been procured and delivered in Q4 of 2013 for use in the 2014 sesame harvesting season. • An MOU was signed with CAG to fund selected activities. • An MOU was signed with NARI to fund the procurement and seed multiplication of a higher value sesame stock. <p>In all cases, the MIE’s monitoring reports foresaw challenges over the likely impact of these investments.</p> <p>The DTIS 2007 identified public sector policies as a prime cause of the problems affecting the groundnut sector,</p>	<p><u>Recommendation 3.</u></p> <p>An improved communications strategy would help to promote the benefits to be gained from transparent, market responsive and timely implementation of the SCED’s objectives. Such a revamped communication strategy would target all decision makers i.e. political, TSI and private sector.</p> <p>Action by:</p> <p>SCED project steering committee</p>

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
<p>validation in August 2013 and the official launch in June 2014 of the sector strategies. The MTE evaluators were unable to identify the factors behind this delay.</p>	<p>MIE Progress Reports; Stakeholder questionnaires; Evaluator observation- all confirmed the delay in action.</p>	
Urgent issues to be addressed in the remaining timeline of the SCED – Component A1a: Development of Sector Strategies		
<p>[Component: Development of Sector Strategies] It is unclear how the staff recruited to spearhead the implementation of the sesame and cashew strategy implementation will be funded after the MIE’s financing of their salaries ends in Feb 2015. It is understood that they are currently being financed by the SCED project. The evaluators did not find any provisions made by the SCED for the post-project sustainability of this funding. A commentator on the evaluator’s draft report stated: “This is why a market system housed in the apex can increase membership for associations and revenue stream”.</p>	<p>Stakeholder interviews with the NIU and MIE Project progress reports that reveal the funding uncertainty.</p>	<p><u>Recommendation 4.</u></p> <p>It is important that long term funding commitments be made by all relevant national partners to the sustainability of the implementation structures. These commitments should be activated before the end of the SCED to allow for a smooth transition.</p> <p>Action by:</p> <p>SCED project steering committee.</p>
Urgent issues to be addressed in the remaining timeline of the SCED – Component A1b: Development of Sector Strategies		
<p>[Component: Pilot Implementation of Sector Strategies] The project design and log frame clearly intended that the pilot strategy implementation activities (component A1b) should be primarily for sesame and cashew and should be based on the priorities identified in the strategic action plans. The evaluators’ did not find documentation that provides the rationale for the reallocation of strategy development outputs to strategy implementation outputs. It is likely that the reallocation was due to the under-estimation of the time required to develop the strategic action plan (see adjacent for sources of this information). The MIE has not explicitly reported on the consequences of the reallocation of funds for the intended impact on the cashew and sesame sectors. The MTE evaluators agree with the original log frame design that classified some activities (now treated as strategy implementation actions) as part of the strategy development process. The delinking of A1b from the priorities of the sector strategies dilutes the intended impact of the SCED as they were intended to kick-start the implementation of the strategies.</p>	<p>The Project Document communicates the original intent of the project for component A1b i.e. for the funding of priorities identified in the sector strategies developed for cashew and sesame. MIE progress reports showing deviations from that intent i.e. the delinking of the implementation funding from the priorities of the sector strategies. The evaluators’ interviews with MIE and national stakeholders on the issue indicated that a prime reason was the delay encountered in the conclusion of the sector strategies. The evaluators’ did not find evidence to enable a conclusion on whether the change was endorsed by the project steering committee or was made solely by the MIE.</p> <p>As the MTE evaluator’s work was done during the project implementation, we could not conclude on the full extent of unutilised funds that are available for re-allocation to other activities. In Appendix 0, we determined that there was US\$930k of unused funds as at 31 March 2014. Of this sum, a total of US\$111k could be identified as available for transfer as the budgeted activities has been concluded.</p>	<p><u>Recommendation 5.</u></p> <p>SCED should consider the reallocation of unutilised funds from other activities to kick-start the implementation of selected priorities in the strategy action plans.</p> <p>Action by:</p> <p>SCED project steering committee</p>
Urgent issues to be addressed in the remaining timeline of the SCED – Component A2: Quality Enhancement		

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
<p>[Component: Quality Enhancement] The ISO 17025 quality documentation for GN, CN & SS required for output 2.2 is unlikely to be completed within the SCED lifetime as its finalisation is subject to the operationalisation of a suitably refurbished lab. The quality documentation is an essential companion of the laboratory refurbishment in order to secure accreditation of the laboratory and to provide assurance of appropriate food safety standards for GN, CN & SS.</p> <p>The key constraint is the availability of a refurbished laboratory from NARI.</p>	<p>Stakeholder interviews and Project progress reports that confirm the delay in these tasks and that raise doubt as to the likelihood of the certification of the laboratory in the remaining timeline. An MIE stakeholder was of the opinion that project implementation may cease at the end of 2014 to allow sufficient time for review and reporting before the close of the project.</p>	<p><u>Recommendation 6.</u></p> <p>The quality documentation for GN, CN and SS should be completed as soon as possible, and steps should be taken to have the laboratory accredited before the end of the project. An accredited laboratory is essential to securing the increased competitiveness and sales volumes for companies and exporters targeted by the SCED.</p> <p>Action by:</p> <p>MIE and NIU</p>
<p>[Component: Quality Enhancement] The costs of implementing Hazard Analysis & Critical Control Point (HACCP) and of desirable certification under output 2.5 may prove a challenge for some operators, reducing the likelihood of impact. The HACCP training commenced in Jan 2014 for eight operators i.e. 6 months after the 2013 work plan expected the entire process to have been completed. The operators included a mix of larger and mostly small businesses.</p>	<p>Stakeholder interviews suggest that training will be satisfactorily delivered but that some trainees may find it difficult to finance initial set up and certification costs. There is no evidence in the project documentation that this possibility was considered in the planning phase.</p>	<p><u>Recommendation 7.</u></p> <p>SCED should provide targeted, concessional interest, bridging finance for operators to support the infrastructure and certification costs of HACCP, subject to the recommendations of a study to assess their ability to repay the investment.</p> <p>Action by:</p> <p>Concessional funding: project steering committee by re-allocating unutilised funds from other activities.</p> <p>Ability to pay study: to be undertaken by the MIE or a national consultant funded by the project steering committee.</p>
<p>[Component: Quality Enhancement] There is not yet an institutionalised oversight mechanism to provide timely post-SCED appraisals of the use of the knowledge and equipment by the inspectors trained and equipped under output 2.4 (enhanced quality segregation of GN by quality control inspectors). It has been suggested that the MoA may have to be requested to provide this oversight. Given the general uncertainties affecting the effectiveness of the public sector, it is will be a significant hurdle to the impact effectiveness of this output after the end of the SCED.</p> <p>The SCED M&E system appears satisfactory. This recommendation relates to the in-country M&E mechanisms that must be in place after the completion of the SCED in order to assure sustainability of the project impact.</p>	<p>Stakeholder interviews & questionnaires that raised evaluator concerns about the sustainability of the knowledge and systems delivered by the project; MIE progress reports confirming the adequacy of the SCED project M&E procedures already put in place.</p>	<p><u>Recommendation 8.</u></p> <p>Action is needed for a credible partner to ensure post-SCED sustainability of knowledge, monitoring, evaluation and enforcement. Preferably, this process should be in place before the end of the project.</p> <p>Action by:</p> <p>The MTE evaluator is not in a position to recommend who that “credible partner” can be. It is for the SCED Steering Committee to engage with all possible public and non-state options in order to determine that which offers the best combination of economy, efficiency, effectiveness and sustainability.</p>

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
<p>[Component: Quality Enhancement] The procurement of a packaging machine as a joint resource for the three sectors, to be accessed by all operators on a transparent and fair basis, raises many challenges (output 2.13 p40/p122).</p>	<p>MIE progress reports at Dec 2013 confirmed the completion of the diagnostic study and training of stakeholders. It was stated that the final step was the procurement of a packaging machine to service all three sectors. The 2014 work plan showed that the procurement was to be done in June 2014. At the point of our field work in June 2014, this had not been done. In interviews with stakeholders (NIU & MIE), the evaluators enquired about the business model that was proposed for this activity and its likely sustainability. We were advised that this was not concluded. Our recommendation addresses considerations that should be reflected in the final decision.</p>	<p><u>Recommendation 9.</u></p> <p>The business model that is finally selected for the operation of the packaging machine must be commercially self-sustaining, raising sufficient revenue to (a) allow for the orderly replacement of equipment as they wear out and (b) must allow for improvements to meet changes in the demands of sophisticated export markets and (c) the potential inclusive tourism national market (component C). Component C plans to promote linkages between agribusiness and the Gambia tourism market. The ownership, management and pricing structure of the packaging business must be transparent and promote confidence in the service among users.</p> <p>Action by:</p> <p>MIE working with SCED project steering committee</p>
<p>[Component: Quality Enhancement] Significant progress was made in meeting key outputs for the Farmer Field Schools (FFS -outputs 2.6, 2.8 & 2.9) in the period to Dec 2013. It is not clear how the remaining targets for setting up FFS (output 2.X.1) and for the number of farmers to be trained (output 2.X.4) will be met in 2014 et seq. Outputs appear strong but there are questions about impact and sustainability as noted in stakeholder responses to questionnaires.</p> <p>The sustainability recommendations of the International Consultant's 2014 Report included:</p> <ul style="list-style-type: none"> - additional training of Core Trainers in the establishment and management of FFS in order to consolidate the basic knowledge and skills acquired from the initial training - Department of Agriculture Extension workers should be empowered with the knowledge and skills to serve as facilitators of FFS. - facilitate the formal adoption of FFS as an extension methodology by the Department of Agriculture. - Training Manuals and Step down materials produced for the SCED should be widely distributed to trainers, agricultural extension agents and farmers and NGOs to support the production of high quality agricultural export crops. 	<p>MIE Progress Reports; MIE Work plan 2014; Implementing partner questionnaire; 2014 FFS Implementation Reports by Cashew Alliance of The Gambia (CAG), Agri-Service Plan Association (ASPA), National Association of Women Farmers (NAWFA) & International Consultant all indicate challenges in FFS implementation that may undermine its sustainability.</p> <p>The International Consultants Report: <i>"FINAL REPORT: Implementation of Farmer Field Schools, FFS, for farmer training in the Production of High Quality Export Crops, Groundnut, Sesame and Cashew in The Gambia"</i>. Issued by Anthony Youdeowei to the SCED on 4 March 2014.</p>	<p><u>Recommendation 10.</u></p> <p>The recommendations of the International Consultant's 2014 Report, should be implemented whilst taking into consideration the financial constraints of the implementing bodies noted in the NAWFA, ASPA & CAG 2014 reports. The linkages with the Ministry of Agriculture mentioned in the International Consultants' report are part of the SCED design; they do not detract from our overall recommendation to reduce dependence on public sector bodies <i>where feasible at this stage of the project</i>. Where this is not feasible, action must be taken to mitigate the associated risks as has been illustrated in earlier recommendations above.</p> <p>Action by:</p> <p>SCED project steering committee</p>

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
<p>In addition, the NAWFA, CAG & ASPA 2014 FFS implementation reports all raise the issue of inadequate working capital of these TSIs to perform the role expected of them by the SCED.</p> <p>Experience prior to the SCED has seen a loss of up to 75% of investments in FFS managed by NAWFA (i.e. the FFS ceased to operate). It is not evident how this experience will be averted with the SCED.</p> <p>Outputs 2.6, 2.8 & 2.9 (FFS) provide manuals that form a basis for knowledge management. It is unclear how the process of learning and update to reflect lessons in the field and to absorb new technical knowledge will be managed. It has been suggested that the Ministry of Agriculture (MoA) may have to be requested to provide this oversight. Given the general uncertainties affecting the effectiveness of the public sector, it is will be a significant hurdle to the impact effectiveness of this output after the end of the SCED. The recommendations of the International consultant noted above appear to be designed to mitigate the risks associated with this dependence on the MoA. They had not been implemented during the MTE evaluator's fieldwork in June 2014.</p> <p>The SCED M&E processes have depended on teams involving the NIU and TSIs using temporary funding provided by the SCED. Further concerns relate to the absence of an institutionalised Monitoring & Evaluation (M&E) mechanism to provide timely post SCED appraisals of the use of the knowledge and equipment by the FFS trained and equipped under outputs 2.6, 2.8 & 2.9. (which has also been suggested to be provided by the MoA). Again, the recommendations of the International Consultant (which have not been implemented) appear designed to mitigate the risk of this dependence on the MoA.</p>	<p>The SCED Baseline study identified this historic experience of NAWFA with FFS under a project that preceded SCED...</p> <p>FFS 2004 reports from CAG, NAWFA, ASPA & international consultant; Interviews with stakeholders; Stakeholder questionnaires – all provided the MTE evaluators with the evidence of actual actions by the SCED that led to the identification of the gaps that potentially dilute sustainability.</p>	
Urgent issues to be addressed in the remaining timeline of the SCED – Component B: Trade Information		
<p>[Component: Trade Information] The Trade Information Network (TIN) architecture (output 3.1) does not provide for an annual information/statistics calendar. It relies on partners to provide information when they have such available. A calendar would define (a) the ad hoc and regular reports expected from each partner and the expected delivery dates (inputs to the TIN) and (b) the reports and information to be released to end-users and their targeted timing (outputs of the TIN).</p> <p>An annual calendar formalises the respective</p>	<p>Stakeholder interviews primarily with MOTIE provided access to the available procedures and controls of the TIN. They did not include an annual calendar (or “service plan” as described by section 12 of the Trade Information Development Report 2012). The evaluators’ experience with similar activities confirms the need for the annual calendar/service plan.</p>	<p><u>Recommendation 11.</u></p> <p>Develop an annual Statistical/Information/Service Calendar in which regular reports/activities would be assigned annually reviewed target dates for their production by the supplier, processing and analysis by the TIN host (MOTIE) and delivery to the end-user. This calendar should be available for use by both supply-side and demand-side entities and would</p>

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
<p>expectations & obligations of all parties to the TIN (demand-side and supply-side). It introduces time-based discipline in the supply-side value chain without which the TIN is unlikely to function effectively. It allows users to plan their business decisions to include the expected timing of the availability of relevant TIN outputs.</p> <p>Demand-side entities include: Ministry of Trade, Industry, Regional Integration and Employment (MOTIE) policy makers and other government policy makers who require trade related inputs; agri-sector companies and exporters; farmers and related agri-businesses; local and international researchers etc.</p> <p>Supply-side entities include: Gambia Revenue Authority, Gambia Bureau of Statistics, Trade Support institutions etc.</p>		<p>provide a basis for accountability of all stakeholders.</p> <p>Action by:</p> <p>MOTIE with the support of the MIE</p>
<p>[Component: Trade Information] Trade information has two aspects that set its value – supply and demand. West Africa, including The Gambia, has yet to set an appropriate value on evidence-based decision making i.e. demand is weak and its value not fully appreciated. It is important that the intervention take this cultural hurdle into account when concluding on the architecture of the Trade Information Network (TIN). The TIN architecture (output 3.1) appears to be overwhelmingly focused on the producers or suppliers of trade information. There is no apparent method in the architecture to track the demand and use of the information and to evaluate, systemically, its relevance and fitness for purpose to commercial and policy making decision makers, especially those targeted by the SCED.</p> <p>As designated coordinator of the TIN, MOTIE has prime responsibility for ensuring that the final policies and processes allow for demand assessment and optimisation.</p> <p>Supply without adequate demand can lead to market failure i.e. the TIN may not adequately influence decision making for enhanced competitiveness, which is the goal of this component of the SCED.</p>	<p>The evaluators’ prior experience (in The Gambia and in the wider West Africa region) has informed his assessment of the gap between supply and demand.</p> <p>The Trade Information Needs Report 2012 did include a survey of the information needs of users of trade information. It made recommendations for further engagement with users in order to ensure that the TIN service is demand-driven.</p> <p>The Trade Information Development Plan 2012 provided details for the supply side development of the TIN. Section 9 of the report also provided a brief recommendation for regular assessment of the usefulness of supply by surveying user satisfaction. Section 12 made a strong recommendation for continuous, internal (MOTIE) and <i>independent (external assessor)</i>, monitoring and evaluation (M&E) of the TIN to ensure long term relevance to the needs of users.</p> <p>Interviews with stakeholders, especially MOTIE, provided the evaluators with access to the current status of the TIN and its related operational manuals and procedures. These policies and procedures do not sufficiently address the need for engagement with users in order to ensure adequate demand for the service.</p>	<p>Recommendation 12.</p> <p>The SCED should review the attainments of the TIN relative to the demands communicated in the 2012 Company Needs Report, especially the recommendations of that report. Further, M&E must be integrated into the annual trade information service plan of MOTIE and the network as required by section 12 of the Trade Information Development Plan 2012. Any gaps should be addressed. A communication strategy specifically targeted at stimulating the demand for, and use of, the TI service should be developed and funded.</p> <p>Action by:</p> <p>SCED project steering committee in conjunction with MOTIE.</p>
<p>[Component: Trade Information] The MIE identified important discrepancies between production data, official export data and mirror statistics used in the development of the strategies. It is unclear whether these issues had been cleared before finalisation of the sector strategies. Significant differences will make the monitoring and evaluation of the</p>	<p>Project progress reports that identify discrepancies; Published sector strategies & Trade Information system documentations that do not indicate how the problem was resolved.</p>	<p>Recommendation 13.</p> <p>The MIE should clarify the extent to which the TI system design will eliminate these discrepancies.</p> <p>Action by:</p>

Findings: Identified problems/issues	Supporting evidence/examples	Recommendations
<p>effect of the strategy implementation on production and exports difficult. It is also unclear whether the performance indicators of the sector strategies are materially affected by these discrepancies.</p> <p>It is not clear to the evaluators whether the intervention was designed to cope with this challenge. In principle, the project document aims to provide relevant and accurate trade information for decision making and control for the targeted sectors of GN, CN & SS. It appears to be logical that it should address any inconsistencies in data analysis.</p>		MIE
Urgent issues to be addressed in the remaining timeline of the SCED – Component C: Inclusive Tourism		
<p>[Component: Inclusive Tourism] The remaining time available during the SCED lifetime for the generation of the US\$3m needed for the inclusive tourism project is short. National stakeholders appear to rely on the Main Implementing Entity (MIE) for action. However, the annual work plans (2013 & 2014) of the MIE indicate that it expects the local partners (GTB/MOTIE) to lead the presentation of the project proposal to donors. Further, the log frame indicates that the success of the project will depend on the completion of the (incomplete) quality enhancement activities of component B2.</p>	<p>Stakeholder interviews indicate concern on the part of national partners that the funding of the project proposal should be championed by the MIE. The MIE annual work plans identify local partners as leading the presentation of the project for funding. The SCED log frame shows that quality enhancement in component 2 is an important pre-requisite for success of the project proposal. The MIE progress report as at December 2013 confirmed that the project requires funding of US\$3,021,917.</p>	<p>Recommendation 14.</p> <p>The SCED should secure funding for the proposal before the end of the project in order to increase the likelihood of implementation and reduce the risk that it becomes a “shelf item”.</p> <p>Action by:</p> <p>SCED Steering committee which should reconcile the apparent confusion over the responsibility for raising funds. The project proposal indicated a possibility of funding from the EIF as well as from third party donors.</p>

1. Introduction

1.1 Background and Context

The Sector Development & Export Diversification (SCED) project aims to improve the international competitiveness of the groundnut, cashew, sesame and inclusive tourism sectors of the Gambian economy, thus contributing to increased productivity, higher quality and greater revenues, increased incomes of vulnerable communities and poverty reduction.

The Gambia is a small, English speaking, country on the west coast of Africa, with an area covering 11,295 square kilometres. The Atlantic Ocean forms a Western frontier and the country is bordered on the remaining three directions by Francophone Senegal. The Gambia comprises a narrow stretch of land, lying north and south of the eponymous River Gambia, from the coast to about 400 kilometres inland. It varies in width from about 50 kilometres near the coast to less than 35 kilometres inland. The river Gambia is navigable and forms the country's main commercial artery.

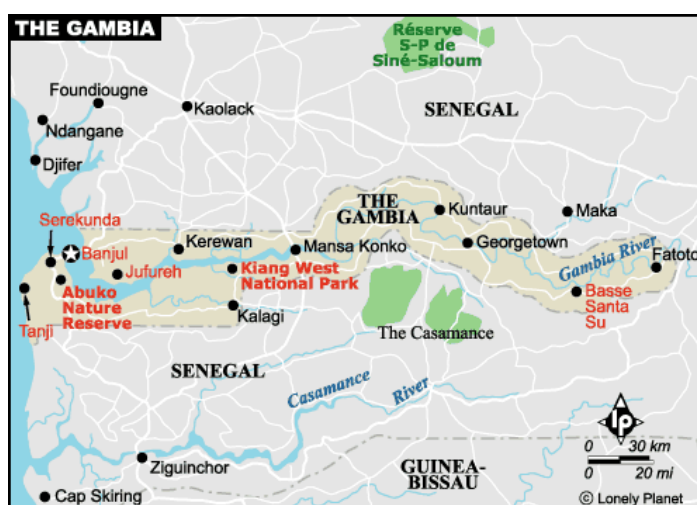


Figure 1: Map of The Gambia

Source: Lonely Planet

The SCED project is funded by the Enhanced Integrated Framework (EIF) Trust Fund and was launched on 20 June 2012³. The project had a budget of \$2.35m (two million three hundred and fifty thousand United States dollars) for implementation over three years. As shown in the logical framework (Appendix 5), it was designed to contribute to the following results:

- Increase of sales of cashew nuts, groundnuts and sesame in domestic, regional and international markets by 3% through Component A1 (Development of sector strategies for Cashew-nut & Sesame) and Component A2 (Quality enhancement of Groundnut, Cashew-Nut & Sesame sectors)
- Establish a functional Trade Information Reference Centre within the Ministry of Trade, Regional Integration and Employment (MOTIE) with trade information resources made available to both public and private sectors and related skills and capacities strengthened (Component B: Trade Information)
- Design a project document ready for funding on the development of inclusive tourism in The Gambia on the basis of a feasibility study (Component C – Inclusive Tourism Opportunity Study).

³ The following analysis is based on the project context described in the Terms of Reference

1.2 Purpose & Scope of the Evaluation

This evaluation covers the period from 20 June 2012 to 30 June 2014⁴. It reviews the project mandate, strategies, and objectives and determines whether the programme is performing towards achieving the targets set and proposes remedial action where the programme might not be on track. The evaluation focuses on six evaluation categories:

- **Relevance:** the extent to which the activities designed and implemented were suited to priorities and realities of the Gambian context.
- **Project Progress & Effectiveness:** the extent to which the programme has achieved its intended outputs and objectives.
- **Efficiency:** measurement of the outputs in relation to the inputs.
- **Sustainability:** assessment of the ability of supported activities and functions to continue after the programme ends.
- **Effectiveness of management arrangements:** the extent to which the project brings together relevant stakeholders to achieve project objectives.
- **Potential Impact**⁵: the likelihood and extent to which the project will contribute, in particular, to longer-term improvements in the international competitiveness of the targeted sectors and to national development in general.

1.3 Methodologies used in the Evaluation

Overview

The Terms of Reference (TOR) specified 40 (forty) evaluation questions to inform the five evaluation categories (see Appendix 8 of the Inception Report). These were filtered, in that Report, to a shortlist of 23 (twenty-three) evaluation questions shown in Appendix 7 of this Report. That list includes 1 (one) Key Environment Indicator (KEI), 6 (six) Key Performance Indicators (KPIs) and 16 (sixteen) Activity Performance Indicators (APIs). Each API is causally linked to one of the six KPIs. The KEI is a standalone assessment. In concluding on the overall likelihood of impact of the SCED components, the evaluators' assessment of the six KPIs (and related APIs) and the KEI will be the conduits of evidence.

Question	Evaluation Category	Evaluation ranking
Were baseline data established to measure progress?	Relevance	KEI
Are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?	Relevance	KPI-1
Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	KPI-2
What is the potential that the project will contribute to the broader and longer-term national development impact?	Impact	KPI-3
In general, do the results being achieved justify the costs?	Efficiency	KPI-4
Are the project results likely to be durable and anchored in national institutions?	Sustainability	KPI-5
Does the project receive adequate political, technical and administrative support from its national partners?	Management	KPI-6
As stated in the background information, there are cross-cutting expected outcomes of the project, such as coordination mechanisms between implementing partners, synergies and complementarities between current project and other similar initiatives developed by ITC, ECOWAS, FAO; STDF, and UNIDO. What is the effectiveness of implementation arrangements (institutional and operational structures) to evaluate these above outcomes?	Management	KPI-6a

⁴ Project activities are covered to 30 June 2014. Financial information was available for the period to 31 March 2014.

⁵ The "Potential Impact" category was added during the preparation of this Report in order to more fully align the evaluation with the categories used in the ITC's guidelines on Evaluations

Question	Evaluation Category	Evaluation ranking
Does project governance facilitate good results and efficient delivery?	Management	KPI-6b
Have resources (funds, human resources, time, expertise, etc.) been allocated strategically by EIF, Government and other donors (if relevant) to achieve outcomes?	Management	KPI-6c
Have project funds and activities been delivered in a timely manner?	Management	KPI-6d

Table 1: Key Environment Indicator & Key Performance Indicators used to inform the Response to the Evaluation Categories

Source: Inception Report

The answering of the evaluation questions was informed by a mix of desk research, the administration of questionnaires, cross sectional interviews of individuals and groups. Interviews were primarily in person, although phone interviews were used for Main Implementing Entity (MIE) personnel. Given the longitudinal nature of the project implementation, the desk research was a vital source of relatively objective longitudinal research evidence. The evidence secured from the desk research was compared with the results of cross-sectional interviews and the questionnaires responses. Any identified variances provided points for further investigation during the compilation of this report.

Two questionnaires were developed for administration.

An Implementing Partner questionnaire was developed (see Appendix 3) for persons and entities who participated in the activities or management or funding of the project without a direct benefit to the entity. The questionnaire had 38 questions covering all evaluation categories. Excluding consultants who were recruited to work on the project, 35 persons were identified as implementing partners in Appendix 12 of the Inception Report. They were all requested to participate in the survey. We received 6 responses (17%) of which one (1) was from a female. One (1) respondent worked with the Sector Strategy development - Component A1; four (4) worked with Component A2 – Quality Enhancement and one (1) did not have a direct role in the delivery of the components. There were no respondents covering Components B & C (Trade information and Inclusive Tourism respectively). Two (2) respondents were from the MIE; two (2) from the Gambian public sector; one (1) from an NGO and one (1) from an international public sector entity.

A Beneficiary Partner questionnaire was administered (see Appendix 4) for persons who had derived a direct benefit from the activities of the SCED. The questionnaire had 27 questions covering the evaluation categories of relevance, effectiveness and efficiency, which were assessed to be the most appropriate for this constituency. 41 entities were identified as beneficiaries in Appendix 13 of the Inception Report, of whom contact details were available for 12 (twelve). All 12 were circularised and three (3) responses were received (25%), all from males. One (1) benefited from the Quality Enhancement- Component A2 and two (2) benefited from the Trade Information (Component B). They were all from Gambian public sector institutions.

Follow up of completion of the questionnaires was done by an FJP consultant supported by the NIU. All returns were made directly to the evaluators by mail or by hand. Although the response rates were disappointingly low, the responses actually received were consistent with evidence gained from interviews and from desk research. In particular, the desk research formed a primary source of reliable evidence given the longitudinal nature of the project implementation. We do not consider that the report is materially affected by the low response rate.

The MTE evaluators deployed the following principles and processes to optimise the outcome of this evaluation:

- *Ethical evaluation*: through individual and group interviews, questionnaire administration and telephone conversations, the evaluators sought to incorporate the views of a cross-section of national and international stakeholders. We sought the prior consent of interviewees, in line with best ethical practices. We sought to represent their perspectives faithfully in the report.
- *Triangulation of findings*: we increased the reliability of our conclusions by using data from multiple sources including cross-sectional interviews, longitudinal desk research and direct observation of results⁶.
- *Participative and iterative management of the evaluation process*: the evaluation consultant complied with the approach to the management of the evaluation process required by the TOR. This entailed working in close cooperation with the Evaluation & Monitoring Unit (EMU) of the ITC and with representatives from the programme (from ITC and NIU). During the inception phase of the evaluation, this ensured that the research design and tools produced by the evaluation consultant were agreed upon by stakeholders and that their quality was judged adequate and sufficient by the latter. During the reporting phase of the mandate (the draft evaluation report), this strategy permits the EMU to exercise overall direction of the content and presentation of findings and for other stakeholders to correct factual errors and present new points of views and opinions in reaction to findings, conclusions, lessons learned and recommendations outlined in the report.
- *Application of diverse knowledge and experience*: The evaluators deployed a mix of experts with complementary knowledge and skills in trade related technical assistance, programme evaluation, qualitative and quantitative research and reporting.

Data Analysis

In the process of our analysis of the SCED, we found noteworthy matters that have positive or negative implications for the attainment of the objectives of the project. They either reduce (positive issues) or amplify (negative issues) the level of uncertainty that is associated with reaching the SCED's goals outlined in its logical framework. In accordance with the method detailed in Appendix 2, we classified these events as risks.

Positive risks were rated as "Challenge" or "Strong". These are opportunities that may be missed if certain actions are not taken ("Challenge") and those that are very likely to be secured ("Strong").

Negative risks were rated as "Weak" or "Fatal". "Fatal" risks are negative events that can seriously undermine the strategic objectives of the SCED. "Weak" risks are negative events that are not "fatal"; but may develop into fatal threats if not quickly arrested. "Neutral" risks do not have a significant impact on the objectives of the SCED. We propose recommendations for managing these risks. To assist the comprehension of these risks, we assigned them Risk scores on a 1-5 scale as follows:

Risk Rating	Risk score	Risk Rating	Risk score
Neutral	3	Strong	5
Weak	2	Challenge	4
Fatal	1		

Table 2: Assignment of Risk Scores on a 1-5 scale to Risk Events identified in the Analysis of the SCED

⁶ For example, the observation of the launch of the sector strategies in June 2014 and the walkthrough of the live web portal for the Trade Information System (the latter facilitated by the MOTIE).

Source: FJP Development & Management Consultants

The ideal would be for SCED outputs and outcomes to be assigned a score of 5, indicating a strong likelihood of success. The lower the risk score, the higher is the assessed likelihood that the output or outcome will **not** attain its objectives. As shown in Appendix 6, SCED outcomes are composed of a number of outputs and activities. Based on our assessment of the data on activities, we identify and classify noteworthy risk events. These are utilised to rate the outputs on the 1-5 scale. Outcome ratings are the average (mean) of the output ratings.

The noteworthy risk events are also mapped to the evaluation questions and are used to rate the 12 subsidiary questions (APIs) on the 1-5 scale (Appendix 7). The risk score of the KEI and nine of the 10 KPIs is the average (mean) of the related APIs. The impact measure (KPI-3) is rationally the product of the nine KPIs and the KEI. Its risk score is thus the mean of those ten measures.

The noteworthy risk events were collated in a risk register which formed a “one-stop-shop” for easy review of all of the identified risks. The priority risks of this register form the recommendations detailed in the Executive Summary.

2. Analysis & Findings

2.1 Management of Financial Resources

The MTE evaluators accepted the financial information provided by the MIE without any procedures for verification or audit, as that is outside the scope of our assignment. Applying our professional experience, we did consider the broad implications for the budget allocation and the actual expenditures for the value for money (VfM) offered by the SCED. It appears that the MIE maintains the necessary financial records and analysis required for effective control and reporting on expenditures, both on a functional basis as well as on an activity basis. The following sections provide an overview of the financial performance of the SCED to 31 March 2014. It excludes the in-kind contribution by GOTG of \$413,500 (USD).

Row Labels	Sum of Allocation (US\$)
Inclusive Tourism	49,046.00
Overheads	456,240.00
Quality Enhancement	800,000.00
Strategy Formulation	330,000.00
Strategy Implementation	273,954.00
Trade Information	445,000.00
Grand Total	2,354,240.00

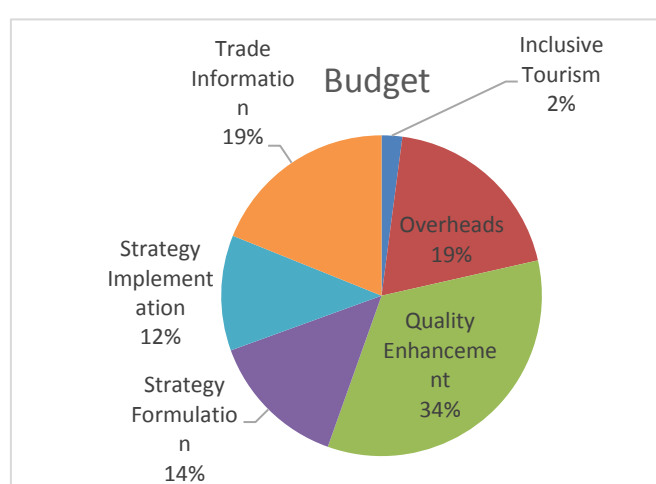


Figure 2: Budgeted Expenditures for the SCED

Source: MIE data

The allocation of 19% of expenditures for administration overheads appears to be in line with our experience of best practice, which normally requires such expenditures to be limited to (preferably) 20 and (a maximum of) 25%.

Row Labels	Sum of Expenses occurred by March 2014 (US\$)
Inclusive Tourism	40,151.85
Overheads	359,339.35
Quality Enhancement	388,067.00
Strategy Formulation	224,495.99
Strategy Implementation	168,348.20
Trade Information	242,404.73
Grand Total	1,422,807.12

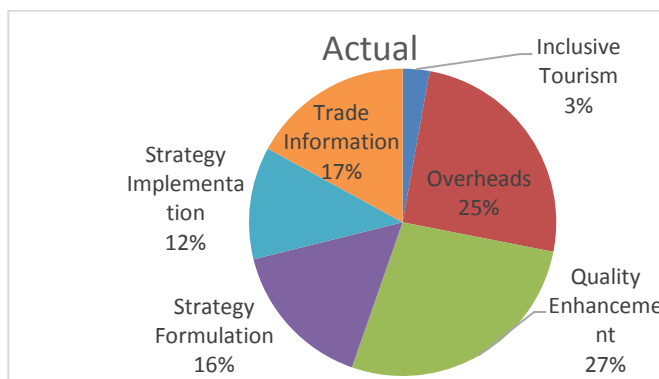


Figure 3: Actual SCED expenditures to 31 March 2014

Source: MIE data

It can be seen that administration overheads are creeping uncomfortably close to the upper limit of 25%.

Values	
Sum of Expenses occurred by March 2014 (US\$)	1,422,807.12
Sum of Allocation (US\$)	2,354,240.00

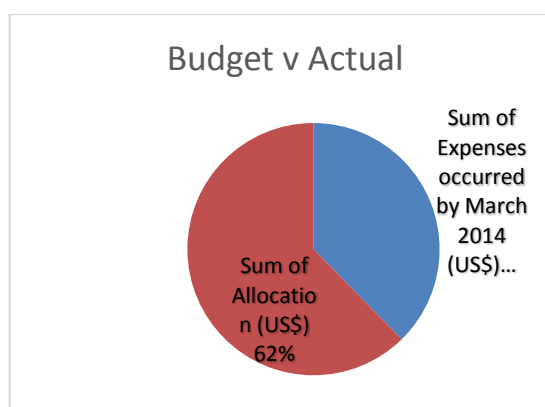


Figure 4: Actual expenditures as at 31 March 2014 as a proportion of the total SCED budget

Source: MIE data

As at 31 March 2014, the SCED had been operational for 21 months from June 2012 out of a total lifespan of 36 months. 58% (fifty-eight) of the lifespan had elapsed with an expenditure of 38% (thirty-eight percent) of the budget. On a straight line basis, the project implementation would appear to be behind schedule. This observation was supported by the detailed findings (below) on some of the intervention components.

2.2 Institutional and Management Arrangements

This section assesses the appropriateness of overall institutional and management arrangements and how these have impacted the implementation and delivery of the SCED. It includes the coordination and collaboration arrangements with partners and other stakeholders.

In The Gambia, the Ministerial Aid For Trade Committee (AFTC) is the apex structure of EIF governance⁷. The National Steering Committee (NSC) oversees the design and implementation of all EIF programmes including SCED. It meets quarterly⁸. The NSC includes a mix of private and public actors. Its chair is the

⁷ The effectiveness of the AFTC is questionable, as the last meeting was on 2 October 2012.

⁸ The NSC has a majority of local and international public sector members. Private/commercial interests are a small minority. Meetings are typically well attended with the majority of members present. There have been 12 meetings

Permanent Secretary, MOTIE, who also performs the role of EIF Focal Point. This dual role has been questioned with some actors requesting for the chair to be held by a separate position from the Focal Point, given the checks and balances inherent in EIF governance. SCED has a dedicated Project Steering Committee (PSC) that provides tactical oversight to the implementation of the project plan. It is comprised of public and private stakeholders with a particular interest in the SCED⁹.

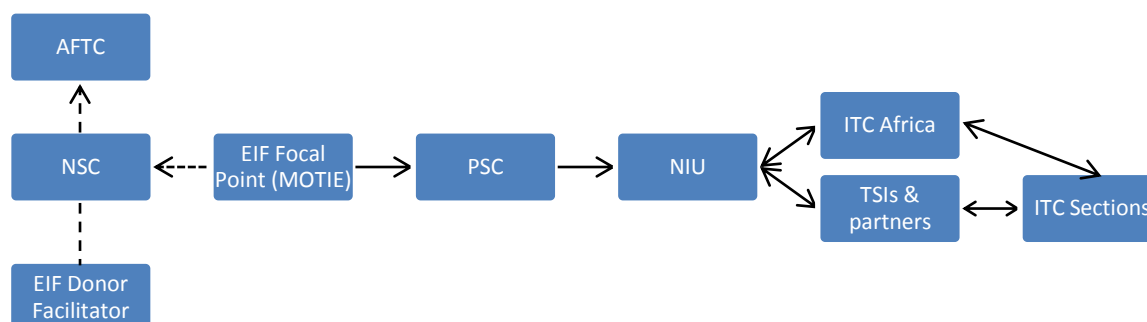


Figure 5: Governance and management structure of SCED Gambia

Source: Project Document and partner interviews



In practice, the role of the EIF Focal Point is a formal link to an important office who can, hopefully, act as a champion where needed. ITC acts as the Main Implementing Entity (MIE), with tactical support from the NIU and direct implementation contact with TSIs and other implementing partners and beneficiaries where practical. Project activities are driven by the relevant sections of the ITC, with the Office for Africa providing a conduit for the coordination of the activities of the ITC sections.

Project activities require the dedicated partnership of the MIE and the Gambia public and private sectors actors to attain the desired objectives. Although the programme seeks to deliver an impact on the international competitiveness of commercial (mainly private) sectors of the Gambian economy, the public sector is a critical partner in shaping the national business environment. The Gambian public sector operates in perennially elevated levels of environmental uncertainty with high rates of staff and ministerial attrition and redeployment. This intervention cannot be insulated from the effects of this uncertainty.

This MTE has been directly contracted by the procurement unit of the ITC to provide a service to the M&E unit of the ITC. The evaluator has been provided access to all relevant persons and documentation for the purpose of an independent review.

The evaluators have concluded that the documentary evidence amply demonstrates a rigorous and professional approach to the project management process by the Main Implementing Entity. The MIE maintains financial information on both a functional-basis and on an activity-based format. This optimises

since August 2010, with the last being in September 2013. There has been a surprising shortfall of meetings in the last nine months.

⁹ The PSC has 16 members, of which 11 (69%) are local or international public sector bodies. The rest are TSIs with an interest in the deliverables of the programme. There is no representative of a private enterprise, nor is there any “independent” member with no ties to the public sector or TSI interests. There have been 4 meetings of the PSC between August 2012 and March 2014. Attendance has been good with typically 2 or 3 absentees (maximum 5 absent in March 2014).

the utility of financial information for decision making and control. Financial information and related operational information were made readily available to the evaluators upon request.

The findings reflect the information gained from interviews of stakeholders. The observation of the evaluators, supported by discussions with relevant ITC staff, is that the NIU is staffed with capable personnel who form an effective partnership with the MIE.

We received six responses to the implementing partner questionnaire. Questions typically required a rating on a 7 point scale, with a 7 rating representing the highest positive response. Four respondents (80%) rated the selection of the ITC as MIE at 7. The lowest rating was a 5, demonstrating a reasonable level of confidence in the MIE. The highest rating of the choice of national implementing partners (NIPs) was a 5 (lowest rating 4). One respondent expressed serious concern at the choice of NIPs with particular reference to the “insufficient capacities and limited management” available to NARI and NAWFA. NARI was a key partner in the key component of quality enhancement. When asked to list the main shortcomings observed in the implementation of the SCED, the following responses were received:

#	Shortcomings observed	Evaluators' comments
1	Inadequate monitoring and evaluation	Presumed to be M&E undertaken by NIPs. The MTE evaluators, in evaluating the implementation of activities, separately concerns with the sustainability of M&E activities beyond the project life.
2	Improper coordination between implementing institutions and sector	
3	Project start-up was not very timely, coincided with time when farmers were really busy with other crop production activities such as weeding of field thus the community sensitizations that were expected to lay a more solid foundation for the understanding of the project objectives and the farmer field school approach was not quite satisfactory in some instances	
4	The Quality of some of the core trainers in terms of both educational qualification and commitment constitutes another layer of shortcoming. This affected the regular conduct of farmer field school sessions in some communities	
5	Late production of farmer field school manual and guides meant that the core trainers had to rely a lot on memory and notes taken during their training to guide the conduct of FFS sessions, this particular reason has been blamed for the non-starting of FFS activities in five targeted communities.	
6	Partner supervision of FFS activities was also limited, thus missing on the opportunity for addressing project implementation issues as well as provided additional onsite training for the effective implementation of the FFS activities	
7	The laboratory of NARI for aflatoxin testing has not yet been refurbished as per the advice given by the experts and this is delaying the process of accreditation of the lab. There is the risk that this objective will not be achieved before the end of the project.	Consistent with the observation of the MTE evaluators
8	According to information received from ASPA, apart from GGC and Reliance Oil Mill, all other operators were not opportune to operate in the marketing of peanuts during 2013/14 marketing season. This can have an effect on the production of groundnuts.	
9	The Ministry of Agriculture should have taken a more active role in assisting the implementation of farmer field schools	Consistent with the observation of the MTE evaluators
10	The possibility of having a permanent quality steering committee would have to be considered	
11	Long delay in endorsement of strategies has delayed implementation phase	Consistent with the observation of the MTE evaluators
12	Government intervention in the groundnut market	ditto
13	Government intervention in mandate/functioning of sectoral institutions	ditto

Table 3: Shortcomings in SCED implementation observed by responses to the implementing partner questionnaire
Source: Implementing partner questionnaire

Issues perceived as negatively impacting on the contribution of the Government of The Gambia (GoTG) to the success of the SCED included:

- “I understand there are other projects being implemented- there may have been a split of interest and commitment
- Limited outreach to key partners such as Ministry of Finance and some private sector partners.”

When asked how partnerships can be managed differently to provide the best possible support to the SCED goals the following suggestions were received:

- “Not much change, better planning of sustainability requirements by GoTG from design stage of the project
- Greater involvement of the private sector
- Less Government involvement”.

These observations were consistent with the considered conclusions of the MTE evaluators. A respondent offered this additional observation for the management of the remaining period of the SCED:

“A key success factor for strategy success is to build capacities in next months for the sector committees, namely resource mobilisation and monitoring capacities. It will also be important to ensure implementation of key activities of the strategies to generate momentum and further buy[in]. These activities should also contribute to the sustainability of support institutions such as GAG, GIEPA and selected sesame focal points”.

We received three responses to the beneficiary partner questionnaire. The responses were broadly consistent with those from implementing partners. The following implementation shortcomings were noted in addition to those stated by implementing partners in Table 3 above.

- “Inability¹⁰ of NARI to fulfil its requirement of refurbishing the Aflatoxin lab
- Lack of proper coordination between NARI and NAWFA in monitoring on farm sesame seed multiplication
- Inadequate training manuals for ease of reference and guidance on the use of trade information tools.”

The observations of the questionnaires are broadly consistent with the insights gained by the evaluators from the stakeholder individual and group interviews done in the course of our work.

Item 3 of Table 3 above noted concerns about the timing of initial project activities conflicting the farming season. Other than that, there have not been significant concerns identified about the value and allocation of resources. Project governance, for an intervention targeted at the international competitiveness of commercial sectors, may have been overly reliant on public sector actors who are not always driven by the efficiency and effectiveness demands of the market. This observation of the MTE evaluators appears to be reflected by the concerns of some responses to the partner questionnaires. Cross-cutting links to other projects were successfully identified but, especially in the case of the Quality Enhancement component, were not fully converted to deliver success to the SCED goal.

Our overall conclusion is that the project management, monitoring, evaluation and control processes deployed by the MIE were consistent with best practices expected by the MTE evaluators. All other things being constant, this should be a high impact project. However, these competences were materially diluted by challenges encountered in fostering effective national cooperation to deliver the results that are within grasp. These factors are largely outside of the control of the MIE and reflect long term national challenges.

2.2 Implementation of Activities

¹⁰ This is a verbatim quote. See comment in section 4.1.

2.2.1 Introduction

We examined how the implementation of project activities has been undertaken by reference to the operational plan, noting any constraints, examining if and how the monitoring and backstopping was done during the implementation. References to activities relate to identification numbers in Appendix 6.

2.2.2 Activities relating to Component A1a – Development of Sector Strategies for Cashew Nut & Sesame

Component A1a has 10 activities (#1.1.1 to 1.5.2). They are largely sequential steps in strategy development starting from a baseline study and ending in the official launch of the sector strategies. As at 30 June 2014, there were all substantially completed and the strategies officially launched.

Baseline study. The Baseline report was well done and is an important instrument of monitoring and evaluation of potential impact. The SCED baseline was not completed until six months after the start of the project i.e. 17% of the lifetime of 3 (three) years (the initial studies were reportedly drafted within 3 months).

Value chain diagnostic. The sector evaluations for cashew and sesame were satisfactorily completed in November 2012 (#1.2.1). The work plan expanded to include diagnostic workshops for groundnuts that were reportedly well received. The capacity building and export readiness interventions were recorded at 50% attainment at 31 December 2012 (#1.2.2). Activity 1.2.2 was comprised entirely of capacity building workshops. The MIE conducted desk research in 2012 to identify practical export readiness actions to complement the workshop activities.

Assessment of strategic & funding choices. The consideration of strategic choices (#1.3.1) appears to have been well facilitated by the MIE, with full participation of national stakeholders. It is unclear the extent to which #1.3.2 was separately considered and reported. However, the existence of costed and prioritised action plans for sesame and cashew indicates that this is not a matter for concern.

The SCED log frame includes the following additional activities under output 1.3:

Logframe Activities	Actual Activities
1.3.2 Promote visits of a selected group to value chain stakeholders and sector associations in other countries that have gained a competitive advantage (for example in Ghana, Nigeria, Tanzania, China, Vietnam, Brazil, South Africa, Uganda and Malawi). Participation of women farmers and exporters will be encouraged.	This activity was apparently moved/merged with activity 1.6.2.
1.3.3 Organize market orientation and promotion visits, to international sector product trade fairs, manufacturers of appropriate equipment and buyers that operate equitable trade for supplier development schemes or potential visits to global or regional sector technical associations.	This activity was apparently moved/merged with activity 1.6.3.

Table 4: Deviation from the log frame: Strategy Development vs Strategy Implementation

Source: Detailed logical framework. Bi-annual Progress Report (July to December 2013)

The MTE evaluators consider that the log frame was correct in classifying these activities as part of the strategy development process. It is noteworthy that these comprised the entirety of strategy implementation actions as at end 2013. Of further concern to the MTE evaluators, the log frame implied that the original activities were intended for the pilot implementation of cashew and sesame strategies. The actions reported under the strategy implementation outcome were exclusively for groundnut¹¹.

¹¹ Comment on draft report: “The understanding is also that the linkages envisaged in 1.6.2/3 can be partly achieved by undertaking activities 1.3.2/3. To fully complete output 1.3 the two activities have to be implemented for all the three sectors/crops. This was in fact planned in 2013 but implemented only for the GN sector”.

Finalisation of strategies. The Draft strategies were drafted by the first half of 2013 and validated in August 2013 (#1.4.1). The conclusion on the structure of the implementation management body for the sector strategies was initiated in 2012 and continued in 2013 with sector development committees and though MIE discussions with MOTIE, MoA, GEIPA, CAG, and NAWFA (# 1.4.2). This activity was incomplete as at end 2013.

In the December 2013 Bi-annual Report, it was noted that the challenge in this output was a decision on structure, roles, responsibilities and resources allocation to be determined by NIU, MOTIE and MoA. This was classified as a “challenge” and a political decision to be taken by MOTIE and may take some time. The decision process was seen to be outside the MIE’s control.

In consultations with the NIU, the MTE evaluators were advised that the implementation bodies for both cashew (CAG) and sesame (NAWFA) were concluded in the first half of 2014 and secretariat staff hired. The staff are reportedly being paid by the SCED until February 2015, where-after the arrangements for their financing is unclear.

The MIE noted that there were important discrepancies between production data, official export data and mirror statistics used in the development of the strategies. It is unclear whether these issues had been cleared before finalisation.

Launch of sector strategies. The official launch of finalised strategies and the operational effectiveness of implementation bodies are the final activities of component A1a. The strategies for the sesame and cashew sectors were officially launched at the MOTIE headquarters in June 2014. Given the short lifespan of the SCED, there was a surprising delay (reportedly on the part of the Government) between the validation in August 2013 and the official launch in June 2014.

The implementation bodies became effective in early 2014. The reporting of implementation success stories (# 1.5.2) is logically linked to the activities intended for component A1b (pilot implementation of action plan priorities). The evaluators are not aware of any “success stories” being reported under this activity separate from those in component A1b. It is reportedly an “ongoing” activity.

2.2.3 Activities relating to Component A1b – Pilot Implementation of Action Plan Priorities in the Sector Strategies

Component A1b comprises four activities. The original design of the project had the pilot implementation activities now performed under this component as strategy development activities in support of the cashew and sesame sector reviews. This made sense. The project document anticipated that the strategic action plans would give clarity to the actions to be funded this component.

Given the activities actually carried out, challenges noted with the overseas missions in the Bi-annual report Dec 2013 included:

- ensuring momentum of activities implemented continue for the benefits of the groundnut sector over the duration of the project and beyond.
- integrating and disseminating the experience and lessons learnt from this mission within the different component of the EIF project (within the quality component in particular) for the long-term benefits of the Gambian groundnut sector, to stimulate changes in working practices and increase its efficiency and competitiveness.

These challenges call into question the impact effectiveness of the national partnerships facilitated by the SCED and the strategic value of the investments made under these activities.

Activity 1.6.1 calls for transfer of trade promotion methodologies and tools. It is not clear whether this was done. There is no record/report of this particular element in the documentary evidence. Moreover, there do not appear to have been any trade promotion events organized as initially planned. These would be different from the learning mission to Malawi/South Africa. They would be specifically designed to showcase products from The Gambia to buyers/importers overseas.

The following sesame and cashew related activities were recorded:

- In collaboration with NARI and NAWFA, 50 high quality tarpaulins have been procured and delivered in Q4 of 2013 for use in the 2014 sesame harvesting season.
- An MOU was signed with CAG to fund selected activities.
- An MOU was signed with NARI to fund the procurement and seed multiplication of a higher value sesame stock.

In all cases, the MIE's monitoring reports foresaw challenges over the likely impact of these investments.

There is no evident link between the strategic action plans and the activities implemented under this component. Given the delay in the official launch of the strategies, it is understandable that substitute activities were selected. However, the effect of the change remains a material dilution of the planned intent¹².

Activity 1.6.4 expected the generation of a 3% increase in sales for the targeted sectors. This is unlikely to be recorded. First, the quality enhancement actions (Component A2) which are a critical element of the actions that should generate increased sales are not completed. Second, the trade information, component B, is reportedly not designed to provide this information. It is not clear how it would be tracked.

2.2.4 Activities relating to Component A2 – Quality enhancement of Groundnut, Cashew-Nut & Sesame sectors

Component A2 has, at 22, the highest number of activities. They seek to deliver internationally recognised quality enhancement at various steps of the value chain, in order to provide a basis for the penetration of new markets and for higher prices and volumes.

Training and accreditation of NARI laboratory. The NARI methods for testing aflatoxin have not met current international best methods and practices. The West Africa Quality Programme (WAQP) tried, but failed, to secure international accreditation of NARI's laboratory. The MTE evaluators were concerned that the MIE recorded the successful performance of 321 tests for aflatoxin in 2012, given that the NARI

¹² A commentator on the draft report asserted: "The link between the NARI seed purchase and seed multiplication activities is derived from the results of the launch workshop, where sesame stakeholders participated and provided inputs to a pre-strategy analysis providing their main concern for the sector and the biggest hurdles facing them when wanting to achieve export success and greater revenues from their production. These inputs were reinforced by the results of the preliminary statistical analysis and value chain analysis carried out by the ITC team before the launch of the project in June 2012. As a result decisions were taken by the Gambian stakeholders to try to tackle these issues as soon as possible in the process. Since we were talking about production issues (seeds, and seed multiplication program) it was crucial that these activities took place as soon as possible to the exigencies of production seasons and benefiting the sector assisted by other ITC colleagues focusing on complementarity activities (quality enhancement, FFS etc)".

laboratory had not been upgraded to provide the desired HPLC testing. The MIE staff advised the MTE evaluators that the training provided allowed for the existing TLC method to be “done in a better way”¹³. It is not entirely clear to the MTE evaluators that this was the objective of this activity. It is noteworthy that no other tests have been recorded under this output for 2013 and 2014.

The on/off/on refurbishment of the NARI laboratories appears to have been mired in bureaucratic miscommunication and lethargy at NARI. It is unlikely that the accreditation of the lab will be operational before the end of the SCED. The MIE staff considers that the conditions may not exist to support such a market driven alternative in The Gambia¹⁴.

The existing Quality manual is reportedly¹⁵ not yet fully aligned with the requirements of ISO 17025. It is being written by NARI staff under the guidance of an international consultant – a form of informal training. The complete draft will require further review after the operational effectiveness the refurbished laboratory – reflect context specific processes. Given that the lab is unlikely to be operational with the SCED lifetime, this goal may not be accomplished.

Standards and regulations developed. The Gambia Standards Bureau (TGSB) was established with the support of the WAQP. It required support from SCED to improve the quality and timeliness of its standard setting processes and to establish standards specific to the produce targeted by the SCED. Progress on the establishment of national standards appears satisfactory. It is unclear whether the sensitisation of stakeholders and operators will be completed on target.

Quality Segregation of GN. From the producer (farmers), the nuts are taken to the Cooperative Producer Marketing Society (CPMS) and screened to remove foreign material and sub-sized pods and quality is assessed. From 28th January to 7th February 2013, a comprehensive assessment of Cooperative Producer Marketing Society (CPMS) was conducted. The team which comprised the National Consultant and representatives of ASPA, DOA, GGC and the NIU visited over 90 CPMS and 15 depots/reception points.

As with setting standards, training and equipping inspectors is necessary but not sufficient for the impact desired by the SCED. There must be resolute commitment on the part of national stakeholders to maintain and upgrade the knowledge and equipment. A handover agreement is in place that is said to provide the formal concurrence with these principles.

Further, there must be an institutionalised oversight mechanism to provide timely appraisals of the use of the knowledge and equipment by the inspectors. The NIU has asserted to the MTE evaluators that only an ad hoc procedure is in place for the duration of the SCED that involves the NIU and ASPA in M&E.

Implementation of HACCP & pre-requisites for GN. The Gambia Groundnut Corporation (GGC) and other operators have been sensitised on the various desirable attributes of the groundnut value chain. As a result, operators have a goal of gradually complying with the implementation of the various level of HACCP in terms of analysis of samples, processing and storage of groundnuts as well as other safety

¹³ Comment received on draft report: The training enabled participants to develop a solid understanding of the ISO/IEC 17025 standard and be able to plan the accreditation process and achieve a proper implementation of ISO 17025 requirements. The training also enabled the technicians to understand the various techniques and tools for mycotoxin control in agricultural commodities and to get practical training on sample preparation and extraction which are applicable to the HPLC method also.

¹⁴ This is a view communicated to the MTE evaluators in an interview

¹⁵ A view communicated in an interview with relevant MIE staff

requirements of the product. Currently, the level of compliance to aflatoxin codex requirement is low and The Gambia's groundnut export is still considered low grade 'Bird Feed'. By 2013, the SCED was expecting a high level of compliance, during which was expected that The Gambia would be positioned to increase the export value of its groundnuts.

An international consultant commenced the training of eight operators in January 2014. A subsequent training session was held in May 2014. A further visit is scheduled for later this year 2014. The workshops are expected to have the benefits of conveying a practical understanding of the relationship between the Gambian Food Safety & Quality Act 2011, HACCP, national and international trade. The workshops provide guidance on the compliance with HACCP but do not certify the participants. There is concern expressed that some of the operators may not be able to afford the cost of HACCP certification said to be between \$3,000 (three thousand US dollars) and \$10,000 (ten thousand US dollars)¹⁶. An MIE staff advised the MTE evaluators that the certification is not mandatory, subject to national law, but that it provides access to new markets. The output goal is to secure the implementation, but not necessarily the certification of HACCP by the operators.

The Bi-annual Report Dec 2013 notes that, in addition, the implementation of HACCP by enterprises would depend on their ability to invest in appropriate facilities and infrastructure. The impact of the training on HACCP is likely to be quite low if the requisite facilities are not in place to ensure their implementation on a routine basis.

Given that the attainment of an internationally accredited aflatoxin laboratory (output 2.1) is improbable, the operators may not be able to demonstrate compliance with the aflatoxin codex requirements under activity 2.5. They may, thus, not be able to enjoy the full added value benefits of HACCP compliance even if they successfully complete this programme.

Farmer Field Schools (FFS). NAWFA used to have 255 sesame FFS across the country, of which only 90 FFS (36%) were active at the start of the SCED. Three institutions were identified to lead the implementation of the SCED FFS in the Gambia, ASPA for ground nut, NAWFA for sesame and CAG for cashew.

The 2014 workplan of the MIE is not clear on how the remaining targets for setting up FFS (activity 2.X.1) and for the number of farmers to be trained (activity 2.X.4) will be met in 2014 et seq. An MIE expert hopes to have significant numbers of Ministry of Agriculture (MoA) extension workers trained in the FFS methodology so that they can "speak the same language" as the non-state actors. This appears to be in the 2014 work plan although the level of progress is unclear to the MTE evaluators. The measures that have been taken to avoid the repeat of the 2/3rd loss of sesame FFS are not immediately evident to the MTE evaluators.

The MTE evaluators concur with the Bi-annual report 2013 which suggested that a major challenge will be the monitoring and evaluation of the FFS. It is understood from the NIU that they have been leading M&E actions in a group that includes the sector lead organisations plus FSQA and NARI. This is an ad hoc measure that requires a sustainable institutional framework.

An MIE expert stated to the MTE evaluators that he expects that the MoA will provide the backbone of the required institutional mechanism. It is not evident to the MTE evaluators that actions are in place to facilitate the take up of this responsibility. Inevitably, the question would arise about the role that the

¹⁶ Based on interview information from the MIE and the NIU respectively.

MoA played in mitigating previous losses of investments in FFSs and how that experience may have been translated into improved actions going forward.

The MTE evaluators also raised the issue of knowledge management, learning and improvement. The activities do provide manuals that form a basis for knowledge management. It is unclear how the process of learning and update to reflect lessons in the field and to absorb new technical knowledge will be managed. Again, the MIE expert expects the MoA to play a lead role although the MTE evaluators are not aware of any impending commitment in that regard.

Quality Assurance Framework (QAF) for CN & SS. There was no pre-SCED specific quality assurance framework (QAF) for sesame and cashew but there were project interventions to support these crops. A validation workshop for the QAF document was held on 20 February, 2013. According to information gathered by the EIF/NIU, the feedback from the workshop was very positive as participants commended the timely and appropriateness of the workshop and the project in general. Beneficiaries in the cashew and sesame sector attending the workshop hailed the initiative due to the fact that a workshop of such nature has never been held in the Gambia. Five (5) out of the twenty-nine (29) participants attending the workshop were women and several media personnel (local newspapers and radio) were also among the attendees resulting to local media coverage of the workshop.

Implementation task forces. Pre-SCED, there were two taskforces established (one for cashew and the other for sesame) under the Chairmanship of NARI. However, they had just been established in 2011 and were to be strengthened in 2012. The cashew and sesame task forces have, reportedly, been strengthened. It was planned, for 2014, to review their terms of reference and provide estimates for project support to the meetings/workshops of the task force (i.e. number of meetings, logistical support). The structures have to demonstrate result-focus and operational sustainability beyond the lifetime of the SCED.

Packaging and labelling value chain diagnostic for GN, CN & SS. The procurement of a packaging machine as a joint resource for the three sectors, to be accessed by all operators on a transparent and fair basis, raises many challenges. It is important that such a resource should be commercially self-sustaining, raising sufficient revenue to allow for the orderly replacement of equipment as they wear out. It should preferably be run as a standalone commercial vehicle, charging access prices to the operators. That, however, raises the problem of avoiding the abuse of market power through exploitative pricing. That risk must be balanced against the need for an adequate return on investment to an efficient commercial operator. If the price is to be regulated, who should do it and how might that affect the attractiveness of the venture to a commercial operator? It is understood by the MTE evaluators that these issues are still being studied.

2.2.5 Activities relating to Component B – Trade Information

Component B has eight activities. A Trade Information Review Report was prepared and formed the foundation for the trade information infrastructure to be established. A trade information development plan for MOTIE was subsequently crafted by ITC in liaison with MOTIE. A National consultant was recruited for conducting visits and holding discussions with a selection of Gambian producers and exporters to identify the situation and specific problems and issues facing exporters. A report was submitted by October 2013. Activities 3.1.1 to 3.1.3 comprising this output have been fully completed.

In 2013, the Gambia Trade Information Portal was established and relevant contents were uploaded. The domain name <www.gambiatradinginfo.gov.gm> was selected by management of MOTIE for The Gambia

Trade Information Portal. The Gambia Trade Information Portal was officially launched on 24 June 2014, and is active.

The Trade Information Service bears many similarities to the mandate of the chamber of commerce (GCCCI) leading to potential duplication of effort. Stakeholders hold that the actual services of the Chamber do not cover this aspect.

Trade information has two aspects that set its value – supply and demand. Although some work appears to have been done on evaluating the demand for trade information by the national consultant, the focus of the TI service, including its operating manual¹⁷, appears to be overwhelmingly focused on the producers or suppliers of trade information. There is no apparent method in the architecture to track the demand and use of the information and to evaluate, systemically, its relevance and fitness for purpose to commercial and policy making decision makers, especially those targeted by the SCED¹⁸. West Africa, including The Gambia, has yet to set an appropriate value on evidence-based decision making. It is important that the intervention take this cultural hurdle into account when concluding on the architecture of the TIN.

The operating manual does not provide for an annual information/statistics calendar. It relies on partners to provide information when they have such available. A calendar would define the ad hoc and regular reports expected from each partner. Regular reports would be assigned annually reviewed target dates for their production by the supplier, processing and analysis by the TIN host and delivery to the end-user. This calendar would be available for use by both supply-side and demand-side entities and would provide a basis for accountability of all stakeholders¹⁹.

Good progress seems to have been made on the capacity building activities. The 2014 work plan suggests that the current focus is on providing coaching and supplementary support to reinforce the skills gained in trade information management and in the use of the Eurotrace trade statistics software. Assigned MOTIE staff confirmed to the MTE evaluators that they are now in the position to independently analyse and produce information for which, hitherto, they were dependent on a relatively slow and unreliable output from the Gambian Bureau of Statistics (GBoS). This apparent duplication would enable them to be more comfortable about the accuracy of the data provided.

2.2.6 Activities relating to Component C – Inclusive Tourism

Component B has two activities. The project document has been developed and validated, based on the opportunity study done by the MIE in 2012. The proposed national implementing lead is the Gambia Tourism Board working in partnership with the ITC. The estimated value of the project is US\$3m. The MIE in its Bi-Annual Progress Report Dec 2013 expressed concern that, in implementing the project, the expressed interests of stakeholders should not lead to a material deviation from the original objective of building backward linkages between the agriculture and handicraft sectors and the tourism sector. National stakeholders appear to place significant reliance on the MIE to galvanise funding for the project.

2.3 Assessment of Relevance & Effects

The overall project outcomes in the log frame are evaluated below.

¹⁷The operating manual is known as “The Gambia Trade Information Network Features and Operation Guide”

¹⁸ Comment on draft report: “An upcoming series of coaching session to MOTIE staff embeds service management aspects that include monitoring aspects”.

¹⁹ Comment on draft report: “Next meeting of the Trade Information Network will be used for the production of a validated calendar of information sharing among stakeholders”.

2.3.1 Relevance

The project content tree in Figure 6 illustrates the primary cause and effect relationships that form the backbone of the logical framework of the SCED. It allows us to analyse the soundness of the socio-economic goals of the log frame (Appendix 5) and their backward linkages to the pre-existing realities of the targeted sectors.

Consider trade information (Component B) in Figure 6. The value of trade information (TI) to the international competitiveness of the targeted sectors is in the production, dissemination and utilisation of relevant information for strategic and tactical decision making and control by policy makers, TSIs, enterprises and farmers. The Baseline Report found that there was no effective and/or institutionalised trade information network in The Gambia, reinforcing the choice of TI as a component of the SCED. TI has with cross-cutting potential for enhancing the international competitiveness of all targeted sectors in agri-business and inclusive tourism.

Consider inclusive tourism (Component C). The Diagnostic Trade Integration Study (DTIS) 2007 (pps xvii-xviii) estimated that tourism generated net revenues – which stay in the country – of about US\$50 million. These are thought to far exceed those of any other sector. It was seen as the sector with the most potential for further growth. The challenge was to exploit this in a manner that promotes stronger linkages to poor communities in a way which makes sense for the industry. This provided a strong case for the inclusive tourism element of the SCED which was designed to promote backward linkages to agribusiness, with particular consideration to the targeted CN, GN & SS sectors.

Consider agri-sector interventions (Components A1a & A1b). Groundnuts involve the largest number of the poor, accounting for over half of all those living in extreme poverty in The Gambia, making it a priority for poverty reduction. This needed to start by preventing increased poverty through preventing the periodic production collapses of the sector, and then by improving the incomes of groundnut producers. The collapse of the sector was seen to be related to the mismanagement of the sector, a factor very much under the control of the authorities.

The DTIS 2007 concluded that, for some farmers, groundnuts are a very marginal activity and there are better options. Horticulture, sesame and especially cashew nuts represented viable alternatives which should be promoted as quickly as possible. Estimates indicated that growth in cashew exports over the ten years from 2007 could offer income to some 30,000 households, generating annual revenues almost twice as high as for groundnut farmers. These analyses provided a reasoned basis for the inclusion of GN, SS and CN in the SCED which was reconfirmed by the DTIS update of 2013. The findings above are consistent with the priorities of the National Export Strategy (NES) 2013-2017. The NES also serves to place the Cashew sector in regional perspective:

“...the overall production capacity of RCN is low in The Gambia, the throughput of RCN at The Gambia Ports is estimated at around 70,000 MT. The differential ... comes from neighboring Bissau and Casamance. These RCN find its way into the country [due to] an efficient port in The Gambia and proximity of The Gambia Ports to Casamance relative to that of the Port of Dakar, Senegal”. NES, p 14.

Implementing priority activities from the action plans of the sector strategies (Component A1b) should reduce the risk, too often encountered by the MTE evaluators in the West Africa region, of the sector strategies remaining on a “shelf” with little prospect of implementation.

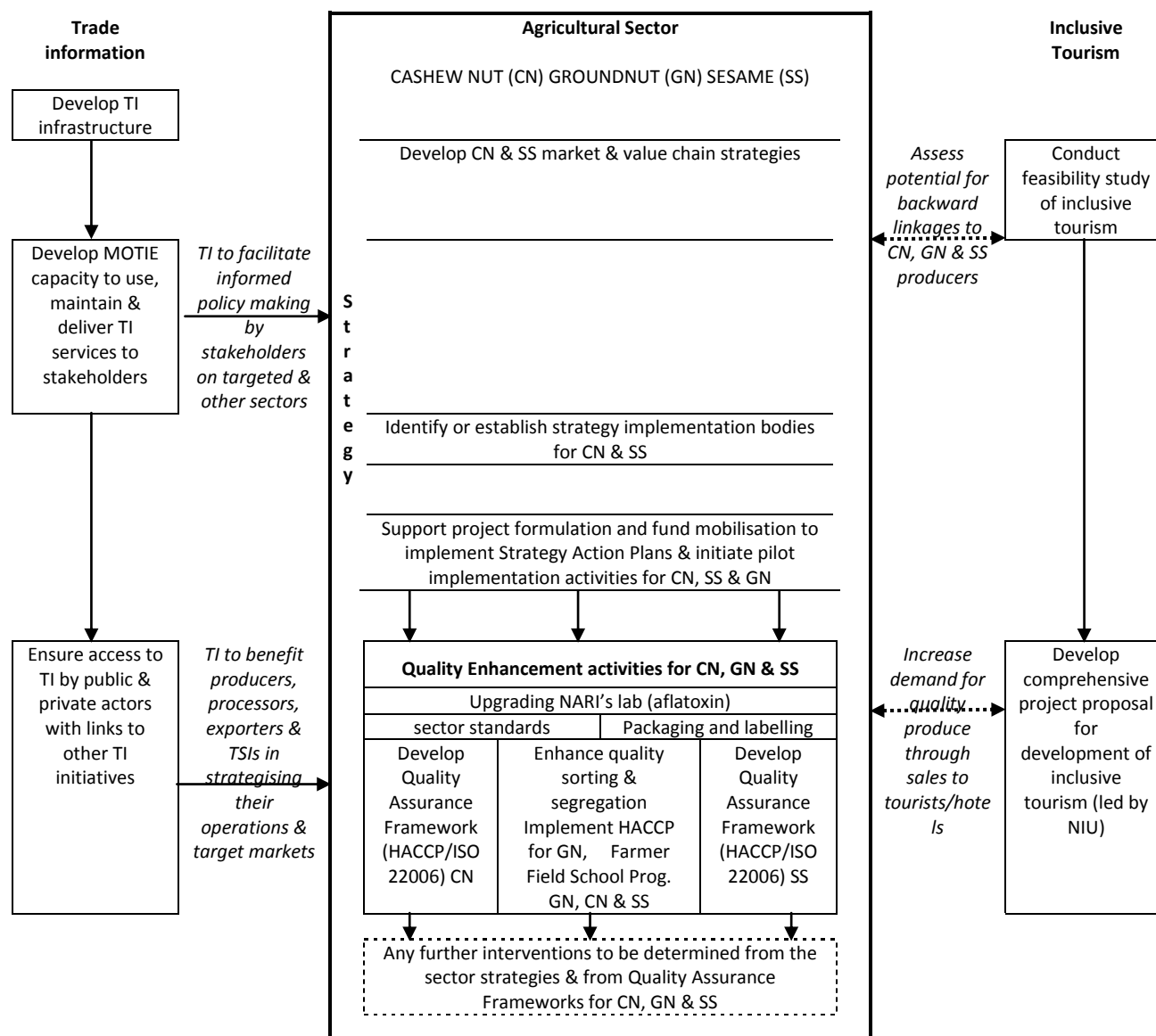


Figure 6: Primary Cause & Effect Relationships of the SCED Log frame as illustrated by the Project Content Tree
 Source: Adapted from the EIF Tier 2 Project Proposal August 2011

Consider Quality Enhancement (Component A2). The DTIS 2007 and the update of 2013 identified a persistent problem of meeting international standards in Gambian export agribusiness. The problem limits the value that can be secured for produce and reduces the markets that can be accessed. Its solution requires interventions throughout the agri-business value chain, from the farmers, through the TSIs and on to export-facing businesses. In many ways, the quality component is a mission-critical element of the SCED. This can be illustrated by reference to the overall objective of the SCED shown in the log frame:

Overall objective for entire project	Objectively Verifiable Indicators
Poverty reduction through activities that (a) strengthen targeted sectors competitiveness, (b) promote new business opportunities in domestic, regional and international markets and, (c) generate additional incomes and create employment.	<ul style="list-style-type: none"> Expansion onto new markets with adequate spread across markets in the respective sectors Increased of sales (domestic, regional and international markets) in the respective sectors

	by 3%
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Table 5: Overall objective of the SCED

Source: Project log frame

In the responses to our questionnaires, both implementing partners and beneficiaries were unanimously positive that the design of the project addressed the root contributors to the international competitiveness of the targeted sectors (Question 1.1 of Appendices 3 & 4). A clear majority were confident that the activities of the SCED were logically linked to the objectives of the project. The majority were satisfied with the choice of national implementing partners and of the ITC as Main Implementing Entity (MIE). One implementing partner expressed strong concern that the National Agricultural Research Institute (NARI) and the National Association of Women’s Farmers (NAWFA) have “insufficient capacities and limited management”. This concern over the fitness for purpose of some national partners was echoed by another national stakeholder in an individual interview. It is noteworthy that the mission-critical Quality Enhancement component, of which NARI is a primary actor, is significantly challenged to meet its objectives due to delays in the delivery of actions by NARI.

If implemented as designed, the SCED is strongly relevant and is likely to have a significant impact on the international competitiveness of the targeted sectors.

2.3.2 Project Progress & Effectiveness

- *Overall Outcome: Strengthened locally available structures and capacities to support business operations (all project components)*

Outcome A1a does appear to have contributed positively to the ability and experience of national stakeholders to plan the direction and control of sectoral business operations. Sectoral strategies and action plans now exist where there was previously none. Desk and field research provide satisfactory evidence of the participation and ownership of national stakeholders in the process. The effect of Outcome A1a is likely to be diluted by the difficulties experienced with the establishment of implementation coordination bodies and by the apparent lack of the expected congruence between the strategic action plans and the pilot activities funded under Outcome A1b.

Component A2’s support to national structures (e.g. Gambia Standards Bureau and the Quality Assurance Frameworks) and capacities (e.g. Aflatoxin training, training of inspectors for GN segregation, FFSs etc) appear to have been well received. For example, the Implementing partner questionnaire includes a commendation of “well trained laboratory staff” as a concrete success in response to Q2.11. However, the effect of these strengthened capacities will be seriously diluted if the accreditation of the NARI laboratory is not attained within the project lifetime.

The web portal and the individual interview of key MOTIE staff indicates a satisfactory contribution of Component B. However, the supply of TI information may have a diluted effect if the demand for information for policy and business decision making and control is not developed to match the supply focus of the project so far.

As with component A1a, component C has had a demonstrable effect on the capacity and experience of national structures to plan future evolution of sectoral business strategies. The challenge remains in the conversion of these ideas into productive actions that enhance international competitiveness and reduce poverty.

- *Overall Outcome: Sector stakeholders enabled to develop inclusive sector strategies and follow-up on their implementation (Component A1)*

The SCED has successfully produced participatory sector strategies where there were previously none.

- *Overall Outcome: Increased export opportunities for the agricultural products cashew nuts, groundnuts and sesame (Component A2)*

Increased export opportunities cannot be realised until the full chain of internationally recognised quality assurance actions have been effected. Once in place, the TI system must be able to reliably report on the export effect; it may have a challenge in doing so as evidenced by the conflicting data encountered in the development of the sector strategies. One response to the implementing partner questionnaire was instructive:

“Duration is too short to observe any significant change in status quo”.

- *Overall Outcome: Policy makers, TSIs and businesses (particularly producers, processors and exporters of cashew nut, groundnut and sesame; ensuring women are included) capacitated to access relevant trade information and produce prospective market studies (Component B)*

The SCED has had a demonstrable effect on the supply side of TI. A web portal exists with hosted data and links to external data sources. It has yet to show a measurable effect on the demand side, where the information will be used, and the TI improved and refined, through decision making and control of policy makers, enterprises and farmers.

- *Overall Outcome: Potential for Inclusive Tourism Development assessed and recommendations provided to Government (Component C)*

The component has fully attained its programmed goal which is to guide stakeholders in the production of a long term plan for enhancing the value retained in the Gambian economy from tourism through backward linkages to the targeted sectors and other agricultural sectors.

2.3.3 Efficiency

We have not identified any material evidence of inefficiency in resource allocation directed at this outcome (see also section 2.1)

2.3.4 Effectiveness of management arrangements

See, also, section 2.2 above.

- *Overall Outcome: Strengthened locally available structures and capacities to support business operations (all project components)*

There is concern about the extent to which national partner organisations have been sustainably strengthened, including TSIs such as NAWFA, public partner institutions such as NARI and post-SCED continuity leaders such as MoA. The latter has been identified as an essential partner in the monitoring, evaluation and enforcement of the utilisation of key capacities delivered by the SCED. The questionnaires and other evidence revealed concerns, inter alia, about the timing of the project start-up, quality of core trainers for FFSs, late production of manuals for FFSs.

- *Overall Outcome: Sector stakeholders enabled to develop inclusive sector strategies and follow-up on their implementation (Component A1)*

The SCED has successfully galvanised stakeholders to plan for the better direction and control of the targeted sectors. The delay in the official launch of the strategies and in the establishment of implementation bodies, the delay in focussing resources on piloting of the strategic action plans as designed, combined with interview and questionnaire questioning of the goal congruence of key stakeholders, especially the public sector, indicates that the SCED may not be immune from the dilution of effect that comes with weak conversion of ideas into action.

- *Overall Outcome: Increased export opportunities for the agricultural products cashew nuts, groundnuts and sesame (Component A2)*

The planned effects require greater commitment from the public sector entities involved e.g. GoTG in minimising disruptive policies in the GN sector; MoA in providing for effective M&E, post SCED, of capabilities built by the intervention; effective cooperation between the myriad public entities responsible for setting food standards and the practical monitoring/enforcement of those standards. Standards are being set; enforcement is where the effect lies and is yet to be converted into day to day reality.

- *Overall Outcome: Policy makers, TSIs and businesses (particularly producers, processors and exporters of cashew nut, groundnut and sesame; ensuring women are included) capacitated to access relevant trade information and produce prospective market studies (Component B)*

A key MOTIE operative of TI asserted that the system has reduced the Ministry's reliance on GBoS data which can be late and of limited utility. This does not remove the need for MOTIE to ensure that data is collected within the quality guidelines of the National Statistical System for which GBoS is responsible.

- *Overall Outcome: Potential for Inclusive Tourism Development assessed and recommendations provided to Government (Component C)*

Interviews with national stakeholders indicate satisfaction with the process deployed by the MIE in securing the project goal. Expectations have been raised and we detected anxiety about the focus of the MIE in securing funding for the project proposal.

2.3.5 Impacts

This section examines the ultimate changes or impacts brought about as a result of the implementation of the SCED. The logframe²⁰ anticipated: "Poverty reduction through activities that (a) strengthen targeted sectors competitiveness, (b) promote new business opportunities in domestic, regional and international markets and, (c) generate additional incomes and create employment"

The impacts foreseen in (a), (b) and (c) are rationally locked in a sequence of effects. In the timeframe covered by the period of this review, all components have evidently contributed to the strengthening of the international competitiveness of the targeted sectors. However, none has yet completed the necessary chain of actions that is necessary to stimulate the broad based increase in new business opportunities and the income/employment generation expected in international markets (components A1, A2 & B) and the national tourism market (component C). As stated by stakeholders in interviews and the questionnaires, the timescale for implementation may be too short to allow for the chain of events to give the impacts expected of (b) and (c). If, as indicated by an MIE stakeholder, implementation may end by the close of 2014, it is unlikely that the necessary actions that can increase the likelihood of success beyond the timeline of the SCED will be put in place.

2.3.6 Sustainability

This section considers whether or not there is evidence that benefits will continue beyond the SCED, including whether it has created institutional and human capacity to sustain the benefits.

Stakeholders appear broadly satisfied with the collaboration facilitated by the SCED in the production of the sectoral strategies (component A1a), the Quality Assurance Frameworks (QAFs) and Sector Standards (component A2), the Trade Information Network and web portal (component B) and the inclusive tourism

²⁰ See also the cause and effect linkages shown in Figure 6

study and project proposal (component C). However, planning represents “low hanging fruit”²¹ and many unfulfilled interventions are replete with well considered plans.

The delinking of component A1b from the strategic action plans (component A1a) may increase the difficulty that will be encountered in getting these ideas into action. The risk of political intervention in resource allocation, especially in the GN sector elevates the probability that there will be deviations from the planned goals.

The QAFs and sector standards require effective monitoring, evaluation and compliance (MEC) actions. However, the MEC actions deployed for the QAF related interventions under the SCED are primarily ad hoc and require institutional anchors to be durable. The Ministry of Agriculture has been cited as such an anchor, but that official commitment has not been received. Even if it were to be the anchor, the level of staff uncertainty in the civil service may materially dilute the Ministry’s fitness for purpose.

Financial support may be needed by enterprises who have received the HACCP training to enable them to obtain formal certification. Thereafter, provided all the quality actions across the value chain have been put in place, the benefit accrued from business expansion by these entities should provide an incentive for the sustenance of their HACCP certifications.

The sustainability of the Trade Information Network depends on the ability of stakeholders to generate real demand for its services among policy makers and enterprises that will drive the future configuration and value of the supply of information. There has been little apparent work on the demand side of the Network.

Sustaining the investments in the inclusive tourism proposal requires the timely funding of the project and the maintenance of the intended design of backward linkages to vulnerable communities in the agricultural value chain including the sectors targeted by the SCED.

3. Lessons Learnt & Good Practices

3.1 Lessons Learnt

Timeline of the SCED

Given a lifespan of three years, the SCED started in June 2012, which a response to a questionnaire described as untimely due to its coincidence with the busy season for the farmers targeted by the SCED (see Table 3). It reportedly had an adverse effect on activities undertaken at the onset with potential cascading impact. The baseline report was not completed until six months into the project. Sector strategies were not launched until June 2014 i.e. after two-thirds of the project lifespan, due to lethargy among key national actors. The important piloting of the sector strategies was deviated from design due to time constraints. It is expected that the implementation of activities may close six months before the end of the project, to allow for closure and report writing actions. A national stakeholder observed that the project timeline did not allow sufficient time for actions to stimulate impact.

The total effect of these considerations is that the *fixed* project cycle of the EIF and the three year length of the SCED provided a medium term implementation timeline for actions and a regional context that would normally demand a longer term, *contingent*, timeline. This mismatch is likely to materially dilute Impact.

²¹ i.e. relatively easy to attain

Enhancing the optimal mix of public/private partnerships

Our interviews and the questionnaire responses of key stakeholders highlighted the importance of ensuring that the institutional and management arrangements for the project to reflect the optimal mix of public and private responsibilities in attaining goals. The evaluators identified that the programme leadership and implementation was largely driven by national and international public sector actors. Especially in the West African region, the driving forces of the public sector and the commercial sector are poorly aligned and often are conflicting. The problem of the groundnut sector was identified in the DTIS 2007 as primarily resulting from state interventions. The design of the SCED did not include any mitigating actions, and the problem reportedly continued during the project lifespan. The appointment of implementation coordinating bodies for the strategies was also reportedly significantly delayed and influenced by state actions, as was the launch of the strategies and the Trade Information Network. The state-run NARI had reportedly been unable to meet expectations under the previous support from the West Africa Quality Programme, yet it was positioned as a key actor for SCED. Both interviews and questionnaire responses are skeptical on its capacity to meet its mission-critical obligations. It is important actions be taken to ensure that all actors are fully ready to assume their respective responsibilities.

Assessing the capacity of Trade Support Institutions (TSIs)

Interviews with key stakeholders and a questionnaire response indicated that inadequate assessment had been undertaken at the outset of the capacity of TSIs to provide the required interventions on a sustainable basis. For example, the baseline report identified that NAWFA had under a previous project received investments that created a large number of Farmer Field Schools, the greater part of which had disappeared by the time of the SCED. The SCED had not clearly put in place mitigating actions to cope with capacity constraints of TSIs and the potential dilution of its impact.

Input Driven Implementation vs Impact Driven Actions

The collective effect of the factors outlined above is a project implementation under significant time stress and consequently reverting to input-driven actions such as the deviation of component A1b from its original impact-focused design; quality assurance planning and training without critical certifications; trade information network rollout that under-invests in the impact-critical demand side; Farmer Field Schools rollout that have been criticised by some stakeholders for poor choice of some core trainers and for commencement of training whilst training manuals were not ready; short-term implementing partner monitoring, evaluation and (limited) enforcement processes²² that may not outlast the project; and an inclusive tourism project proposal that may wilt if – as may be likely – funding sources are not identified before the project close.

3.2 Good Practices

The documentary, interview and questionnaire evidence amply demonstrates a rigorous and professional approach to the project management process by the Main Implementing Entity. The MIE maintains financial information on both a functional-basis and on an activity-based format. This optimises the utility of financial information for decision making and control. Financial information and related operational information were made readily available to the evaluators upon request. The project management, monitoring, evaluation and control processes deployed by the MIE were consistent with best practices expected by the MTE evaluators. All other things being constant²³, this should be a high impact project.

²² Which were also criticised by some stakeholders for their inadequacy (see Table 3).

²³ They were not.

3.3 Constraints

Project activities require the dedicated partnership of the MIE and the Gambia public and private sectors actors to attain the desired objectives. Although the programme seeks to deliver an impact on the international competitiveness of commercial (mainly private) sectors of the Gambian economy, the public sector is a critical partner in shaping the national business environment. The Gambian public sector operates in perennially elevated levels of environmental uncertainty with high rates of staff and ministerial attrition and redeployment. This intervention cannot be insulated from the effects of this uncertainty on absorption capacity and impact.

4. Recommendations

4.1 Issues Resolved During the Evaluation

A commentator on the draft report noted that the assertion from respondents to the questionnaire of the “inability of NARI to refurbish the laboratory” is inaccurate as NARI has never concluded an inability to refurbish the laboratory. Rather, it was just that the final decision was not forthcoming. It was reported that, during the execution of this evaluation, NARI has finally decided to refurbish the laboratory and works has commenced.

Farmer Field Schools rollout was criticised by some stakeholders for poor choice of some core trainers and for commencement of training whilst training manuals were not ready. A commentator noted that the methodology chosen by the International Consultant was to do the first training based on a programme and then, based on the first training, finalise the training manual and publish it.

4.2 Actions/Decisions Recommended

We offer fourteen (14) recommendations in the summary table of recommendations in the Executive Summary. Three (3) relate to two cross-cutting issues whilst eleven (11) relate to urgent matters that require action on the individual components. A cross-cutting issue indicates that the time allocated to project implementation may be too short. A second cross-cutting matter highlights the need to enhance the design and mix of public/private partnerships in order to attain project goals.

Timeline of the SCED

Given the issues that should be resolved before the fast-approaching end of the SCED, its implementation timeline is likely to require an extension. The SCED should be extended to allow sufficient time for the project objectives to be attained. In general, we propose that the EIF should consider a flexible rather than a fixed timeline for the implementation of *future* projects. This would provide the space necessary for project managers to focus on impact driven action rather than input driven reaction. Project timelines should be tailored to the demands of impact in the country context rather than the convenience of the funding partner.

Enhancing the mix of public/private participation in the SCED

In principle, an intervention targeting the international competitiveness of the commercial sector should seek to attain an optimal mix of public and private sector participation that, in the national context, enhances the likelihood of attaining the desired project goals.

We propose coping tactics in the summary table of recommendations in the Executive Summary.

5. Conclusions

The SCED is a well conceived project with potentially significant impact on the international competitiveness of the targeted sectors and on enhancing incomes among vulnerable groups including women. The MIE has deployed best practices in the management, monitoring and evaluation of the project. An unrealistic timeline of three years has materially diluted the potential impact of this intervention. Institutional weaknesses in key national implementing partners and embryonic national systems for monitoring, evaluation and enforcement of knowledge, practices and sector standards pose a material threat to the sustainability of the related gains realised so far.

Our SEPI estimate of the *potential for impact* of the SCED (below) reflects these factors:

FJP Evaluation Component	Sub-component	Brief description	% Weighting in the Evaluation	SCED Rating
A		Well designed & congruent objectives	9	7
B		Objectives grounded in environmental analyses	9	7
C		Implementation plan linked to environment issues	9	5
D	i.	PIs congruent with objectives	6	5
D	ii.	PIs sufficient in scope and coverage	6	5
D	iii.	PIs reasonably measurable	6	5
D	iv.	PIs measured/proxied at start of implementation	9	5
D	v.	PIs used to direct decision making and control of implementation	34	27
D	vi.	Evidence of structured self evaluation of the full programme by project management and beneficiaries prior to evaluators' work.	12	10
E		Implementation reality deflator		-25
		Total	100%	51%

Our judgement is that, as things stand, the SCED has a roughly 50/50 potential for successful impact. The “implementation reality deflator” adjusts the SEPI© rating for our judgement of the effect of national factors on the impact of the SCED. SEPI© factors A to D represent our judgement of the potential effect on impact of the systems and processes that favour success. Our assessment suggests that supportive systems are well implemented by the MIE. However, a holistic synthesis of the actual progress towards impact²⁴ indicates a significant dilution of potential impact by other factors which – in this context – relate mainly to the quality of national cooperation required to seize the opportunities available. A prime example is the serious delay in the accreditation of the NARI laboratory, which is a critical success factor for the realisation of the goals of the SCED. We consider that this “deflator” is significant, although it may be overcome if our recommendations, below, are effectively implemented. This conclusion is not mathematically *definitive*. It is an *indication* of the likelihood of impact given the cumulative knowledge and experience of the evaluator when presented with the available evidence.

End of Document. Annexes follow.

²⁴ Based on the evidence presented in the main body and the related appendices of this report.

Appendix 0: Summary of Risk Scores & Resource Allocations of the SCED Outcomes and Outputs as at 30 June 2014

Key: CN – Cashew Nut; SS – Sesame; GN – Groundnuts; F – Favourable balance of budget (under- spent or fully spent); A – Adverse balance of budget (overspend); F/T= underspend available for reallocation to another output

Outcome and Outputs	FJP Risk Score @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	M	N	O	P
OUTCOME A1A: DEVELOP SECTOR STRATEGIES FOR CASHEW & SESAME	4.8	330	225	105F
Output 1.1: Baseline study and preparatory actions	5	65	40	25F/T
Output 1.2: Current position evaluated; key capacity-building or export readiness actions identified & resource requirements defined;	5	59	41	18F/T
Output 1.3: strategic & funding choices assessed	5	48	38	10F/T
Output 1.4: Draft strategies refined & finalised; Private-Public implementation management body designed (or established)	5	91	69	22F
Output 1.5 Final sector strategies launched & validated; implementation coordination bodies established & working effectively; Reports of success stories	4	66	36	30F
OUTCOME A1B: PILOT MARKET-ORIENTED ACTIVITIES IDENTIFIED AS "PRIORITIES" IN THE STRATEGIES' ACTION PLANS ARE EFFECTIVELY IMPLEMENTED	2	274	168	106F
OUTCOME A2: INCREASED EXPORT OPPORTUNITIES FOR CN, SS & GN.	3.9	800	389	411F
Output 2.1 Enhanced capacity of technicians on testing & Output 2.2: ISO/IEC 17025 accreditation of NARI's lab for GN, CN & SS	2	122	35	87F
Output 2.3: Standards and regulations developed for GN, CN & SS	5	99	42	57F
Output 2.4: Enhanced quality segregation of GN by quality control inspectors	4	69	40	29F
Output 2.5: Enhanced food safety of GN by implementation of HACCP & pre-requisites including GAP and GMP	4	90	49	41F
Enhanced capacity to grow GN (Output 2.6), CN (Output 2.8) & SS (Output 2.11) of better quality and higher productivity via Farmer Field School (FFS)	4	75	48	27F
Output 2.7 & 2.10 : Quality Assurance Framework (QAF) for the CN (Output 2.7) and SS (Output 2.10) sectors	4	98	40	58F/T
Output 2.9 & 2.12 : Two Task Forces (TF) established (one for CN and one for SS) for implementing the QAF	4	120	90	30F
Output 2.13: Packaging and labelling value chain diagnostic for the three products	4	127	45	82F
OUTCOME B3: STAKEHOLDERS CAN ACCESS RELEVANT TRADE INFORMATION (TI) & PRODUCE PROSPECTIVE MARKET STUDIES.	4.3	445	243	202F
Output 3.1 TI infrastructure established	4	128	75	53F
Output 3.2 TI management skills of local stakeholders enhanced. Trained staffs are committed to manage the TI Reference Centre.	5	149	79	70F
Output 3.3: TI network efficiently used by public and private stakeholders.	4	168	89	79F
OUTCOME C4: POTENTIAL FOR INCLUSIVE TOURISM (ITOUR) DEVELOPMENT ASSESSED AND RECOMMENDATIONS PROVIDED TO GOVERNMENT	4	49	40	9F
Output 4.1: Feasibility study on ITOUR including an action plan and a project proposal for implementation of proposed activities	4	49	40	9F
TOTAL EXPENDITURES ON PROJECT COMPONENTS		1898	1065	833F
TOTAL PROJECT ADMINISTRATION COSTS (COORDINATION, SUNDRY & SUPPORT)		456	359	97F

Outcome and Outputs	FJP Risk Score @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	M	N	O	P
GRAND TOTAL		2354	1424	930F

Table 6: High Level FJP Risk Scores & Resource Allocations of the SCED Outcomes and Outputs as at 30 June 2014

Source: Bi-annual Progress Report (July to December 2013). Budget Allocations and Expenditures per Project Component, March 2014.

Appendix 1: List of Documents Reviewed & Persons Interviewed

List of documents reviewed

#	DOCUMENTATION	DATE SENT	NOTES
1.	Plan of Action for Cashew Nut Sector		Received directly from NIU
2.	Report on First Meeting of the Sesame Sector Strategy Secretariat under NAWFA – February 2014		Received directly from NIU
3.	National Sesame Task Force – Action Plan – 2nd and 3rd Meeting		Received directly from NIU
4.	ITC Sector Strategy Formulation Workshop Mission Report - Sector Strategy Design and Management (Sesame and Cashew) - Banjul, Gambia, 7-12 April 2013		Received directly from NIU
5.	Assessment of CPMS and Depots Facilities for Segregation of Groundnuts		Received directly from NIU
6.	Training Workshop on Packaging, Labelling and Procurement for Cashew nut, Ground nut and Sesame Sub sectors in The Gambia		Received directly from NIU

#	DOCUMENTATION	DATE SENT	NOTES
7.	Final Report – Implementation of Farmer Field Schools for Farmer Training in the Production of High Quality Export Crops, Groundnut, Sesame and Cashew nuts in the Gambia – 4 March 2014		Received directly from NIU
8.	Creating Awareness and providing training on packaging and labeling – mission to Banjul, Gambia (26th -30th November 2012)		Received directly from NIU
9.	EIF Gambian delegation study tour to Malawi and South Africa -7 to 17 July 2013		Received directly from NIU
10.	Trade Information Service Development Plan	16.4.14	
11.	Annual Project Progress Report 2012	16.4.14	
12.	Project Communication Strategy		Received directly from NIU
13.	Sector Competitiveness and Export Diversification Project Monitoring Mission - 9th – 14th December, 2013		Received directly from NIU
14.	Gambia Project Work Plan 2013	16.4.14	
15.	Gambia Project Work Plan 2014	16.4.14	
16.	Gambia – From Entrepot to Exporter and Ecotourism, Diagnostic Trade Integration Study, 2007 DTIS Study Update for The Gambia – Harnessing Trade for Growth and Employment – Final Draft of April 20, 2013		Received directly from NIU
17.	National Export Strategy 2013 – 2017		Received directly from NIU

#	DOCUMENTATION	DATE SENT	NOTES
18.	The Gambia Trade Policy 2011, MOTIE		Received directly from NIU
19.	A Field Guide for the Production of High Quality Cashew in the Gambia: A training resource for farmer field schools	16.4.14	
20.	Progress Report #: 1 CAG/ITC Farmer Field School Implementation Support	16.4.14	
21.	NAWFA Farmer Field School (FFS) Monitoring Report 2013	16.4.14	
22.	ASPA Final Report: Monitoring & Assessment of the Implementation of Farmer Field School in the Groundnut Sector	16.4.14	
23.	Assessment of Company Level Trade Information Needs In The Gambia	16.4.14	
24.	Guidelines for Quality Enhancement and Food Safety for Export Crops in the Gambia: Sesame	16.4.14	
25.	Guidelines for Quality Enhancement and Food Safety in Export Crops in the Gambia: Groundnut	16.4.14	
26.	Guidelines for Quality Enhancement and Food Safety in Export Crops in the Gambia: Cashew	16.4.14	
27.	Baseline Narrative Report	16.4.14	
28.	The Gambia Sector Development And Export Strategy: Sesame	16.4.14	
29.	The Gambia Sector Development And Export Strategy: Cashew	16.4.14	

#	DOCUMENTATION	DATE SENT	NOTES
30.	Report On The Malawi And South Africa Study Tour	16.4.14	
31.	Inclusive Tourism Development In The Gambia (Draft Proposal)	16.4.14	
32.	Planning and Conducting Farmer Training in Farmer Field Schools, FFS in The Gambia - A Training Resource Manual for Core Trainers	16.4.14	
33.	Planning and Conducting Farmer Training in Farmer Field Schools, FFS in The Gambia - A Training Resource Manual for Master Trainers	16.4.14	
34.	Draft Quality Control Inspectors' Manual for Groundnuts in The Gambia	16.4.14	
35.	ASPA workshop Report 2012	12.5.14	
36.	Report on Follow-up ASPA Stakeholders Workshop Jenoi 2013 November	12.5.14	
37.	Trade Ministry hands over equipment to groundnut and sesame stakeholders	12.5.14	
38.	Handover Agreement Tarpaulins NAWFA NIU	12.5.14	
39.	The First Mission from the 29th of August to 8th of September 2012	16.4.14	
40.	Consolidated Mission Report November 2012	12.5.14	
41.	Mission report 2013: Quality Mission Feb-March 2013	12.5.14	

#	DOCUMENTATION	DATE SENT	NOTES
42.	Draft Report – Validated Plan of Action – June 2013		Received directly from NIU
43.	Mission Report, Banjul, 26-28 August 2013		Received directly from NIU
44.	Mission report: Quality Mission October 2013	12.5.14	
45.	SCEDP Newsletters: June-August 2013, September-November 2013, December-February 2014	16.4.14	
46.	Bi-annual Progress Report (July to December 2013)	16.4.14	
47.	Mission report: Quality Mission Feb 2014	12.5.14	
48.	Project of the Government of the Gambia, Enhanced Integrated Framework (EIF) Tier 2 Project Proposal, August 2011	25.3.14	Sent by e-mail
49.	Project Document Annex I – Detailed budget	25.3.14	Sent by e-mail
50.	Project Document Annex II – Detailed logical framework	25.3.14	Sent by e-mail
51.	Project Document Annex III – MOU between ITC and UNOPS	25.3.14	Sent by e-mail
52.	Project Document Annex IV – Tourism data collection	25.3.14	Sent by e-mail, note that this is the final document, while number 31 is the draft.
53.	EIF Gambia Contacts sent 16 April 14	16.4.14	

#	DOCUMENTATION	DATE SENT	NOTES
54.	EIF Gambia Counterparts and Contacts sent 12 May 14	12.5.14	
55.	SECTOR COMPETITIVENESS AND EXPORT DIVERSIFICATION PROJECT THE GAMBIA Consolidated Annual Report June 2012-September 2013	16.4.14	
56.	SECTOR COMPETITIVENESS AND EXPORT DIVERSIFICATION PROJECT THE GAMBIA Mid-year Progress Report (January- June 2013) As of 30 June 2013	16.4.14	
57.	Additions to the questionnaire on Export Strategy	12.5.14	
58.	Budget Allocations and Expenditures per Project Component, March 2014	12.5.14	
59.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to National Agricultural Research Institute (NARI) - to enable NARI to build up a good quality sesame seed stock	12.5.14	This MOU was also sent on 13.5.14.
60.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to Agribusiness Services and Producers Association (ASPA) with the collaboratin of the Ministry of Trade, regional Integration and Employment (MOTIE) - capacity build ASPA to better lead agri-trade support institutions and enterprises	13.5.14	
61.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to Agribusiness Services and Producers Association (ASPA) with the collaboratin of the Ministry of Trade, regional Integration and Employment (MOTIE) - Farmer Field School (FFS)	13.5.14	
62.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to Agribusiness Services and Producers Association (ASPA) – Capacity building of ASPA in the groundnut sector	13.5.14	



#	DOCUMENTATION	DATE SENT	NOTES
63.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to Cashew Alliance for The Gambia (CAG) with the collaboration of the Ministry of Trade, Regional Integration and Employment (MOTIE) – Farmer Field School (FFS)	13.5.14	
64.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to Cashew Alliance for The Gambia (CAG) with the collaboration of the Ministry of Trade, Regional Integration and Employment (MOTIE) – Operationalizing a secretariat	13.5.14	
65.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to Agribusiness Services and Producers Association (ASPA) – Capacity building of ASPA to better coordinate and lead the agro-trade support institutions	13.5.14	
66.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to National Women Farmers’ Association (NAWFA) with the collaboratin of the Ministry of Trade, Regional Integration and Employment (MOTIE) – to enable the implementation of FFS	13.5.14	
67.	Memorandum of Understanding on a Grant Under Project GAM/4B/01A from The International Trade Centre (ITC) to National Women Farmers’ Association (NAWFA) with the collaboratin of the Ministry of Trade, Regional Integration and Employment (MOTIE) – to enable the operationalization of a secretariat for the Gambian National Coordination committee for the Sesame	13.5.14	

List of Persons Interviewed

Institution	Contact Person	Date
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Financial Management

Capacity Building

Development & Strategy

Institution	Contact Person	Date
Enhanced Integrated Framework (EIF) National Implementation Unit (NIU)	Mr Bai Ibrahim Jobe, Mr Modou Touray, Ms Oumie Sissoho	Multiple dates, April, May, June & July 2014
Ministry of Trade, Industry, Regional Integration and Employment (MOTIE)	Mr Abdoulie Jammeh	Tuesday 8 April 2014
Gambia Chamber of Commerce and Industry (GCCCI)	Mrs Sarata Conateh	
National Agricultural Research Institute (NARI)	Mr Joko Sanyang	
Gambia Tourism Board (GTB)	Mr Benjamin Roberts; Mr Lamin Fatty	Wednesday 9 April 2014
Quality Enhancement Focal Point	Dr Omar Touray	
Ministry of Trade, Industry, Employment & Regional Integration	Mrs Naffie Barry, Permanent Secretary	
National Women Farmers Association (NAWFA)	Mr Njaga Jawo	Group discussion for beneficiaries: Thursday 10 April 2014
Agri-business Services and Producers Association (ASPA)	Mr Barbouca Sarr	
Cashew Alliance of the Gambia (CAG)	Mr Momodou Ceesay	
International Relief and Development (IRD)	Mr Kebba Jasseh	
Gambia Groundnut Corporation (GGC)	Mr Ebrima Njie	
The Gambia Standards Bureau (TGSB)	Mr Bai Dodou Jallow	
Weights & Measures Bureau (WMB)	Mr Chernon Njai	
Food Safety and Quality Authority (FSQA)	Ms Zainab Jallow	Thursday 3 July 2014
International Trade Centre	Mr Khemraj Raj, Component A2, Quality Enhancement	
International Trade Centre	Ms Frederine Copy, Component A1a, Pilot implementation of sector strategies	Thursday 3 July 2014
Ministry of Trade, Industry, Employment & Regional Integration	Mr Ousman Bojang, Economist, Trade	Monday 30 June 2014

Institution	Contact Person	Date
	Information Unit	

Appendix 2: Risk Assessment Methodology used within this Evaluation

Risk Assessment Methodology used within this Evaluation

Risk can be defined as the possibility of something happening that impacts on SCED’s objectives. It is the chance to either make a gain or a loss in the difference that SCED makes to the lives of its beneficiaries; and is measured in terms of likelihood and consequence of its occurrence. It can also be seen as the uncertainty (positive and negative) that surrounds future events and outcomes. Long range planning and implementation, the subject of this mid-term evaluation, carries risk. This evaluation identifies and classifies those risks and proposes actions to mitigate them.

Terminologies used within this report include:

1. **Risk Class.** Risks are allocated to a category that indicates the extent to which the risk can affect the objectives of SCED’s intervention.
 - (a) **Strategic** – This risk class identifies systems or processes that may significantly affect the attainment of the long term objectives of SCED.
 - (b) **Operational** – This identifies risks that impact on the short term activities of SCED.
 - (c) **Safeguarding assets** – This risk class identifies risks that impact on SCED’s ability to protect the resources available to the project and, thus, prevent loss, theft (Loss Prevention), management overriding of laid down controls, waste of organisation resources, inefficient use of assets and poor decision making.
 - (d) **Reporting** – This groups risks that affect the reliability of internal and external reporting which provide information for decision making, control and the assessment of management’s stewardship of resources.
 - (e) **Compliance** – This includes risks that affect the level of compliance with applicable agreements, regulations, laws and procedures which are intended to enhance the efficiency and effectiveness of the project.
2. **Risk rating** – Each risk identified above must be further analysed, through informed judgement, with a risk rating. There are two types of risk rating in assessing the vulnerability of any occurrence of any risk.

- **Risk Analysis** – This rating gives a detailed assessment of the risk identified. These ratings are **Likelihood** and **Impact**.
 - i. **Likelihood:** Provides an assessment on how likely it is that this risk will occur. (*Low* – Once in ten years, the frequency of occurrence is low compared to others), (*Medium* – Once in three years, the level of occurrence is more frequent than the earlier likelihood) and (*High* – the risk can occur within a year).
 - ii. **Impact:** Provides an assessment of the severity of effect that the occurrence of this risk would have on SCED. (*Low* – a nuisance that is no more and as well limited to a single Component or Sub-Component with no significant effect), (*Medium* – affects more than one Sub-Component but can still be managed internally by the stakeholders), (*High* – affects the entire project and can negatively affect the long term viability of its objectives).
- **Overall rating of risk assessment** – This provides a conclusion on the overall seriousness of the risk for SCED. The following classifications are used in overall risk rating:
 - i. **Fatal (F)** – concludes that the risk identified can seriously undermine the credibility and existence of SCED. It needs urgent action.
 - ii. **Weak (W)** – A risk that is not fatal but may develop into fatal threat if it not quickly arrested. It requires a timely defensive action from SCED. It is significant in nature.
 - iii. **Neutral (N)** – Threats or opportunities that do not pose any significant risk to SCED’s goals and operations.
 - iv. **Challenge(C)** – Events that are likely to drive an increase in the demand for SCED’s services but which will require an enhanced level of organisational effectiveness in order to cope with the heightened demand. It is significant.
 - v. **Strong (S)** – It is an opportunity that can lead to an increase in demand for SCED’s services and which the organisation is in a strong position to manage. SCED already has the required capacity for the envisaged increase in demand.

The overall ratings will be colour coded thus:

Overall rating Colour code

Fatal	Red
Weak	Rust
Neutral	Amber
Challenge	Grey

Strong

Green

Appendix 3: Summary of Outcomes of the Implementing Partner Questionnaire

A. Introduction

The Sector Competitiveness and Export Diversification (SCED) Project of the Government of The Gambia is funded by a grant from the Enhanced Integrated Fund (EIF) Trust Fund. The SCED is being implemented by the National Implementation Unit (NIU) housed in the Ministry of Trade, Industry & Employment (MOTIE) with support from the International Trade Centre (ITC).

1. Overall, the project aims to reduce poverty through activities that:
2. strengthen the international competitiveness of targeted sectors in agri-business (sesame, cashew and groundnuts) and tourism (focusing on possible linkages with Gambia-based agri-business supplies), thereby:
 - a. promoting new business opportunities and sales in domestic, regional and international markets and
 - b. generating additional incomes and creating employment.
3. strengthen the role of women along the SCED's targeted value and information chains and
4. identify and mitigate any environmental risks to sustainable competitiveness.

Sub-Component A1: Development of sector strategies. This aims to facilitate sector strategy development for cashew nuts and sesame and pilot implementation for cashew nuts, groundnuts and sesame by:

- a) improving dialogue and collaboration among public and private stakeholders and
- b) stimulating the provision of relevant and accessible trade support services.

Anticipated outputs include:

- Sector strategies for cashew nuts and sesame have been developed and fully endorsed by all stakeholders and beneficiaries.
- Specific market-orientation activities deriving from the strategies developed have been successfully implemented.

Sub-component A2: Quality enhancement. The aim is to improve the incomes of cashew nut, groundnut and sesame farmers and firms along the value chain by increasing their export opportunities through enhanced quality management and a strengthened business support environment. The component's activities are designed to:

- upgrade the testing capacity of the aflatoxin laboratory at the National Agricultural Research Institute (NARI);
- to build The Gambia's capacity to develop sector standards for groundnuts, cashews and sesame;
- to set the framework for improving the quality of the cashew nut sector in The Gambia in order to become export ready and enhance farmer capacity to grow better quality cashew nuts;
- to increase the quality and food safety of production of groundnuts in The Gambia in order to comply with technical requirements of international markets and
- enhance and increase exports.

Component B: Sector cross-cutting assistance in the area of trade information. The overall aim is to enable The Gambia's private and public sector to access relevant trade related information through MOTIE's information services, particularly, in the first instance, the cashew nut and sesame sectors. Three elements will be emphasised namely:

- (i) trade information processing and management based at MOTIE,
- (ii) capacity building for the effective use of the infrastructure and
- (iii) establishing a Trade Information Network through which efficient access to relevant export and import information will be attained by the public and private sectors.

Component C: Inclusive Tourism Development Opportunity Study . This aims to assess the potential for developing inclusive tourism activities in The Gambia. Horticulture and handcraft product value chains will be analysed, including an assessment of the demand from hotels, tour operators and tourists. The objective is to identify parts of value chain where pro-poor project interventions can be implemented in order to integrate marginalised communities into income generating activities along the tourism value chain.

FJP Development and Management Consultants have been retained by the ITC to facilitate an independent Mid Term Evaluation of SCED. This 30 minute survey seeks to obtain your overall perception of the SCED as an input to this process. YOU DO NOT NEED TO DISCLOSE YOUR IDENTITY in this questionnaire. All responses will be accorded strict confidentiality. Please place your response in a sealed envelope.

B. Address for responses

A physical copy of this response can be sent to:

Dr. Omodele R.N. Jones

FJP Development & Management Consultants

Christ Church Complex, Rear Elton Station, Off Sayerr Jobe Avenue,
Nr Westfield Junction

An electronic copy can be obtained from:

admin@fjp-consulting.com

For further information on FJP, visit:

www.fjp-consulting.com

C. Information about you and your organisation

C.1 Gender	Male 01; 02; 03; 04; 05 83%				Female 06 17%			
C.2 Your Mother Tongue	Mandinka; Jola; Creole; Wollof; French; French							
C.3 The year(s) in which you engaged with a SCED programme?	One; 2013; 2012; since inception; 2012; Since inception							
C.4 Your highest educational qualification?	None		Primary		Secondary		Graduate 02 17%	Post graduate 01; 03; 04; 05: 06 83%
C.5 Your SCED sector? (tick one only)N/A 04 16%	Agri-business strategies 06 16%			Agri-business quality enhancement 01; 02; 03; 05 67%		Trade Information		Inclusive Tourism
C.6 Which best describes your organisation (tick one only)	Representative association	NGO 02 33%	Public sector institution 01; 04 33%	State sanctioned Regulator	Small farmer	Large commercial farmer	Other agribusiness (please state type)	Other business (please state type) 03; 05 (ITC) 33%
C.7 Kindly indicate your relationship with SCED (tick one only)	Beneficiary (See Note 1)			Implementing partner (See Note 2) 02; 03; 04; 05; 06 83%		BOTH Beneficiary AND Implementing partner (See Note 3) 01 17%		
C.8 The specific SCED activities which you supported?	<ul style="list-style-type: none"> • Sesame seed Multiplication • Farmer training in quality cashew production through the use of farmer field school approach • upgrade the testing capacity of the aflatoxin laboratory at the National Agricultural Research Institute (NARI); • build The Gambia's capacity to develop sector standards for groundnuts, cashews and sesame; • set the framework for improving the quality of the cashew nut sector in The Gambia in order to become export ready and enhance farmer capacity to grow better quality cashew nuts; • increase the quality and food safety of production of groundnuts in The Gambia in order to comply with technical requirements of international markets • Overall • Facilitated sector strategy design • All implementing activities for the three sections 							
C.9 Date this survey was completed	01/07/2014; 04/06/2014; 01/07/2014; 30/06/2014; 03/07/2014; 02/7/2014							

Note 1: You must NOT complete this questionnaire. Please complete the separate questionnaire for Beneficiaries.

Note 2: Kindly complete this questionnaire.

Note 3: The person responsible for managing implementing partner relationships should complete this questionnaire. The individual responsible for managing the resources gained from the beneficiary relationship should complete the separate beneficiary questionnaire. If both forms are completed by the same person, please enter "Y" in this box:

Key: Q= question. A= your answer. Thank you for your time!

D. The Questionnaire

Section 1	Relevance/Problem Identification: the extent to which the activities designed and implemented were suited to the demand, realities and priorities of The Gambia's context.						
Q1.1	State any areas where the SCED's objectives do NOT address the root contributors to the international competitiveness of the Gambian SCED sector in which your organisation is a stakeholder:						
A1.1	None						
Q1.2	To what extent do the activities of the SCED address the goals indicated in the Introduction to this questionnaire? Rate on a scale of 1-7: (1= very low relevance and 7=very high relevance) [if "Don't Know", tick HERE]						
A1.2	1	2	3 01 20%	4	5 02; 06 40%	6 03 20%	7; 05 20%
Q1.3	In your opinion, was the choice of national implementing stakeholders appropriate to ensure that the objectives of the SCED for your sector were met? (State "Yes" or "No"). If "No", please explain how you would have changed the selection of implementing entities and why.						
A1.3	Yes 01; 02; 03; 05; 06 =83% No 05 (for NARI and NAWFA, insufficient capacities and limited management)= 17%						
Q1.4	Assess this statement: The national implementing partners for the SCED were superbly chosen. Rate on a scale of 1-7: (1= strongly disagree and 7=strongly agree) [if "Don't Know", tick HERE] 04						
A1.4	1	2	3	4 06 20%	5 01; 02; 03; 05 80%	6	7
Q1.5	Assess this statement: The choice of the ITC as Main Implementing Partner for the SCED was superb. Rate on a scale of 1-7: (1= strongly disagree and 7=strongly agree) [if "Don't Know", tick HERE]						
A1.5	1	2	3	4	5 02; 20%	6 06	7 01; 03; 04; 05 80%
Section 2	Effectiveness: the extent to which the project has achieved its intended outputs and objectives						
Q2.1	Do you know beneficiaries who participated in SCED activities?						
A2.1	Yes 01; 02; 03; 04; 05; 06 100%					NO	
Q2.2	In your opinion, to what extent did the majority of beneficiaries find that their experience of SCED improved the international competitiveness of their business? Rate on a scale of 1-7: (1= very low usefulness and 7=very high usefulness) [if "Don't Know", tick HERE]						
A2.2	1	2	3	4 06 25%	5 01; 05 50%	6 03 25%	7
Q2.3	How would you assess the overall usefulness of the project activities in improving opportunities for women? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE]						
A2.3	1	2	3 02 17%	4 05; 06 33%	5 01 17%	6 03; 04 33%	7
Q2.4	How would you assess the overall usefulness of the project activities in improving the environmental sustainability of the targeted business sectors? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE]						
A2.4	1	2	3	4	5 01; 02; 05 75%	6	7 04 25%
Q2.5	From your interactions with beneficiaries, how would you assess the overall usefulness of the project activities in improving the annual sales of their businesses? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE] 04						
A2.5	1	2	3	4 06 20%	5 01; 02 40%	6 03; 05 40%	7

Q2.6	From your interactions with beneficiaries, how would you assess the overall usefulness of the project activities in improving the prospects for employment in their businesses? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE] 04						
A2.6	1	2	3 02 20%	4 06 20%	5 01 20%	6 03; 05 40%	7
Q2.7	How satisfied are you with the transparency of the process for allocation of SCED resources to potential beneficiaries? Rate on a scale of 1-7: (1=very dissatisfied and 7=very satisfied) [if "Don't Know", tick HERE]						
A2.7	1	2	3	4	5 02 17%	6 03; 05 33%	7 01; 04; 06 50%
Q2.8	From your interactions with beneficiaries, how pleased are you with the improvement in business productivity offered by the activities of SCED (where productivity is defined as the average value of output per employee)? Rate on a scale of 1-7: (1=very displeased and 7=very pleased) [if "Don't Know", tick HERE]						
A2.8	1	2	3	4 06 25%	5 01 25%	6 04; 05 50%	7
Q2.9	Assess this statement: The business results achievable by SCED would be much greater if non-business considerations were not such a distraction. Rate on a scale of 1-7: (1= strongly disagree and 7=strongly agree) [if "Don't Know", tick HERE] 03; 04						
A2.9	1	2	3	4 05; 06 67%	5 01 33%	6	7
Q2.10	How satisfied are you with the effectiveness of SCED in programme coordination, implementation and monitoring? Rate on a scale of 1-7: (1=very dissatisfied and 7=very high level of satisfaction) [if "Don't Know", tick HERE]						
A2.10	1	2	3	4	5 01; 02; 05 50%	6 03; 06 33%	7 04 17%
Q2.11	List the concrete successes achieved by the activities in which you participated or supported:						
A2.11	Well Trained Laboratory Staff						
A2.11	Good Quality sesame seed available for sesame farmers further multiplication as seed						
A2.11	User friendly training manuals for cashew groundnut and sesame in farmer field schools						
A2.11	Training a pool of resource persons (Master Trainers) at the core trainers on the farmer field school approach which adds on to the availability of local knowledge on improving quality of raw cashew nuts by farmers.						
A2.11	Raising the awareness about quality cashew production among participating farmers in the farmer field schools. Though it must be admitted that the number (369 farmers) is greatly insignificant to make any meaningful impact on national competitiveness in this short-term						
A2.11	Development of the first ten national standards of the Gambia covering food hygiene, groundnuts, etc.						
A2.11	Quality Assurance framework for Cashew Nuts and sesame developed and launched.						
A2.11	Stakeholders sensitised on quality and food safety related to the three sectors						
A2.11	Personnel of regulatory bodies trained on the guidelines for the elaboration and enforcement of technical regulations						
A2.11	<ul style="list-style-type: none"> • 20 farmer field schools established in each of the 3 sectors • Training of 5 Master trainers and 40 core trainers conducted for each of the 3 sectors • Eight FFS manuals developed, printed, launched and distributed. These manuals include a Production Field Guide, Guidelines for Quality Enhancement and Food Safety in Export Crops in the Gambia for the three crops as well as a manual for Master Trainers and a manual for Core Trainers. 						
A2.11	<ul style="list-style-type: none"> • 2 day Training on Packaging, labelling and procurement for the 3 sectors • 1 day clinic for three sectors separately to address the needs as identified with the stake holders • Packaging Resource Centre launched at GCCI • Assessment of packaging needs conducted in May 2014 with a view to improve packaging of the products in the 3 sectors 						

	<p>Draft regulations for the net content control of prepackages prepared and Weights and Measures personnel trained for the control</p> <p>Quality control inspectors in the ground nut trained (both theoretical and practical sessions) and inspection equipment provided to reduce the incidence of aflatoxin</p> <p>Overall Coordination and Management</p> <p>Inclusive sector strategy design</p> <p>Capacity building in strategy design</p> <p>Relevant and realistic strategic elaborated</p> <p>National ownership of strategies</p> <p>Buying into the strategies from public and private sector as well as from technical and some financial partners</p> <p>Initial capacity building in strategy implementation management (monitoring, coordination, resource mobilisation)</p> <p>Seed multiplication programme</p> <p>Seed purchase</p> <p>3 stakeholder workshops</p> <p>Technical tour to Malawi and South Africa</p> <p>Video of technical tour to Malawi and South Africa</p>
Q2.12	List the main shortcomings that you observed in the implementation of the activities in which you participated or supported:
A2.12	<p>Inadequate monitoring and evaluation</p> <p>Improper coordination between implementing institutions and sector</p> <p>Project start-up was not very timely, coincided with time when farmers were really busy with other crop production activities such as weeding of field thus the community sensitizations that were expected to lay a more solid foundation for the understanding of the project objectives and the farmer field school approach was not quite satisfactory in some instances</p> <p>The Quality of some of the core trainers in terms of both educational qualification and commitment constitutes another layer of shortcoming. This affected the regular conduct of farmer field school sessions in some communities</p> <p>Late production of farmer field school manual and guides meant that the core trainers had to rely a lot on memory and notes taken during their training to guide the conduct of FFS sessions, this particular reason has been blamed for the non-starting of FFS activities in five targeted communities.</p> <p>Partner supervision of FFS activities was also limited, thus missing on the opportunity for addressing project implementation issues as well as provided additional onsite training for the effective implementation of the FFS activities</p> <p>The laboratory of NARI for aflatoxin testing has not yet been refurbished as per the advice given by the experts and this is delaying the process of accreditation of the lab. There is the risk that this objective will not be achieved before the end of the project.</p> <p>According to information received from ASPA, apart from GGC and Reliance Oil Mill, all other operators were not opportune to operate in the marketing of peanuts during 2013/14 marketing season. This can have an effect on the production of groundnuts.</p> <p>The Ministry of Agriculture should have taken a more active role in assisting the implementation of farmer field schools</p> <p>The possibility of having a permanent quality steering committee would have to be considered</p> <p>Long delay in endorsement of strategies has delayed implementation phase</p> <p>Government intervention in the groundnut market</p> <p>Government intervention in mandate/functioning of sectorial institutions</p>
Q2.13	From your interactions with beneficiaries, how do YOU assess the usefulness of the knowledge

	and skills transfer in improving the international competitiveness of their businesses? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE]						
A2.13	1	2	3	4 06 20%	5 01; 03; 05 60%	6	7 04 20%
Q2.14	From your interactions with other implementing partners, how useful has the knowledge and skills transfer proven to be so far in improving the international competitiveness of beneficiary businesses? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE]						
A2.14	1	2	3 06 20%	4 01 20%	5 05 20%	6 03 20%	7 04 20%
Q2.15	List the main strengths and/or weaknesses that influenced your response to questions 2.13 and 2.14:						
A2.15	Availability of relevant user friendly training manuals						
	Duration is too short to observe any significant change in status quo						
	Just learnt about the existence of baseline survey for the project from the inception report. This document could have given us an idea as to where we started with this project so we could measure our achievement						
	Positive feedback from evaluation of workshops and training conducted						
	Positive feedback from conversation held with partners and businesses						
	The Gambia Standards Bureau has become operational and has developed its first national standards based on international standards						
	The impact of the interventions have to be assessed more scientifically based on concrete facts						
	Privileged to have been part of the whole process from design						
	Importance of strategic planning						
	Relevance of training						
	Government intervention						
Q2.16	Assess this statement: Based on my assessment of progress between June 2012 and March 2014, the objectives planned for the SCED project are on track to meet their goals as outlined in the Introduction to this questionnaire. Rate on a scale of 1-7 (1=strongly disagree and 7=strongly agree) [if "Don't Know", tick HERE]						
A2.16a- sector strategy development for cashew and sesame and pilot implementation for cashew, groundnuts and sesame	1	2	3	4 06 17%	5 02 17%	6 01; 03; 04 50%	7 05 17%
A2.16b- improving incomes of cashew, groundnut and sesame farmers and firms along the value chain by increasing their export opportunities through enhanced quality management	1	2	3 02 17%	4 06 17%	5	6 03; 04; 05 50%	7 01 17%
A2.16ac- access competitiveness enhancing trade related information	1	2 02	3	4 06	5 01; 05	6 03	7 04
A2.16d- developing agri-business income generating activities along the tourism value chain	1	2	3 05 25%	4	5 01 25%	6 03 25%	7 04 25%
Q2.17	If not disagree with any element of Q2.16, why? Please explain:						
A2.17	There is clear evidence showing the trend of success in SCED activities						

Q3.4	How satisfied are you with GOTG support to the SCED project in achieving the desired objectives? Rate on a scale of 1-7 (1=very dissatisfied and 7=very high level of satisfaction) [if "Don't Know", tick HERE]							
A3.4	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4 05 33 %</td> <td>5 03 33%</td> <td>6 01 33%</td> <td>7</td> </tr> </table>	1	2	3	4 05 33 %	5 03 33%	6 01 33%	7
1	2	3	4 05 33 %	5 03 33%	6 01 33%	7		
Q3.5	What were the key weaknesses in GOTG support to the SCED project?:							
A3.5	<p>I understand there are other projects being implemented- there may have been a split of interest and commitment</p> <p>Limited outreach to key partners such as Ministry of Finance and some private sector partners</p>							
Q3.6	How satisfied are you with the relative reasonableness of the results attained so far by the SCED project when considered in the context of the operational and other costs incurred to achieve them? Rate on a scale of 1-7 (1=very dissatisfied and 7=very high level of satisfaction) [if "Don't Know", tick HERE]							
A3.6	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4 06 20%</td> <td>5 01; 03 40%</td> <td>6 04; 05 40%</td> <td>7</td> </tr> </table>	1	2	3	4 06 20%	5 01; 03 40%	6 04; 05 40%	7
1	2	3	4 06 20%	5 01; 03 40%	6 04; 05 40%	7		
Q3.7	Could a different type of intervention lead to a similar result at a lower cost? (Tick as appropriate)							
A3.7	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>YES</td> <td>NO 01; 03; 04; 05; 06 100%</td> </tr> </table>	YES	NO 01; 03; 04; 05; 06 100%					
YES	NO 01; 03; 04; 05; 06 100%							
Q3.8	If Yes, How? Please provide suggestions of an alternative approach:							
A3.8								
Q3.9	Are you satisfied that the funds were utilised as planned? Rate on a scale of 1-7							

Q5.1	How satisfied are you with the impact of relationships between key partners on the attainment of the project objectives for your institution? Rate on a scale of 1-7 (1=very dissatisfied and 7=very high level of satisfaction) [if "Don't Know", tick HERE]						
A5.1a ITC↔Your Institution	1	2	3	4 01; 06 67%	5 02 33%	6	7
A5.1b ITC↔National Implementing Unit	1	2	3	4 06 20%	5 02 20%	6 03; 04 40%	7 01 20%
A5.1c National Implementing Unit ↔Beneficiaries	1	2	3	4 02; 06 40%	5	6 01; 03; 04 60%	7
A5.1d National Implementing Unit ↔ Partner Institutions	1	2	3	4 06 20%	5 02 20%	6 01; 03; 04 60%	7
Q5.2	Did partnership and resource mobilization proceed as planned and meet project requirements? Rate on a scale of 1-7 (1=very dissatisfied and 7=very high level of satisfaction) [if "Don't Know", tick HERE]						
A5.2	1	2	3	4 01; 02; 05; 06 67%	5 03; 04 33%	6	7
Q5.3	How can partnerships be managed differently to provide the best possible support to the goals mentioned in the Introduction to this questionnaire? Please provide suggestions:						
A5.3	<p>Not much change, better planning of sustainability requirements by GoTG from design stage of the project</p> <p>Greater involvement of the private sector</p> <p>Less Government involvement</p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p> <p> </p>						

Space for any other information/comment

A key success factor for strategy success is to build capacities in next months for the sector committees, namely resource mobilisation and monitoring capacities. It will also be important to ensure implementation of key activities of the strategies to generate momentum and further buying. These activities should also contribute to the sustainability of support institutions such as GAG, GIEPA and selected sesame focal points.

Appendix 4: Summary of Outcomes of the Beneficiary Partner Questionnaire

A. Introduction

The Sector Competitiveness and Export Diversification (SCED) Project of the Government of The Gambia is funded by a grant from the Enhanced Integrated Fund (EIF) Trust Fund. The SCED is being implemented by the National Implementation Unit (NIU) housed in the Ministry of Trade, Industry & Employment (MOTIE) with support from the International Trade Centre (ITC).

Overall, the project aims to reduce poverty through activities that:

- strengthen the international competitiveness of targeted sectors in agri-business (sesame, cashew and groundnuts) and tourism (focusing on possible linkages with Gambia-based agri-business supplies), thereby:
 - i. promoting new business opportunities and sales in domestic, regional and international markets and
 - ii. generating additional incomes and creating employment.
- strengthen the role of women along the SCED's targeted value and information chains and
- identify and mitigate any environmental risks to sustainable competitiveness.

Sub-Component A1: Development of sector strategies. This aims to facilitate sector strategy development for cashew nuts and sesame and pilot implementation for cashew nuts, groundnuts and sesame by:

- c) improving dialogue and collaboration among public and private stakeholders and
- d) stimulating the provision of relevant and accessible trade support services.

Anticipated outputs include:

- Sector strategies for cashew nuts and sesame have been developed and fully endorsed by all stakeholders and beneficiaries.
- Specific market-orientation activities deriving from the strategies developed have been successfully implemented.

Sub-component A2: Quality enhancement. The aim is to improve the incomes of cashew nut, groundnut and sesame farmers and firms along the value chain by increasing their export opportunities through enhanced quality management and a strengthened business support environment. The component's activities are designed to:

- upgrade the testing capacity of the aflatoxin laboratory at the National Agricultural Research Institute (NARI);
- to build The Gambia's capacity to develop sector standards for groundnuts, cashews and sesame;
- to set the framework for improving the quality of the cashew nut sector in The Gambia in order to become export ready and enhance farmer capacity to grow better quality cashew nuts;
- to increase the quality and food safety of production of groundnuts in The Gambia in order to comply with technical requirements of international markets and
- enhance and increase exports.

Component B: Sector cross-cutting assistance in the area of trade information. The overall aim is to enable The Gambia's private and public sector to access relevant trade related information through MOTIE's information services, particularly, in the first instance, the cashew nut and sesame sectors. Three elements will be emphasised namely:

- (i) trade information processing and management based at MOTIE,
- (ii) capacity building for the effective use of the infrastructure and
- (iii) establishing a Trade Information Network through which efficient access to relevant export and import information will be attained by the public and private sectors.

Component C: Inclusive Tourism Development Opportunity Study . This aims to assess the potential for developing inclusive tourism activities in The Gambia. Horticulture and handicraft product value chains will be analysed, including an assessment of the demand from hotels, tour operators and tourists. The objective is to identify parts of value chain where pro-poor project interventions can be implemented in order to integrate marginalised communities into income generating activities along the tourism value chain.

FJP Development and Management Consultants have been retained by the ITC to facilitate an independent Mid Term Evaluation of SCED. This 30 minute survey seeks to obtain your overall perception of the SCED as an input to this process. YOU DO NOT NEED TO DISCLOSE YOUR IDENTITY in this questionnaire. All responses will be accorded strict confidentiality. Please place your response in a sealed envelope.

B. Address for responses

A physical copy of this response can be sent to:

Dr. Omodele R.N. Jones
FJP Development & Management Consultants
Christ Church Complex, Rear Elton Station, Off Sayerr Jobe
Avenue, Nr Westfield Junction

An electronic copy can be obtained from:

admin@fjp-consulting.com

For further information on FJP, visit:

www.fjp-consulting.com

C. Information about you

Financial Management

Capacity Building

Development & Strategy

C.1 Gender	Male 3 100%				Female			
C.2 Your Mother Tongue	Mandinka; Wolof; Mandingo							
C.3 The year(s) in which you benefited from a SCED programme?	Year One; 2012; 2012 to present							
C.4 Your highest educational qualification at the time you benefited?	None		Primary		Secondary		Graduate	Post graduate 01;N/S; Post Graduate
C.5 Your SCED sector? (tick one only)	Agri-business strategies			Agri-business quality enhancement 01; 33%		Trade Information 02; 03 67%	Inclusive Tourism	
C.6 Which best describes your organisation (tick one only)	Representative association	NGO	Public sector institution 01;02;03 100%	State sanctioned Regulator	Small farmer	Large commercial farmer	Other agribusiness (please state type)	Other business (please state type)
C.7 Kindly indicate your relationship with SCED (tick one only)	Beneficiary (See Note 1) 02;03 67%			Implementing partner (See Note 2)		BOTH Beneficiary AND Implementing partner (See Note 3) 01 33%		
C.8 Town/village of birth?	Brikama Town, Kombo Central; West Coast Region							
C.9 Do you suffer from any disability?	Yes				No 01;02;03 100%			
C.10 The specific activities from which you benefited?	Training of staff of Aflatoxin testing Laboratory; Trade information capacity Building Workshop; Capacity Building on trade information Development of sector strategies and quality assurance frameworks for cashew and sesame							
C.11 Your religion?	Christian			Muslim 01;02;03		Other		
C.12 Date this survey was completed	DD/MM/YYYY 01/07/2014; 10/06/14; 11/06/14							

Note 1: Kindly complete this questionnaire.

Note 2: You must NOT complete this questionnaire. Please complete the separate questionnaire for Implementing Partners.

Note 3: The person responsible for managing the resources gained from the beneficiary relationship should complete this questionnaire. The individual responsible for managing implementing partner relationships should complete the separate partner questionnaire. If both forms are completed by the same person, please enter "Y" in this box:

[T]

Key: Q= question. A= your answer. Thank you for your time!

D. The Questionnaire

Section 1	Relevance/Problem Identification: <i>the extent to which the activities designed and implemented were suited to the demand, realities and priorities of The Gambia's context.</i>						
Q1.1	State any areas where the SCED's objectives do NOT address the root contributors to the international competitiveness of the Gambian SCED sector in which your organisation is a stakeholder:						
A1.1	None; Identification of forward value chains and specific requirements for effective matchmaking with the products of the sector supported						
Q1.2	To what extent do the activities of the SCED address the goals indicated in the Introduction to this questionnaire? Rate on a scale of 1-7: (1= very low relevance and 7=very high relevance)[if "Don't Know", tick HERE]						
A1.2	1	2	3	4	5 01 33%	6 02; 03 67%	7
Q1.3	In your opinion, was the choice of national implementing stakeholders appropriate to ensure that the objectives of the SCED for your sector were met? (State "Yes" or "No"). If "No", please explain how you would have changed the selection of implementing entities and why. [if "Don't Know", tick HERE]						
A1.3	Yes x 3 100%						
Q1.4	Assess this statement: The choice of national implementing partners for the SCED was superbly chosen. Rate on a scale of 1-7: (1= strongly disagree and 7=strongly agree) [if "Don't Know", tick HERE]						
A1.4	1	2	3	4	5	6	7 01; 02; 03 100%
Q1.5	Assess this statement: The choice of the ITC as Main Implementing Partner for the SCED was superb. Rate on a scale of 1-7: (1= strongly disagree and 7=strongly agree) [if "Don't Know", tick HERE]						
A1.5	1	2	3	4	5	6	7 01; 02; 03 100%
Section 2	Effectiveness: <i>the extent to which the project has achieved its intended outputs and objectives</i>						
Q2.1	Do you know other persons who participated in SCED activities?						
A2.1	Yes 01; 02; 03 100%					NO	
Q2.2	In your opinion, to what extent did the majority of your colleague participants find that their experience of SCED improved the international competitiveness of their business? Rate on a scale of 1-7: (1= very low usefulness and 7=very high usefulness) [if "Don't Know", tick HERE]						
A2.2	1	2	3 02 33%	4 01 33%	5	6 03 33%	7
Q2.3	How would you assess the overall usefulness of the project activities in improving opportunities for women? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE]						
A2.3	1	2	3	4 01 33%	5 02 33%	6 03 33%	7
Q2.4	How would you assess the overall usefulness of the project activities in improving the environmental sustainability of your business sector? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE] 02						
A2.4	1	2	3	4 01 50%	5	6 03 50%	7
Q2.5	How would you assess the overall usefulness of the project activities in improving the annual sales of your business? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE] N/A(02&03)67%						
A2.5	1	2	3	4 01	5	6	7

				33%			
Q2.6	How would you assess the overall usefulness of the project activities in improving the prospects for employment in your business? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE] N/A(02)33%						
A2.6	1	2	3	4 01 33%	5	6 03 33%	7
Q2.7	How satisfied are you with the transparency of the process for allocation of SCED resources to beneficiaries? Rate on a scale of 1-7: (1=very dissatisfied and 7=very satisfied) [if "Don't Know", tick HERE]						
A2.7	1	2	3	4	5	6	7 01;02;03 100%
Q2.8	How pleased are you with the improvement in business productivity offered by the activities of SCED (where productivity is defined as the average value of output per employee)? Rate on a scale of 1-7: (1=very displeased and 7=very pleased) [if "Don't Know", tick HERE] N/A(02) 33%						
A2.8	1	2	3	4	5 01 33%	6 03 33%	7
Q2.9	Assess this statement: The business results achievable by SCED would be much greater if non-business considerations were not such a distraction. Rate on a scale of 1-7: (1=strongly disagree and 7=strongly agree) [if "Don't Know", tick HERE]						
A2.9	1	2 03 33%	3	4 01 33%	5 03 33%	6	7
Q2.10	How satisfied are you with the effectiveness of SCED in programme coordination, implementation and monitoring? Rate on a scale of 1-7: (1=very dissatisfied and 7=very high level of satisfaction) [if "Don't Know", tick HERE]						
A2.10	1	2	3	4	5 01 33%	6 03 33%	7 02 33%
Q2.11	List the concrete successes achieved by the activities from which you benefited:						
A2.11	<p>Training Lab staff on Aflatoxin testing equipment and methodology for analysis</p> <p>Procured and multiplied good quality sesame seed of one of the recommended varieties (32-15) which will be supplied to selected farmers for further multiplication.</p> <p>Development of a trade information hub</p> <p>Access to international trade data for decision making</p> <p>Our participation in the development of quality assurance frameworks and sector strategies for groundnuts, cashew and sesame has helped us improve our understanding and appreciation of critical challenges facing value chain actors.</p> <p>Our participation in the capacity building workshops held on trade information has greatly enhanced our market research capabilities with the use of ITC's Trademap market analysis tool. Today, we can confidently obtain relevant information on imports from third countries as well as the key existing and potential markets for our priority exports products.</p> <p>The development of a trade information web portal and the creation of a network group of stakeholders are expected to improve the availability to trade information most of which are not easily accessible to businesses and other stakeholders.</p> <p>The facilitation of consensus among cashew value chain actors to adopt Cashew Alliance of The Gambia as the sector's apex body and by extension the securing of an office space for its secretariat was laudable.</p> <p>The development of farmer field school manuals as well as training of TOTs on Good Agricultural Practices is expected to improve productivity and quality of sector outputs</p>						
Q2.12	List the main shortcomings that you observed in the implementation of the activities from which you benefited:						
A2.12	<p>Inability of NARI to fulfil its requirement of refurbishing the Aflatoxin lab</p> <p>Lack of proper coordination between NARI and NAWFA in monitoring on farm sesame seed multiplication</p> <p>Short duration for the Trade information training</p>						

	Inadequate training manuals for ease of reference and guidance on the use of trade information tools						
Q2.13	How useful has the knowledge and skills transfer proven to be so far in improving the international competitiveness of your business? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE]						
A2.13	1	2	3	4	5 01 33%	6 02 33%	7
Q2.14	From your interactions with other beneficiaries, how useful has the knowledge and skills transfer proven to be so far in improving their international competitiveness? Rate on a scale of 1-7: (1=very low usefulness and 7=very high level of utility) [if "Don't Know", tick HERE]						
A2.14	1	2	3	4	5 01 33%	6 03 33%	7
Q2.15	List the main strengths and/or weaknesses that influenced your response to questions 2.13 and 2.14:						
A2.15	Availability of user friendly training manuals						
	The trade information portal serves as platform where relevant trade information from key sources is made available for public consumption.						
	The trade information portal enhances access to market information especially pricing trends in export markets.						
	The sector strategies have successfully identified supply-side constraints and outlined in specific terms what needs to be done to address them.						
	The quality assurance frameworks have provided the basis for product quality with a view to improving exports of groundnuts, cashew and sesame.						
	Ability to access trade data from ITC trade analysis tool						
	Improved decision making and advisory services on international market trends						
Section 3	Efficiency: Measurement of the outputs in relation to inputs						
Q3.1	What were the key weaknesses in the structure and management of the SCED project? Please list down:						
A3.1	Delay in printing and distributing training manuals						
	Inadequate monitoring of field activities						

Q3.2	Are you satisfied that the funds used by SCED for the activities on which you benefited were spent by SCED in the best way possible to achieve the goals stated in the Introduction to this questionnaire? Rate on a scale of 1-7 (1=very dissatisfied and 7=very high level of satisfaction) [if "Don't Know", tick HERE]							
A3.2	1	2	3	4	5	6	7	01;02;03 100%
Q3.3	Did you receive any funding from SCED?							
A3.3	Yes 01; 02 67%					NO 03 33%		
Q3.4	If yes, how successful is your enterprise?							
A3.4	Better than before funding 01;02 100%			No change		Worse than before funding		
Q3.5	Do you have a business plan for replacing the assets funded by SCED when they eventually fall due for replacement?							
A3.5	Yes 01;02 100%					NO		
Q3.6	Overall, are you satisfied that the funding scheme under SCED was spent by SCED in the best way possible to achieve the goals stated in the Introduction to this questionnaire? Rate on a scale of 1-7 (1=very dissatisfied and 7=very high level of satisfaction) [if "Don't Know", tick HERE]							
A3.6	1	2	3	4	5	6	7	02 33% 01;03 67%
Q3.7	What were the key strengths and weaknesses in the structure and management of the SCED funding scheme? Please list down:							
A3.7	Direct disbursement to beneficiaries and implementing institutions facilitated timely implementation of activities							

Space for any other information/comment

End of Appendix.

Appendix 5: Logical Framework of the SCED

	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p>Overall objective for entire project:</p> <p>Poverty reduction through activities that (a) strengthen targeted sectors competitiveness, (b) promote new business opportunities in domestic, regional and international markets and, (c) generate additional incomes and create employment</p>	<ul style="list-style-type: none"> Expansion onto new markets with adequate spread across markets in the respective sectors Increased of sales (domestic, regional and international markets) in the respective sectors by 3% 	<ul style="list-style-type: none"> Trade statistics Opinion leading trade press coverage Client satisfaction surveys Household poverty reports Baseline data 	<ul style="list-style-type: none"> The country remains stable and free from civil war, negative parliamentary or ministerial interference or unplanned Monetary/banking/fiscal changes that negatively affect commerce No major environmental disasters The relevant trade support institutions remain intact and operational Counterparts and beneficiaries cooperate well
<p>Project outcomes:</p> <ul style="list-style-type: none"> Strengthened locally available structures and capacities to support business operations (all project components) Sector stakeholders enabled to develop inclusive sector strategies and follow-up on their implementation (Component A1) Increased export opportunities for the agricultural products cashew nuts, groundnuts and sesame (Component A2) Policy makers, TSIs and businesses (particularly producers, processors and exporters of cashew nut, groundnut and sesame; ensuring women are included) capacitated to access relevant trade information and produce prospective market studies (Component B) Potential for Inclusive Tourism Development assessed and recommendations provided to Government (Component C) 			

Project Component A 1 - Development of sector strategies for Cashew-nut & Sesame

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
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Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><u>Overall objective for Component A 1</u></p> <ul style="list-style-type: none"> An increased capacity of public and private institutions to support and stimulate exports of cashews and sesame through the provision of relevant and accessible trade support services. Improved public and private dialogue in the cashew and sesame sectors to formulate and manage export development strategies that are relevant and realistic. Empowered stakeholders in the cashew and sesame sectors capable of contributing to export development activities for their sectors, including female stakeholders. 	<ul style="list-style-type: none"> Number of stakeholders participating in activities organized during the sector design process; sex disaggregated Number of public and private sector statements in support of export development Number of exporters in the cashew and sesame sectors receiving relevant assistance from TSIs; ensuring that women are benefitting Number of policies relating the cashew and sesame sector having been introduced or modified in support of export development Amount of Aid for trade received and disbursed for export development activities relating to the cashew and sesame sectors 	<ul style="list-style-type: none"> Baseline studies Annual reports from recipients of assistance, sector producers and exporters; Media reports Parliamentary records and meeting minutes Roundtable progress review meeting minutes Other development agencies reports and case studies related to the sectors under consideration 	<ul style="list-style-type: none"> The relevant trade support institutions remain intact and operational Markets in the sectors under consideration are not affected by unforeseen climatic or environmental disasters The country remains stable and free from civil unrest, negative parliamentary or ministerial interference or unplanned Monetary/banking/fiscal changes that negatively affect commerce Funding is allocated for the implementation of the plans of action for the cashew and sesame sector export strategies Representative stakeholders collaborate to the design and implementation of the plans of action for the cashew and sesame sector strategies
<p><u>Outcomes for Component A 1 (Steps 1-5 / Outputs 1.1-1.5):</u></p> <ul style="list-style-type: none"> Participatory sector strategies developed and validated by stakeholders with prioritised implementation plans for the cashew nuts and sesame sectors; Strategy implementation coordination bodies identified or established, functioning and referred to for advice on policy development and other planning issues; Strategies, implementation plans and coordination bodies referred to and involved in policy decision-making processes in The Gambia. 			

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p>Outputs 1.1 (Inception)</p> <ul style="list-style-type: none"> • Collection of baseline data completed and main gaps in sector development know-how identified. Sector specialist(s) and operational support needs identified; • Scope of ITC activities, outline ITC intervention plan & budget revised. Initial development objectives and purpose of intervention agreed; • Stakeholders & other development agencies involved in the sector identified and consulted (ensuring that women are represented) to confirm project outline, overall purpose and goals of sector development agreed upon. <p>Activities leading to Outputs1.1.</p> <p><i>1.1.1 Conduct one consultative round table meeting with key stakeholders to initiate ITC intervention held. Initial Inception meetings with government agencies and key value chain stakeholders in cashew nuts and sesame; market and sector research and exchange information with counterparts and existing buyers initiated.</i></p> <p><i>1.1.2 Organize initial round table meetings with government agencies and key value chain stakeholders in cashew nuts, and sesame sectors.</i></p>	<ul style="list-style-type: none"> • List of Core Team members • Meeting organized effectively. • Baseline data summarised and presented; • Quality of the baseline analyses for both the cashew and sesame sectors. • Sector specialists identified and available • Partnerships with other development agencies working in these sectors identified have been established 	<ul style="list-style-type: none"> • Members list • Project and agencies mapping • Project documentation • Agreements • Meetings reports • 3rd party reports 	

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p>Outputs 1.2 (Value chain diagnostic)</p> <ul style="list-style-type: none"> • Sector, current market, organization and performance evaluated; • Priority capacity-building or export readiness interventions identified and potential resource requirements defined. 	<ul style="list-style-type: none"> • Number of stakeholders at the sector consultation on value chain diagnostics, ensuring that women are part of the process • Number of market tours conducted with sector representatives and producers from along the value chain • Working group minutes & results • Draft action plans ; • List of stakeholders identified issues • Participation of other development agencies 	<ul style="list-style-type: none"> • Documentation & participants lists, sex disaggregated • Mission reports & post mission presentations • 3rd party reports 	
<p>Activities leading to Outputs 1.2</p> <p><i>1.2.1 Evaluate results of current development projects and their experiences; Review and report on export potential, market and product opportunities fitted to capabilities of the Gambian exporters, buyers and traders. Review of intra-regional trade policy and competitiveness interfaces, the impact of current trade agreements, planned changes to the business environment, SME trade linkages, investment promotion and non-tariff measures for selected product sectors.</i></p> <p><i>1.2.2 Review sector capabilities and performance by possible visit by consultant sector specialists of producers & processors. Identification and report on potential new markets or new ways to add value to existing products.</i></p> <p><i>1.2.3 Organize first multi-stakeholder participatory workshops (one for each sector) to present market opportunities & assessment and outline potential technical assistance inputs required as well as sector development action plans.</i></p>			

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p>Outputs 1.3 (Elaboration)</p> <ul style="list-style-type: none"> • Potential strategic activities and orientation discussed, refined and agreed upon with potential support partners; • Initial linkages developed with sector importers and other international technical support services or buyer-supplier schemes; • Investment and financing requirements assessed for installation of new production or supply chain equipment, new working practices learned. 	<ul style="list-style-type: none"> • Results of meetings with relevant potential support institutions • Revised and strengthened draft action plans, potential vision, and potential implementing arrangement • Number of linkages developed with importers • Priority (component A2) implementation projects initiated 	<ul style="list-style-type: none"> • Working groups minutes & reports • 3rd party reports; • Documentation & participants lists • Mission reports & post mission presentations • Draft strategy documents 	
<p>Activities leading to Outputs 1.3</p> <p><u>1.3.1</u> Working groups undertake specific assigned tasks as required supported and coached by ITC and consultant sector specialists, liaising with other agencies, summarize learning and information gathered and prepare presentations for all value chain stakeholders in sector strategy formulation workshop.</p> <p><u>1.3.2</u> Promote visits of a selected group, ensuring that women participate, to value chain stakeholders and sector associations in other countries that have gained a competitive advantage (for example in Ghana, Nigeria, Tanzania, China, Vietnam, Brazil, South Africa, Uganda and Malawi).</p> <p><u>1.3.3</u> Organize market orientation and promotion visits (including women farmers/associations), to international sector product trade fairs, manufacturers of appropriate equipment and buyers that operate equitable trade for supplier development schemes or potential visits to global or regional sector technical associations.</p>			



Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><u>Outputs 1.4 (Validation)</u></p> <ul style="list-style-type: none"> • Draft strategies and plans of actions refined; • Sector development strategies & detailed implementation plans finalised by stakeholders; • Structure of a Private-Public implementation management body confirmed (established) and its secretariat. <p>Activities leading to Outputs 1.4</p> <p><i>1.4.1 Organize multi stakeholder workshop to conduct group exercises to conclude detailed implementation activity planning, and to define & prioritize objectives and overall development vision.</i></p>	<ul style="list-style-type: none"> • Refined sector development strategies and implementation plans • Implementation management body's list of members, role & responsibilities 	<ul style="list-style-type: none"> • Documentation & participants lists • Validated strategy documents and plans • Working groups minutes & reports • 3rd party reports • Proposed structure of implementation management body 	

<p><i>1.4.2 Elaborate the structure of the implementation management body, its members, role and resources to act as coordination hub for development agencies & implementation coordination.</i></p>			
<p>Outputs 1.5 (Launch)</p> <ul style="list-style-type: none"> • Finalised sector development strategies & detailed implementation plans launched and validated by stakeholders; • Sector strategy implementation coordination bodies and secretariats identified or established and working effectively; • Regular progress reports of market and success stories provided for ITC and other resource partners. 	<ul style="list-style-type: none"> • Final Strategy documents • Validation of implementation management body • Media reports of launch and pledges received • Periodic progress reports 	<ul style="list-style-type: none"> • Minutes of implementation management body meetings • Implementation reports • 3rd party & media reports; • Pledge records • Independent evaluations by other agencies or buyers or 3rd parties of progress towards achieving development outputs 	
<p>Activities leading to Outputs 1.5</p>			
<p><i>1.5.1 Organize multi stakeholder launch event (one for all sectors) to present finalized strategy and implementation coordination body to stakeholders, donors and project resource providers ensuring that women are included.</i></p>			
<p><i>1.5.2 Launch of ITC-led pilot implementation of selected development activities defined by stakeholders in the strategies and linked with Components' B and C directly and in collaboration with other development agencies according to skills, equipment and technical assistance required.</i></p>			
<p><i>1.5.3 Coordinate pilot implementation activities defined in the strategies in each sector started by ITC under coordination of strategy implementation management body.</i></p>			
<p><i>1.5.4 ITC distance support continued over next 18 months.</i></p>			

<p>Output 1.6 (pilot implementation)</p> <p>Pilot market-oriented activities identified as “priorities” in the strategies’ action plans are effectively implemented.</p>			
<p>Activities to Outputs 1.6</p> <p>1.6.1. <i>Provide capacity building and business advisory solutions to selected sector association and TSIs taking cognizance of gender dimensions to enhance their capacities to design, develop and deliver relevant trade support services to exporters.</i></p> <p>1.6.2. <i>Strengthen sector associations (including appropriate women’s associations) in the area of advocacy, negotiation, marketing, preparation of buyer/seller meetings, client relations for more effective support to their members</i></p> <p>1.6.3. <i>Organize market-oriented activities in order to prepare producers and exporters to meet with buyers requirements (include the transfer a number of trade promotion methodologies and tools to selected TSIs as well as the organization of trade promotion events)</i></p> <p>1.6.4. <i>Develop business linkages between producers and exporters and potential buyers</i></p> <p>1.6.5. <i>Support producers and exporters to formalize business relations through partnership agreements (such as contract farming)</i></p>	<p><i>Indicators as agreed in the action plans validated strategies</i></p> <p><i>Revised service portfolio of selected TSIs (max 10)</i></p> <p><i>Trade promotion methodologies and tools transferred and used by selected TSIs.</i></p>	<p>Minutes of meetings Validated action plans Implementation reports</p>	<ul style="list-style-type: none"> • Funding is allocated for the implementation of the plans of action for the cashew and sesame sector export strategies • Representative stakeholders collaborate to the implementation of the plans of action for the cashew nuts, groundnuts and sesame

Project Component A 2 - Quality enhancement of Groundnut, Cashew-Nut & Sesame sectors

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p>Overall objective for Component A 2:</p> <p>Improving the incomes of cashew nut, groundnut and sesame farmers and firms along the value chain by increasing their export opportunities through enhanced quality management and a strengthened business support environment.</p>	<ul style="list-style-type: none"> Income levels of targeted beneficiaries increase from sex disaggregated baseline study Increased unit and total value of exports or domestic sales in the respective sectors (Exporter) client satisfaction towards rendered support services. 	<ul style="list-style-type: none"> Sex disaggregated Baseline study Copies of new contracts and agreements with buyers or importers Documented reports from recipients of assistance, sector producers and exporters; Media reports Import country customs and buyer reports Other development agencies' reports and case studies related to the sectors under consideration 	<ul style="list-style-type: none"> The relevant trade support institutions remain intact and operational Markets in the sectors under consideration are not affected by unforeseen climatic or environmental disasters The country remains stable and free from civil unrest, negative parliamentary or ministerial interference or unplanned monetary/banking/fiscal changes that negatively affect commerce NARI's lab (for aflatoxin) recruit right technicians, upgrade the lab by appropriate refurbishment. The stakeholders have strong and long-term commitment to maintain the accreditation status of NARI's lab (for aflatoxin) To ensure sustainability NARI should provide some funds in its budget to obtain accreditation on a cost sharing basis and for maintaining accreditation beyond the project
Outcome: To upgrade testing capacity of NARI's lab (for aflatoxin)			
<p>Outputs 2.1</p> <p>Enhanced capacity of technicians on testing</p>	<ul style="list-style-type: none"> Two-week study tour of three technicians conducted Two sessions of two-week hands-on training for technicians of NARI's lab (for aflatoxin) on testing Three technicians have acquired knowledge and skills on testing aflatoxin in CS and S products 	<ul style="list-style-type: none"> Mission's report Assessment before and after the training Feedback from technicians 	
<p>Activities leading to Output 2.1</p>			
<p><i>2.1.1 Organise a study tour for NARI's lab technicians on testing aflatoxin in a foreign accredited lab.</i></p>			
<p><i>2.1.2 Conduct hands-on in-house training at NARI's lab on testing, especially for aflatoxin(two sessions of two weeks).</i></p>			
<p>Output 2.2</p> <p>Accreditation against ISO/IEC 17025 of NARI's lab</p>	<ul style="list-style-type: none"> Relevant staff members upgraded their knowledge and understanding of method validation, quality control and estimation of uncertainty of measurement Proficiency testing programmes in place 	<ul style="list-style-type: none"> Mission's report Accreditation status 	
<p>Activities leading to Output 2.2</p>			

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
2.2.1 Provide advice to NARI's lab (for aflatoxin) to enable them to meet the requirements of ISO/IEC 17025 (i.e. preparation of required documents)	<ul style="list-style-type: none"> Accreditation of NARI's lab (for aflatoxin) obtained 		
2.2.2 Arrange for NARI's lab (for aflatoxin) to participate in international proficiency testing programmes			
2.2.3 Arrange for NARI's lab (for aflatoxin) to be accredited by a foreign accreditation body, member of the International Laboratory Accreditation Cooperation (ILAC)			
Outcome: To build the Gambia's capacity to develop sector standards for groundnuts, cashew nuts and sesame			
Output 2.3 Standards and regulations developed for groundnuts, cashew nuts and sesame	<ul style="list-style-type: none"> NCSpsc members are enabled to develop sector standards Working sessions for preparing sector standards conducted Draft standards sent for public comment; Public sensitization on newly developed standards Standards are available for groundnuts, cashew nuts and sesame 	<ul style="list-style-type: none"> Mission's report Published standards 	
Activities leading to Output 2.3			
2.3.1. Provide technical assistance to NCSpsc to enhance the process of sector standards development			
2.3.2 Develop of standards for groundnuts, cashew nuts and sesame.			
Outcome: To increase the quality and food safety of production of Groundnuts in Gambia in order to comply with technical requirements in international markets and enhance and increase exports			
Output 2.4 Enhanced quality segregation of groundnuts by quality control inspectors	<ul style="list-style-type: none"> At least 2 training events conducted At least 20 inspectors trained Inspectors have acquired knowledge and skills on grading and segregation Selected CPMS facilities have been assessed and recommendations for improvement provided Quality controls on grading and segregation have improved Necessary tools distributed to and used by inspectors who are capable of using them 	<ul style="list-style-type: none"> Inspectors' list Surveys conducted to assess the behavioral and technical improvement of quality control inspectors before and after the training Feedback from inspectors Missions' reports Feedback from CPMS representatives Equipment list Feedback from inspectors on equipment 	
Activities leading to Output 2.4			
2.4.1 Develop/consolidate training material based on the Manual for quality control inspectors			
2.4.2 Conduct theoretical/practical training at Depot level (two sessions of two weeks each)			

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
2.4.3 Undertake an assessment of CPMS facilities with respect to handling and segregation of received stock from farmers and provide recommendations for improvement	properly		
2.4.4 Purchase necessary tools and materials, i.e. moisture meter, probes/samplers and equipping Quality Control Inspectors with knowledge to use them			
Output 2.5 Enhanced food safety of groundnuts through implementation of HACCP and pre-requisites such as GAP and GMP	<ul style="list-style-type: none"> At least one awareness building workshop conducted by the International Consultant for 30 farmers, CPMS Representatives, traders, Depots, Industrialist, Processors At least 5 recognized Trainers-cum-Counsellors (TcC) have acquired knowledge and skills on HACCP and pre-requisites such as GAP and GMP in the groundnut sector and able to advise operators At least one operator from each group of operators along the value chain has improved hygienic practice as per HACCP HACCP principles have been applied to the groundnut industry in the Gambia At least one awareness building workshop conducted by the trained TcCs 	<ul style="list-style-type: none"> Feedback from participants Training questionnaire Participants' list Missions' reports Surveys conducted to assess the behavioral and technical improvement of Trainer-cum-Counsellors before and after the training Operators' improvement plans 	
Activities leading to Output 2.5			
2.5.1 Organise workshop on "Building awareness on Food Safety System based on HACCP" conducted by the International Consultant			
2.5.2 Conduct hands-on training on "Implementing HACCP and Pre-Requisites" for Trainers-cum-Counsellors (TcC) and operators			
2.5.3. Conduct hands-on Training on "Implementing HACCP - hazard analysis and categorization of control measures" for TcCs and operators			
2.5.4 Conduct hands-on Training on "Implementing HACCP – internal verification" for TcCs and operators			
2.5.5 Organise workshop on "Building awareness on Food Safety System based on HACCP" conducted by the trained TcCs			
Output 2.6 Enhanced farmer capacity to grow groundnuts of better quality and higher productivity through Farmer Field School	<ul style="list-style-type: none"> At least 2 master training events conducted At least 5 master trainers have acquired knowledge and skills and delivered training programmes to training facilitators (extensions workers and farmers-trainers) 	<ul style="list-style-type: none"> Participants' list Feedback from participants Missions' reports Surveys conducted to assess the behavioral and technical improvement of master 	

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
Activities leading to Output 2.6	<ul style="list-style-type: none"> 30 training facilitators (extension workers and farmers-trainers) have been trained and are able to conduct FFS Farmer Field School Programme in place At least 20 sessions of FFS conducted At least 600 farmers have improved their capacity to grow groundnuts of better quality and higher productivity 	trainers and trainers before and after the training <ul style="list-style-type: none"> Assessment of farmers' capacity 	
<i>2.6.1 Consolidate Farmers' Field School Approach using Guide on Implementation of FFS approach</i>			
<i>2.6.2 Develop curricula for trainers</i>			
<i>2.6.3 Conduct of training by Master Trainers to core training facilitators (extension workers and farmers-trainers) (eight weeks)</i>			
<i>2.6.4 Develop and implement a Groundnut Farmer Field School Programme through conduct schools for 25-30 farmers by the core facilitators (extension workers and farmers)</i>			
Outcome: To set the framework for improving the quality of the <u>cashew nuts sector</u> in Gambia in order to become export ready and enhance farmer capacity to grow cashew nuts of better quality			
Output 2.7	<ul style="list-style-type: none"> Quality Assurance Framework (QAF) developed and available At least two workshops conducted to share QAF, totalling 30 participants Level of satisfaction of the stakeholders and donors with the communication process during the development of the QAF A pool of at least 3 national advisers with a clear understanding of the needs of the sector in the area of quality 	<ul style="list-style-type: none"> QAF document Missions' reports Stakeholders' list Feedback from stakeholders 	
Quality Assurance Framework for the cashew nut sector			
Activities leading to Output 2.7			
<i>2.7.1 Conduct GAP analysis in the areas of quality and food safety of the value chain through development of a Quality Assurance Framework (QAF) based on ISO 22006 and the HACCP System</i>			
<i>2.7.2 Conduct three workshops to present the QAF, to validate interim data/report and get feedback and endorsement from stakeholders</i>			

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p>Output 2.8</p> <p>Enhanced farmer capacity to grow cashew nuts of better quality and higher productivity through Farmer Field School Approach</p>	<ul style="list-style-type: none"> At least 2 master training events conducted At least 5 master trainers have acquired knowledge and skills and delivered training programmes to training facilitators (extension workers and farmers-trainers) At least 30 training facilitators (extension workers and farmers-trainers) have been trained and are able to conduct FFS Cashew nut production manual developed Farmer Field School Programme in place At least 20 sessions of FFS conducted At least 600 farmers have improved their capacity to grow groundnuts of better quality and higher productivity 	<ul style="list-style-type: none"> Participants' list Feedback from participants Missions' reports Before and after surveys conducted to assess the behavioral and technical improvement of master trainers and trainers 	
Activities leading to Output 2.8			
<i>2.8.1 Consolidate Farmers' Field School Approach using the Guide on Implementation of FFS approach</i>			
<i>2.8.2 Develop curricula for trainers and Cashew nuts production manual (adaptation of the Groundnut one already available)</i>			
<i>2.8.3 Conduct Training of (Master) Trainers (three sessions of two-week training) using the Cashew nuts production manual</i>			
<i>2.8.4 Conduct of training by Master Trainers to 40 core training facilitators (extension workers and farmers-trainers) (eight weeks)</i>			
<i>2.8.5 Develop and implement a Cashew nut Farmer Field School Programme through conduct of a minimum of 30 schools for 25-30 farmers by the core facilitators (30 extension workers and farmers)</i>			
<p>Output 2.9</p> <p>Task Force for Cashew nuts established</p>	<ul style="list-style-type: none"> Guidance on frameworks and institutional arrangements Task Force for Cashew nuts established 	<ul style="list-style-type: none"> Documentation & participants lists; Validated documents and plans; Working groups minutes & reports; Proposed structure of Task Force 	
Activities leading to Output 2.9			
<i>2.9.1 Establish a Task Force under NCSPSC for guiding the development and implementation of the Quality Assurance Framework</i>			

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
Outcome: To set the framework for improving the quality of the <u>sesame</u> sector in Gambia in order to become export ready and enhance farmer capacity to grow cashew nuts of better quality			
<p>Output 2.10</p> <p>Quality Assurance Framework for the sesame sector</p>	<ul style="list-style-type: none"> Quality Assurance Framework (QAF) developed and available At least two workshops conducted to share QAF, totaling 30 participants Level of satisfaction of the stakeholders and donors with the communication process during the development of the QAF A pool of at least 3 national advisers with a clear understanding of the needs of the sector in the area of quality 	<ul style="list-style-type: none"> QAF document Missions' reports Stakeholders' list Feedback from stakeholders 	
<p>Activities leading to Output 2.10</p>			
<p><i>2.10.1 Conduct GAP analysis in the areas of quality and food safety of the value chain through development of a Quality Assurance Framework (QAF) based on ISO 22006 and the HACCP System</i></p>			
<p><i>2.10.2 Conduct three workshops to present the QAF, to validate interim data/report and get feedback and endorsement from stakeholders</i></p>			
<p>Output 2.11</p> <p>Enhanced farmer capacity to grow sesame of better quality and higher productivity through Farmer Field School Approach</p>	<ul style="list-style-type: none"> At least 2 master training events conducted At least 5 master trainers have acquired knowledge and skills and delivered training programmes to training facilitators (extension workers and farmers-trainers) At least 30 training facilitators (extension workers and farmers-trainers) have been trained and are able to conduct FFS Sesame production manual developed Farmer Field School Programme in place At least 20 sessions of FFS conducted At least 600 farmers have improved their capacity to grow groundnuts of better quality and higher productivity 	<ul style="list-style-type: none"> Participants' list Feedback from participants Missions' reports Surveys conducted to assess the behavioral and technical improvement of master trainers and trainers before and after the training 	
<p>Activities leading to Output 2.11</p>			
<p><i>2.11.1 Consolidation of Farmers' Field School Approach using the Guide on Implementation of FFS approach</i></p>			
<p><i>2.11.2 Development of curricula for trainers and Sesame production manual (adaptation of the Groundnut one already available)</i></p>			
<p><i>2.11.3 Conduct Training of (Master) Trainers (three sessions of two-week training) using the Sesame production manual</i></p>			

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
2.11.4 Conduct training by Master Trainers to core training facilitators (extension workers and farmers-trainers) (eight weeks)			
2.11.5 Develop and implement a Sesame Farmer Field School Programme through conduct schools for 25-30 farmers by the core facilitators (extension workers and farmers)			
Output 2.12 Task Force for Sesame established	<ul style="list-style-type: none"> Guidance on frameworks and institutional arrangements Task Force for Sesame established 		
Activities leading to Output 2.12			
2.12.1 Establish a Task Force under NCSPSC for guiding the development and implementation of the Quality Assurance Framework			

Project Component B – Trade Information

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
Overall objective for Component B: To enable The Gambia's private and public sector to access relevant trade related information through MOTIE's information services, particularly in the first instance, to the sesame and cash nut sectors.	<ul style="list-style-type: none"> Increased usage (of at least 25%) of MOTIE's information services. User satisfaction increases from initial baseline established at start of project. 	<ul style="list-style-type: none"> Client usage statistics User survey 	<ul style="list-style-type: none"> MOTIE remains intact and operational MOTIE makes available adequate staff resources and office space.
Outcome: To develop the information service infrastructure at the MOTIE and build related capacities for its effective usage			
Output 3.1 Trade information infrastructure established	<ul style="list-style-type: none"> Documented assessment of the trade information environment in The Gambia including establishing baseline levels of usage and user satisfaction of MOTIE's 	<ul style="list-style-type: none"> Reports and related documents elaborated. MNS license agreement Administrative documents relating to acquisitions. 	

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p>Activities leading to Output 3.1</p> <p><i>3.1.1 Update the Trade Information Review of the Gambia through an analysis of the trade information needs of the business community (taking in to account specific needs of women), an assessment of the capacity of existing and potential information service providers to meet these needs and a review of the most efficient mechanisms for collecting and disseminating information. Particular attention will be given to the sesame and cash nut sectors although not at the exclusion of other sectors.</i></p> <p><i>3.1.2 Prepare a Trade Information Service Development Plan, that will include details of the staffing, information resources and equipment required to enable the efficient operation of the MOTIE information service.</i></p> <p><i>3.1.3 Establish the mechanisms for the identification, collection/acquisition, processing and dissemination of relevant trade information.</i></p> <p><i>3.1.4 Acquire recommended information resources, furnishings and equipment, including ensuring fast internet connectivity.</i></p> <p><i>3.1.5 Provide ITC's Market News Service (MNS) Reports on selected sectors to MOTIE and establishment of a License Agreement with MOTIE to enable wider dissemination of MNS market intelligence reports to the Gambian business community.</i></p>	<p>information services.</p> <ul style="list-style-type: none"> • Trade Information Service Development Plan elaborated and endorsed by relevant stakeholders. • Information resources, equipment and furnishings acquired. • Implementation of development plan • MNS disseminated to business community. • Relevant information products and services launched. 	<ul style="list-style-type: none"> • Statistics of delivery of services to clients. 	
<p>Output 3.2</p> <p>Trade information management skills of local stakeholders enhanced. Trained staffs are committed to manage the Trade Information Reference Centre.</p>	<ul style="list-style-type: none"> • Increased levels of information management skills of MOTIE staff. • Increased levels of information research and analytical skills of selected public and private sector users. 	<ul style="list-style-type: none"> • Reports and related documents elaborated. • Evaluation of training and coaching programs • Manuals for the operation of the trade information service • Number of hits to relevant on-line sources of information 	

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
Activities leading to Output 3.2		<ul style="list-style-type: none"> Portfolio of services 	
<p><i>3.2.1 Strengthen the information management skills of the staff of the information services team at the MOTIE through group-training programmes and on-site coaching programmes, including a gender lens to the training. This could include: 6 Gambian officers participating in TITP, 3 Gambia-based workshops and on-site coaching of core information team in the Ministry</i></p>			
<p><i>3.2.2 Develop a range of information services and products to be offered to its clients, such as, but not limited to: Inquiry reply service, alert services, Directory of exporters as well as market profiles in the cash nut and sesame sectors.</i></p>			
<p><i>3.2.3 Develop the skills of MOTIE's technical staff in statistical management through the provision of appropriate training (e.g. Training through Eurotrace, if appropriate, or design a customized training programme for staff).</i></p>			
<p><i>3.2.4 Develop the capacity to produce market intelligence newsletters (similar to ITC's MNS reports) covering latest developments and trends in local, regional and major overseas markets, price information, and regulatory updates on selected products, including cash nut and sesame sectors.</i></p>			
<p><i>3.2.5 Conduct workshops for the public and private sector to raise awareness about the information service.</i></p>			
<p>Outcome: Improve efficient access to relevant export and import information by the public and private sector through the establishment of effective, networked modes of access to, and delivery of, information.</p>			
<p>Output 3.3 Trade information network efficiently used by public and private stakeholders.</p>	<ul style="list-style-type: none"> Consultative workshop with potential stakeholders of the trade information network, ensuring that women are part of the process Documented guidelines for the 	<ul style="list-style-type: none"> Online availability of the portal Manual for the operation of the network Client satisfaction survey. Number of hits on portal 	

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
Activities leading to Output 3.3	implementation of mechanisms for exchanging and disseminating trade information <ul style="list-style-type: none"> • Portal available for network members and clients and showing increased usage over time 		
<u>3.3.1</u> In addition to the MOTIE, draw on the results of the Trade Information Review to identify other Gambian organisations that could potentially be partners in a national trade information network. These could include institutions such as the Ministry of Agriculture (e.g. Department of Planning), Ministry of Justice (Attorney General's Companies Register), Customs, Competition Commission, Gambia's Statistical Office, Gambia Revenue Authority, the Central Bank, Ports Authorities, Gambia Horticulture Enterprise, Gambia Chamber of Commerce and Industry, trade associations, research organisations and academic institutions.			
<u>3.3.2</u> Conduct a workshop with potential network partners with a view to arriving at a consensus on the development and operation of an information network.			
<u>3.3.3</u> Develop the appropriate administrative, legal and operational procedures required to operate the information network effectively			
<u>3.3.4</u> Establish a mechanism (e.g. forum, association) that will enable the information officers of the network's partner organizations to meet on a regular basis.			
<u>3.3.5</u> Design and develop a trade information portal to facilitate the virtual sharing, exchange, and dissemination of information both between partner organisations and to The Gambian public and private sectors. The design of such a portal would draw on international experiences with the actual development, hosting and ongoing technical maintenance being handled by a Gambian company.			

Project Component C – Inclusive Tourism Opportunity Study

Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
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Outcomes/Outputs/Activities	Objectively Verifiable Indicators	Means of Verification	Assumptions
Outcome: Identify and assess the potential for the development of inclusive tourism activities in The Gambia.			
<p>Output 4.1</p> <p>A comprehensive feasibility study on inclusive tourism in The Gambia which includes an action plan and a fully fledged project proposal for follow-up implementation of proposed activities</p>	<ul style="list-style-type: none"> • All elements included in the terms of reference are reflected in the study • Public and private stakeholders have been consulted • The study and its action plan are endorsed by GTA and other national stakeholders 	<ul style="list-style-type: none"> • Interviews • Surveys • Minutes of the validation • Workshop 	<ul style="list-style-type: none"> • Political stability • Cooperation of national stakeholders involved in the tourism development and promotion
<p>Activities leading to Output 4.1.</p>			
<p><i>4.1.1 Organize interviews and surveys with hoteliers, micro producers, ensuring that women are part of the process etc. for data collection</i></p>			
<p><i>4.1.2 Identify of most suitable sites in terms of potential and current tourism flows and infrastructure.</i></p>			
<p><i>4.1.3 Analyze of the value chains of horticultural products and of handicraft, assessing the demand from hotels, tour operators and tourists. It is then necessary to identify the parts of the value chain where pro-poor changes are likely to occur and where eventual blockages can be removed through ITC interventions. Based on the capacity to remove these blockages and their market potential, we then select specific products to focus the project intervention.</i></p>			
<p><i>4.1.4 Identify and select products and services, communities are likely to supply, based on their level of qualification, group organisation and equipment. A baseline socio-economic survey is carried out in each community to define the starting point against which all forms of development have to be assessed</i></p>			
<p><i>4.1.5 Draft the opportunity study</i></p>			
<p><i>4.1.6 Organize validation of the study</i></p>			
<p><i>4.1.7 Develop a fully fledged project proposal (led by NIU)</i></p>			

Appendix 6: Plan vs Actual Status for all Activities, Outputs & Outcomes

Consider Table 7. The table includes 16 columns, identified as A to P. Columns A to L are based on data extracted from the latest monitoring report of the MIE i.e. the “Bi-annual Progress Report (July to December 2013)”. Columns N, O & P are obtained from the latest financial report i.e. “Budget Allocations and Expenditures per Project Component, March 2014”.

Column M communicates FJP’s overall risk rating for each outcome and related output. Our risk score follows our (1 to 5 scale) risk rating explained in Table 2 of section 1.3. The risk score is best compared to the progress rating indicated by the MIE staff in column L. FJP’s risk score indicates the degree to which we consider that the progress recorded by the MIE will ultimately lead to the impact intended in the project plan. The highest level of confidence is represented by a score of 5 (“strong”); the lowest by a score of 1 (“fatal”).

In concluding on our risk rating of the SCED components or outcomes, we first assessed the risk rating of the related outputs or activities. We subsequently reflected on the overall impact intended for the outcome, before assigning a risk rating for the outcome as a whole, based on the evidence and our considered judgement. For ease of understanding, we have computed the numerical risk score for outcomes as the mathematical mean of the related output risk scores.

Likewise, we considered the risk assessments for the outcomes, in light of the overall impact intended for the SCED programme, before concluding on an overall risk score for the integrated programme. Our output risk scores are based on a detailed consideration of the evidence from three sources:

- Documentary evidence
- Evidence from interviews of stakeholders
- Evidence from the questionnaires administered to stakeholders and beneficiaries.

We sought to:

- Confirm the assessment of the progress (as at 31 December 2013) on the outputs and outcomes that was communicated by the MIE and which is summarised in columns A to L of Table 7.
- Examine the subsequent progress on each output and outcome from January to June 2014 though the 2014 work plan and by interviews of relevant NIU and MIE staff.
- Identify risks to the attainment of the intended impacts.

Our detailed assessment is in our working files and is available for inspection. We have sought to keep the size of this report manageable, and to enhance the ability of the reader to quickly identify our findings, their implications and our recommendations. For each output and outcome and activity, we have:

- Examined the baseline position and performance targets, actual outputs and the likely impact.
- Extracted details (with a unique risk ID) of any positive or negative risk event that may affect the impact of the SCED.
- Concluded on our overall assessment of progress relative to the MIE’s conclusions.

However, this report adopts an “exception reporting” presentation, discussing the broad performance and highlighting areas where lessons can be learnt for the remainder of the programme.

Intermediate Level Summary of the SCED Implementation as at 31 December 2013

Key: CN – Cashew Nut; SS – Sesame; GN – Groundnuts; F – Favourable balance of budget (under- spent or fully spent); A – Adverse balance of budget (overspend); F/T= underspend available for reallocation to another output

Performance indicators	Target	Target 2012	Target 2013	Target 2014	Total Target	Actual 2012-2014	Actual 2012	Actual 2013	Actual 2014	Balance on Target	% Done by 31/12/13	FJP Risk Rating @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
OUTCOME A1A: DEVELOP SECTOR STRATEGIES FOR CASHEW & SESAME												5	330	225	105F
<i>Output 1.1: Baseline study and preparatory actions</i>												5	65	40	25F/T
1.1.1 Find gaps CS and SS value chains	(Yes=1) Gaps identified by Dec '12	1			1	1	1			0	100%				
1.1.2 Priority needs identified	(Yes=1) Priorities known by Dec '12	1		0	1	1	1			0	100%				
<i>Output 1.2: Current position evaluated; key capacity-building or export readiness actions identified & resource requirements defined;</i>												5	59	41	18F/T
1.2.1 Evaluate current position	1 evaluation by Dec 2014	0	1		1	1		1		0	100%				
1.2.2 No of capacity-building or export readiness actions	1 CN & 1 SS workshops/ meetings, by Dec '12	2	6	4	12	6	2	4		6	50%				
<i>Output 1.3: strategic & funding choices assessed</i>												5	48	38	10F/T
1.3.1 No of agreed strategies for CN & SS	No of agreed strategies	0	2		2	2		2		0	100%				
1.3.2 No of assessments for funding new production or supply chain equipment.	Funding needs of new production, or supply chain equipment	0	2		2	2		2		0	100%				
<i>Output 1.4: Draft strategies refined & finalised; Private-Public implementation management body designed (or established)</i>												5	91	69	22F
1.4.1 Sector strategies for CN and SS	2 sector strategies by December 2013	0	2		2	2		2		0	100%				
1.4.2 No of Private-Public structures implementing CN & SS	1 CN, 1SS public-private structure set up	0	2		2	0				2	0%				

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International Trade Centre
Final Report
**Mid Term Evaluation of Sector Competitiveness & Export
Diversification in The Gambia**
October 2014



Performance indicators	Target	Target 2012	Target 2013	Target 2014	Total Target	Actual 2012-2014	Actual 2012	Actual 2013	Actual 2014	Balance on Target	% Done by 31/12/13	FJP Risk Rating @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
strategies															
<i>Output 1.5 Final sector strategies launched & validated; implementation coordination bodies established & working effectively; Reports of success stories</i>												4	66	36	30F
1.5.1 No of launched strategies for CN & SS after validation.	2 sector strategies validated & launched	0	2	0	2	0				2	0%				
1.5.2 Success stories of implementation provided to stakeholders	At least 3 success stories (CN, SS & GN) by Dec 2014	0		3	3	0				3	0%				
OUTCOME A1B: PILOT MARKET-ORIENTED ACTIVITIES IDENTIFIED AS "PRIORITIES" IN THE STRATEGIES' ACTION PLANS ARE EFFECTIVELY IMPLEMENTED												2	274	168	106F
1.6.1 Pilot priority activities in GN, CN and SS	action plans priorities are implemented	2	5	3	10	6	2	4		4	60%				
1.6.2 No of market oriented missions by selected TSIs.	Market mission visits to at least 2 countries		2		2	2		2		0	100%				
1.6.3 No of trade promotion methodologies and tools used by TSIs	Trade promotion tools used by TSIs.	2	1		3	3	2	1		0	100%				
1.6.4 Sales of CN, SS, and GN products AND by-products on the national/international market	Increase domestic, regional and international sales by 3%			0.03	0.03	0				0.03	0%				
OUTCOME A2: INCREASED EXPORT OPPORTUNITIES FOR CN, SS & GN.												2	800	389	411F
<i>Output 2.1 Enhanced capacity of technicians on testing & Output 2.2: ISO/IEC 17025 accreditation of NARI's lab for GN, CN & SS</i>												2	122	35	87F

Performance indicators	Target	Target 2012	Target 2013	Target 2014	Total Target	Actual 2012-2014	Actual 2012	Actual 2013	Actual 2014	Balance on Target	% Done by 31/12/13	FJP Risk Rating @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
2.1.1 No of samples tested per year for aflatoxin	Annual 321 tests - GN & by-products at NARI aflatoxin lab	321	321	321	963	321	321			642	33%				
2.1.2 No of lab technicians trained on ISO 17025	5 staff to be trained by Dec. 2014	0	3	2	5	16		16		-11	320%				
2.2.1 Documentation complying with ISO 17025 for GN, CN & SS	By Dec 13 secure HIGH quality for accreditation	Low	High	High	2	1		1		1	50%				
<i>Output 2.3: Standards and regulations developed for GN, CN & SS</i>												5	99	42	57F
2.3.1 Procedures for development of national standards	Procedures developed	1			1	1	1			0	100%				
2.3.2 No of national standards for quality & safety of GN, CN & SS.	Standards & regulations are developed	0	3	1	4	1		1		0	25%				
2.3.3 List of stakeholders in the standards development process.	Codex Committee members involved in developing Standards	11	20	25	56	31	11	20		0	55%				
2.3.4 No of operators sensitised on standards for each sector.	Operators sensitised on standards by Dec. 2014	5	20	20	45	25	5	20		20	56%				
<i>Output 2.4: Enhanced quality segregation of GN by quality control inspectors</i>												4	69	40	29F
2.4.1 No of quality control inspectors trained for the implementation of the quality manual	At least 20 inspectors are trained by end of project	0	20		20	44		44		-24	220%				

Performance indicators	Target	Target 2012	Target 2013	Target 2014	Total Target	Actual 2012-2014	Actual 2012	Actual 2013	Actual 2014	Balance on Target	% Done by 31/12/13	FJP Risk Rating @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
2.4.2 List of equipment at each point of control	Tools distributed to and used by trained inspectors	0	1		1	1		1		0	100%				
<i>Output 2.5: Enhanced food safety of GN by implementation of HACCP & pre-requisites including GAP and GMP</i>												4	90	49	41F
2.5.1 No of operators sensitized on HACCP	10 (Baseline Included)	1	9		10	0				10	0%				
2.5.2 No of operators applying pre-requisites (GAP; GFP, GHP, GMP.)	3 (Baseline Included)	1	2		3	0				3	0%				
2.5.3 No of operators implementing HACCP	3 (Baseline Included)	1	2		3	0				3	0%				
2.5.4 compliance with aflatoxin Codex requirements	high =4	Low =1	moderate	high =4	4	1	0	1		3	25%				
<i>Enhanced capacity to grow GN (Output 2.6), CN (Output 2.8) & SS (Output 2.11) of better quality and higher productivity through Farmer Field School (FFS)</i>												4	75	48	27F
2.X.1 ²⁵ No of FFS set up in each sector	At least extra 20 sessions of FFS for GN, CN & SS	0	10	10	20	10	0	10		10	50%				
2.X.2 No of Quality control (QC) Master trainers	At least extra 5 master trainers	0	15	0	15	15		15		0	100%				
2.X.3 No of QC Core trainers/facilitators trained	At least 30 training facilitators (extension workers)	0	120	0	120	120		120		0	100%				
2.X.4 No of farmers trained for each sector in QC	At least 600 more farmers with QC training	0	300	300	600	300		300		300	50%				

²⁵ The use of "X" in the numbering of the activities reflects the fact that multiple outputs of the logframe have been integrated by this reference.

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Performance indicators	Target	Target 2012	Target 2013	Target 2014	Total Target	Actual 2012-2014	Actual 2012	Actual 2013	Actual 2014	Balance on Target	% Done by 31/12/13	FJP Risk Rating @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
<i>Output 2.7 & 2.10 : Quality Assurance Framework (QAF) for the CN (Output 2.7) and SS (Output 2.10) sectors</i>												4	98	40	58F/T
2.X.5 Integrated QAF for CN & SS	QAF developed and available by 2014	0	1	0	1	1		1		0	100%				
<i>Output 2.9 & 2.12 : Two Task Forces (TF) established (one for CN and one for SS) for implementing the QAF</i>												4	120	90	30F
2.X.6 No of effective TFs on CN & SS	QAF implementation TFs for CN & SS operational by 2013	1			1	1		1		0	100%				
<i>Output 2.13: Packaging and labelling value chain diagnostic for the three products²⁶</i>												4	127	45	82F
2.13.1 No of Packaging & value chain diagnostic & implementation study	Packaging & value chain diagnostic & implementation study by Dec 2014			1	1					1	0%				
2.13.2 No of packaging resource centre operational	1 Packaging resource centre operational by Dec 14			1	1					1	0%				
2.13.3 No of packaging machines installed and operational	1 Packaging machine installed and operational			1	1					1	0%				
OUTCOME B3: STAKEHOLDERS CAN ACCESS RELEVANT TRADE INFORMATION (TI) & PRODUCE PROSPECTIVE MARKET STUDIES.												4	445	243	202F
<i>Output 3.1 TI infrastructure established</i>												4	128	75	53F
3.1.1 Availability furnished TI service	Furnished TI service workstation office space	1	0	0	1	1	1			0	100%				
3.1.2a Availability of IT infrastructure & access to high-speed Internet service	Computers and servers provided	17			17	17	17			0	100%				

²⁶ This output was an addition to the original project plan and baseline assessment made at the request of national stakeholders.

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Performance indicators	Target	Target 2012	Target 2013	Target 2014	Total Target	Actual 2012-2014	Actual 2012	Actual 2013	Actual 2014	Balance on Target	% Done by 31/12/13	FJP Risk Rating @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
3.1.2b	Internet > speed 3 megabits per second		1		1	1		1		0	100%				
3.1.2c	EUROTRACE software installed		1		1	1		1		0	100%				
3.1.2d	operational TI portal			1	1	0.8		0.8		0.2	80%				
3.1.3 No & types of market news bulletins (MNB) produced	3 Issues of MNBs on GN	0	3		3	0				3	0%				
<i>Output 3.2 TI management skills of local stakeholders enhanced. Trained staffs are committed to manage the TI Reference Centre.</i>												5	149	79	70F
3.2.1 No of officers whose TI skills have been enhanced	3 MOTIE staff skilled in TI/2 staff skilled in EUROTRACE. 30 TSI staff trained in production of MNBs	32	34	1	67	59	32	27		8	88%				
3.2.2 No of TSIs with TI capacity building	20 TSIs benefit each year	19	18		37	37	19	18		0	100%				
<i>Output 3.3: TI network efficiently used by public and private stakeholders.</i>												4	168	89	79F
3.3.1 TI network exists	TI Network officially operational	0	1		1	0.5		0.5		0.5	50%				
3.3.2 No of TSIs contributing to the TI network	16 TSIs commit to operationalise the TI network	0	16	0	16	20		20		-4	125%				
3.3.3 Virtual TI networking platform exists	Virtual web-based platform established		1		1	0.5		0.5		0.5	50%				
OUTCOME C4: POTENTIAL FOR INCLUSIVE TOURISM (ITOUR) DEVELOPMENT ASSESSED AND RECOMMENDATIONS PROVIDED TO GOVERNMENT												4	49	40	9F
<i>Output 4.1: Feasibility study on ITOUR including an action plan and a project proposal for implementation of proposed activities</i>												4	49	40	9F
4.1.1 No of feasibility studies on ITOUR validated by GTB &	At least 1 validated feasibility study by December 2012	1	0	0	1	1		1		0	100%				

Financial Management

Capacity Building

Development & Strategy



Performance indicators	Target	Target 2012	Target 2013	Target 2014	Total Target	Actual 2012-2014	Actual 2012	Actual 2013	Actual 2014	Balance on Target	% Done by 31/12/13	FJP Risk Rating @30/6/14	Budget \$000	Actual to 31/3/14 \$000	Balance @ 31/3/14 \$000
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
other stakeholders															
4.1.2 No of ITOUR projects funded	Project document endorsed by GTB and other stakeholders	0	1	0	1	0.8		0.8		0.2	80%				

Table 7: Intermediate level summary of the SCED Performance Indicators & their degree of attainment

Source: Bi-annual Progress Report (July to December 2013). Budget Allocations and Expenditures per Project Component, March 2014

Appendix 7: Evaluation Matrices

In Table 9, we used the 44 risk events identified in our working risk register to conclude on 23 evaluation questions and 5 evaluation categories that were identified in the Inception Report. The evaluation categories were Relevance, Effectiveness, Efficiency, Sustainability, Effectiveness of management arrangements and Potential Impact²⁷. The 23 evaluation questions were further segmented into 11 **key** questions and 12 subsidiary questions that feed into the assessment of the key questions. One (1) **Key** Environmental Indicator (KEI) and ten (10) **Key** Performance Indicators (KPIs) were determined. Our conclusions on the KEI, KPIs and the evaluation categories are shown below:

Question	Aligned to Evaluation Category	MSW Status	Risk Score
Were baseline data established to measure progress?	Relevance	KEI	5
Are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?	Relevance	KPI-1	5
Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	KPI-2	4.8
What is the potential that the project will contribute to the broader and longer-term national development impact?	Impact	KPI-3	4
In general, do the results being achieved justify the costs?	Efficiency	KPI-4	3
Are the project results likely to be durable and anchored in national institutions?	Sustainability	KPI-5	4.3
Does the project receive adequate political, technical and administrative support from its national partners?	Management	KPI-6	3.8
As stated in the background information, there are cross-cutting expected outcomes of the project, such as coordination mechanisms between implementing partners, synergies and complementarities between current project and other similar initiatives developed by ITC, ECOWAS, FAO; STDF, and UNIDO. What is the effectiveness of implementation arrangements (institutional and operational structures) to evaluate these above outcomes?	Management	KPI-6a	4
Does project governance facilitate good results and efficient delivery?	Management	KPI-6b	4
Have resources (funds, human resources, time, expertise, etc.) been allocated strategically by EIF, Government and other donors (if relevant) to achieve outcomes?	Management	KPI-6c	3
Have project funds and activities been delivered in a timely manner?	Management	KPI-6d	4

Overall Conclusion	Remarks
<i>Evaluation category: Relevance</i> <i>Reference: KEI; KPI-1.</i> <i>Overall risk rating: Strong.</i>	The project was relevant to the needs of The Gambia. Sufficient care was taken to investigate the operating environment and to measure baseline performance against which this MTE could be efficiently deployed.
<i>Evaluation category: Effectiveness</i> <i>Reference: KPI-2; KPI-3.</i> <i>Overall risk rating: Challenge.</i>	The project management of the SCED was adequately strong. However, national partners on a number of events present ownership and effective cooperation challenges that significantly dilute the likely impact of the SCED.
<i>Evaluation category: Efficiency</i> <i>Reference: KPI-4.</i> <i>Overall risk rating: Neutral.</i>	Consider the limitations on our scope of work stated in section 1.6 below. Nevertheless, we did not find any compelling evidence that the SCED does not offer reasonable value for money. Care should be taken for administration expenses not to go too high as highlighted below.
<i>Evaluation category: Sustainability</i> <i>Reference: KPI-5.</i> <i>Overall risk rating: Challenge.</i>	The factors indicated under effectiveness contribute to a concern about the commitment of national partners to the durability of the results of the SCED.
<i>Evaluation category: Management</i> <i>Reference: KPI-6.</i> <i>Overall risk rating: Challenge.</i>	As noted above, the effectiveness of the result-focus of national partnerships is a key issue for the SCED. This is largely outside the control of the MIE and the NIU and must depend on the resolution of national partners to collaborate effectively in their common national interest.

²⁷ The Potential Impact category was added during the preparation of this Report in order to more fully align the evaluation with the categories used in the ITC's guidelines on Evaluations

High Level Summary of the Risk Scores of the Evaluation Questions

Ref	Question	Aligned to Evaluation Category	FJP SEPI© framework Reference	MSW Status	Risk Score
a	Were baseline data established to measure progress?	Relevance	D(iv)	KEI	5
b	Are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?	Relevance	B	KPI-1	5
c	Given the strategic and catalytic feature of the EIF Tier 2 intervention, how is the project relevant to the new trade and development strategies of The Gambia, specifically PAGE and recent DTIS Update?	Relevance	C	API-1a	5
d	Has the project logical framework been well-conceived to achieve the project objective?	Relevance	A	API-1b	5
e	Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	D	KPI-2	4.8
f	Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?	Effectiveness	D(v)	API-2a	5
h	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	4
i	Are SCED Performance Indicators congruent with the project's objectives?	Effectiveness	D(i)	API-2d	5
j	Are SCED Performance Indicators sufficient in scope and coverage?	Effectiveness	D(ii)	API-2e	5
k	Are SCED Performance Indicators reasonably measurable?	Effectiveness	D(iii)	API- 2f	5
l	What is the potential that the project will contribute to the broader and longer-term national development impact?	Impact	A-D	KPI-3	4
m	In general, do the results being achieved justify the costs?	Efficiency	D(vi)	KPI-4	3
n	Is an internal control system of financial and fiduciary arrangements in place?	Efficiency	D(ii)	API-4	5
o	Are the project results likely to be durable and anchored in national institutions?	Sustainability	A-D	KPI-5	4.3
p	Are government and related national institutions likely to maintain the project financially once external funding ends?	Sustainability	C	API-5a	4
q	Are project human resources institutionalized to ensure continuity of project impacts and achievement of objectives?	Sustainability	C	API-5b	4
r	Has the project prepared for an exit plan to ensure a proper hand-over to the national government and institutions after the project ends?	Sustainability	C	API-5c	5
s	Does the project receive adequate political, technical and administrative support from its national partners?	Management	C	KPI-6	3.8
t	As stated in the background information, there are cross-cutting expected outcomes of the project, such as coordination mechanisms between implementing partners, synergies and complementarities between current project and other similar initiatives developed by ITC, ECOWAS, FAO; STDF, and UNIDO. What is the effectiveness of implementation arrangements (institutional and operational structures) to evaluate these above outcomes?	Management	C	KPI-6a	4
u	Does project governance facilitate good results and efficient delivery?	Management	D	KPI-6b	4
v	Have resources (funds, human resources, time, expertise, etc.) been allocated strategically by EIF, Government and other donors	Management	C	KPI-6c	3

Ref	Question	Aligned to Evaluation Category	FJP SEPI© framework Reference	MSW Status	Risk Score
	(if relevant) to achieve outcomes?				
w	Have project funds and activities been delivered in a timely manner?	Management	C	KPI-6d	4

Table 8: High level summary of the Risk Rating of the Evaluation Questions

Intermediate Level Summary of the Risk Rating of the Evaluation Questions

Ref	ID	Question	Aligned to FJP standard Evaluation Category	FJP SEPI© framework Reference	MSW Status	SCED Element	Risk ID	Risk Class	Risk Rating
a	1	Were baseline data established to measure progress?	Relevance	D(iv)	KEI	ALL	-	-	5
b	1	Are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?	Relevance	B	KPI-1	ALL	-	-	5
b	2	Are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?	Relevance	B	KPI-1	Design	5	Strategic	2
b	3	Are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?	Relevance	B	KPI-1	Design	1	Strategic	4
b	4	Are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?	Relevance	B	KPI-1	Design	3	Strategic	4
b	5	Are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?	Relevance	B	KPI-1	Trade Info	39	Strategic	4
c	1	Given the strategic and catalytic feature of the EIF Tier 2 intervention, how is the project relevant to the new trade and development strategies of The Gambia, specifically PAGE and recent DTIS Update?	Relevance	C	API-1a	ALL	-	-	5
d	1	Has the project logical framework been well-conceived to achieve the project objective?	Relevance	A	API-1b	ALL	-	-	5
e	1	Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	D	KPI-2	ALL	-	-	4
e	2	Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	D	KPI-2	Tourism	42	Strategic	2
e	3	Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	D	KPI-2	Tourism	44	Operational	4
e	4	Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	D	KPI-2	Quality	25	Strategic	5
e	5	Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	D	KPI-2	Quality	29	Strategic	4

Ref	ID	Question	Aligned to FJP standard Evaluation Category	FJP SEPI© framework Reference	MSW Status	SCED Element	Risk ID	Risk Class	Risk Rating
								gic	
e	6	Is the project making sufficient progress towards achieving its planned objectives?	Effectiveness	D	KPI-2	Quality	31	Operational	5
f	1	Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?	Effectiveness	D(v)	API-2a	ALL	-	-	5
f	2	Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?	Effectiveness	D(v)	API-2a	Project mngmt	13	Strategic	5
f	3	Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?	Effectiveness	D(v)	API-2a	Sector strategy	17	Reporting	2
f	4	Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?	Effectiveness	D(v)	API-2a	Sector strategy	15	Reporting	3
f	5	Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?	Effectiveness	D(v)	API-2a	Project mngmt	9	Compliance	3
f	6	Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?	Effectiveness	D(v)	API-2a	Quality	27	Operational	5
f	7	Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?	Effectiveness	D(v)	API-2a	Quality	23	Reporting	3
h	1	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	ALL	-	-	4
h	2	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Design	6	Strategic	2
h	3	What are the issues to be taken into account and problems to be addressed during the second half of the	Effectiveness	D(vi)	API-	Sector	14	Strate	2

Ref	ID	Question	Aligned to FJP standard Evaluation Category	FJP SEPI© framework Reference	MSW Statu s	SCED Element	Risk ID	Risk Class	Risk Rating
		project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?			2c	strategy		gic	
h	4	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Sector strategy	16	Strategic	2
h	5	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Sector strategy	18	Operational	2
h	6	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Sector strategy	20	Reporting	2
h	7	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Quality	30	Operational	2
h	8	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Quality	32	Strategic	2
h	9	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Quality	35	Strategic	4
h	10	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Quality	37	Strategic	4
h	11	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new	Effectiveness	D(vi)	API-2c	Trade Info	40	Strategic	4

Ref	ID	Question	Aligned to FJP standard Evaluation Category	FJP SEPI© framework Reference	MSW Statu s	SCED Element	Risk ID	Risk Class	Risk Rating
		human, financial and institutional competences?							
h	12	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Trade Info	41	Compliance	2
h	13	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Tourism	43	Strategic	4
h	14	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Quality	26	Strategic	4
h	15	What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?	Effectiveness	D(vi)	API-2c	Quality	34	Strategic	2
i		Are SCED Performance Indicators congruent with the project's objectives?	Effectiveness	D(i)	API-2d	ALL	-	-	5
j		Are SCED Performance Indicators sufficient in scope and coverage?	Effectiveness	D(ii)	API-2e	ALL	-	-	5
k		Are SCED Performance Indicators reasonably measurable?	Effectiveness	D(iii)	API-2f	ALL	-	-	5
l		What is the potential that the project will contribute to the broader and longer-term national development impact?	Impact	A-D	KPI-3	ALL	-	-	4
m		In general, do the results being achieved justify the costs?	Efficiency	D(vi)	KPI-4	ALL	-	-	3
m		In general, do the results being achieved justify the costs?	Efficiency	D(vi)	KPI-4	Quality	36	Safeguarding assets	3
m		In general, do the results being achieved justify the costs?	Efficiency	D(vi)	KPI-4	Quality	38	Safeguarding	3

Ref	ID	Question	Aligned to FJP standard Evaluation Category	FJP SEPI© framework Reference	MSW Statu s	SCED Element	Risk ID	Risk Class	Risk Rating
								assets	
n		Is an internal control system of financial and fiduciary arrangements in place?	Efficiency	D(ii)	API-4	ALL	-	-	5
o	1	Are the project results likely to be durable and anchored in national institutions?	Sustainability	A-D	KPI-5	ALL	-	-	4
o	2	Are the project results likely to be durable and anchored in national institutions?	Sustainability	A-D	KPI-5	Sector strategy	22	Strategic	2
o	3	Are the project results likely to be durable and anchored in national institutions?	Sustainability	A-D	KPI-5	Quality	24	Operational	2
o	4	Are the project results likely to be durable and anchored in national institutions?	Sustainability	A-D	KPI-5	Quality	28	Operational	2
o	5	Are the project results likely to be durable and anchored in national institutions?	Sustainability	A-D	KPI-5	Quality	33	Operational	2
p	1	Are government and related national institutions likely to maintain the project financially once external funding ends?	Sustainability	C	API-5a	ALL	-	-	4
p	2	Are government and related national institutions likely to maintain the project financially once external funding ends?	Sustainability	C	API-5a	Sector strategy	19	Operational	2
q	1	Are project human resources institutionalized to ensure continuity of project impacts and achievement of objectives?	Sustainability	C	API-5b	ALL	-	-	4
r	1	Has the project prepared for an exit plan to ensure a proper hand-over to the national government and institutions after the project ends?	Sustainability	C	API-5c	ALL	-	-	5
s	1	Does the project receive adequate political, technical and administrative support from its national partners?	Management	C	KPI-6	ALL	-	-	4
s	2	Does the project receive adequate political, technical and administrative support from its national partners?	Management	C	KPI-6	Design	2	Strategic	2
s	3	Does the project receive adequate political, technical and administrative support from its national partners?	Management	C	KPI-6	Design	4	Strategic	4
s	4	Does the project receive adequate political, technical and administrative support from its national partners?	Management	C	KPI-6	Design	7	Strategic	2
s	5	Does the project receive adequate political, technical and administrative support from its national partners?	Management	C	KPI-6	Design	8	Strategic	2
s	6	Does the project receive adequate political, technical and administrative support from its national partners?	Management	C	KPI-6	Sector strategy	21	Operational	2
t	1	As stated in the background information, there are cross-cutting expected outcomes of the project, such as coordination mechanisms between implementing partners, synergies and complementarities between	Management	C	KPI-6a	ALL	-	-	4

Ref	ID	Question	Aligned to FJP standard Evaluation Category	FJP SEPI© framework Reference	MSW Status	SCED Element	Risk ID	Risk Class	Risk Rating
		current project and other similar initiatives developed by ITC, ECOWAS, FAO, STDF, and UNIDO. What is the effectiveness of implementation arrangements (institutional and operational structures) to evaluate these above outcomes?							
u	1	Does project governance facilitate good results and efficient delivery?	Management	D	KPI-6b	ALL	-	-	4
u	2	Does project governance facilitate good results and efficient delivery?	Management	D	KPI-6b	Project mngmt	10	Strategic	4
u	3	Does project governance facilitate good results and efficient delivery?	Management	D	KPI-6b	Project mngmt	11	Strategic	2
u	4	Does project governance facilitate good results and efficient delivery?	Management	D	KPI-6b	Project mngmt	12	Strategic	2
v	1	Have resources (funds, human resources, time, expertise, etc.) been allocated strategically by EIF, Government and other donors (if relevant) to achieve outcomes?	Management	C	KPI-6c	ALL	-	-	3
w	1	Have project funds and activities been delivered in a timely manner?	Management	C	KPI-6d	ALL	-	-	4

Table 9: Intermediate level summary of the Risk Rating of the Evaluation Questions including all Risk IDs

Appendix 8: Comments received on the Draft Report

Identifier	Your Question/ Comment	FJP response
General	In varying parts of the report, the repeated assertion that “inability of NARI to refurbish the laboratory” sends the wrong signal as NARI has never concluded inability to refurbish the laboratory. Rather it was just that the final decision was not forthcoming. As we now comment on the report NARI has finally decided to refurbish the laboratory and works has commenced.	See 4.1
General	<p>With reference to the whole document: This is rich in fact and evidence, which is appreciated. However, it is long and winding. It is so because the writer failed to summarize and focus the report on findings relevant to evaluation, but rather treated everything that needs to be written about: logframe, its components from impact back to activities interspaced with evaluation criteria, repetition of evaluation questions and lots of definitions that are common knowledge. This led to repetitions throughout the document, making it hard to capture the true value of the report.</p> <p>While content of the report is rich, it lacks focus and clarity of message due to the style of writing which deviates from a project evaluation report. While the report contains facts, it can be made succinct by looking at the overall picture of the project rather than treating every little bit of information gathered/ accessed. For instance everything to do with how information was accessed and used (methods) should be under methods and no more under any other section. The same for findings- should focus on findings and avoid methods here or common knowledge definitions.</p>	report streamlined
General	The language a bit confusing and sometime the information also seems to be confused. Also, some generalities should be avoided when they do not add value.	addressed
Executive Summary	<p>Too long and just a verbatim of the body of the report. To be revised and reduced to manageable page length by summarizing the main issues in the body of the report.</p> <p>Could follow the guidance note provided for EIF project evaluation.</p>	ES streamlined

Identifier	Your Question/ Comment	FJP response
Page xvi to xvii	Farmer Field Schools rollout that have been criticized by some stakeholders for poor choice of some core trainers and for commencement of training whilst training manuals were not ready; Comment : The methodology chosen by the International Consultant is to do the first training based on a programme and then based on the first training finalize the training manual and publish it.	See 4.1
xiii first bullet point "There is reason for concern..."	Please details this. This is a vague statement that does not reflect the reality on the ground. Where various stakeholders meet and eagree on orientations.	No longer in ES
xiii last bullet point	"There is concern" What concern?	No longer in ES
xiv first bullet point	"This is nothing new" In this type of process it is new....This is another free statement. That needs to be justified or removed	deleted
xiv first bullet point	"The Gambia and West Africa..." This is a national cause with no relation of the implementing agency. In SCED, mitigation measures were established.	deleted
xiv first bullet point	"The delay..." Specify on the part of the Gouvernement.	see para 6 p11
xiv first bullet point	"...the inability to focus resources..." This is not true. Available resources in A" we implemented in line with strategies priorities	The evaluation team did not find evidence
xiv first bullet point	"...combined with interview and questionnaire..." This is a very general statement that need to be clarified and exemplified.	Examples of questionnaire concerns are given in the report. Respondents to questionnaires and interviews were assured anonymity
xv fourth paragraph	"The post-SCED funding of the implementation..." No, it is in the ToRs of the committees to be resourced by MOTIE/GIEPA	deleted
E6.	Absorbtion capacity ?	included in S3.3 p23
xviii second paragraph	"...and a trade information service hosted..." This is a good idea for CAG and maybe NAWFA (following	No need for adjustment

Identifier	Your Question/ Comment	FJP response
xix second-last row in the first table	"Implementation reality" What is this. Need a definition and a justification for the rating	As stated, the deflator reflects the considered judgement of the evaluator (taking a holistic view of the available evidence) of the effect, on impact, of factors outside the systemic contributors identified in the SEPI rating. For example, the delay in lab accreditation is a major deflator factor.
xix first paragraph	"Our judgement is that..." This is not sufficient to explain the -25	The judgement is based on the totality of evidence presented in the report and our cumulative knowledge and experience of similar contexts and interventions. See above.
xxi second-last row in the table	"#11) (Theme: timeline) It is unclear..." This is why a market system housed in the apex can increase membership for associations and revenue stream.	Comment incorporated in Recommendation 4 of the Table of Recommendations in the Executive Summary
xxiii last row of the table	"#5) (Theme: Public sector dominance)..." The market has little to do with the public and private dialogue. The only link is if private operators increase revenues from market sales and in turn increase their allocation to CAG and NAWFA as lobby bodies. At the moment, public sector support is important (through SCED and possible public sector support after SCED) until the sector apex bodies are strong enough to lobby effectively. Please reformulate. Regarding the recommendation: This would require increased allocation to component A1.	Comment is not clear. But see revised and clarified wording and recommendation 4 of the Summary Table of Recommendations in the Executive Summary.
xxiv last row of the table	"...ethargy within the partnership" ??? verify language	deleted
Page6 (2.2.1.1)	Is this really a necessary section? It seems like a concept that has limited added value.	deleted
In 2.2.1.2 Findings (Page 9) third sentence, last paragraph	"Trade information services assist..." This seems to be a miss-conception of the role and target client of MOTIE's trade information services. Component B does not influence overall planning aspects of the whole project and it is not either an economic observatory dealing with macroeconomic indicators as poverty reduction.	paragraph deleted from section 2.3.1
Page 12 Figure 9	PSC, Focal Point (FP) and NIU relationship should be rearrange in the diagram. The PSC reports to the FP and the FP in turn reports to the NSC. The FP has authority over the PSC.	See figure 5 p7

Identifier	Your Question/ Comment	FJP response
2.2.3.2	The statement that the NSC "... was designed to meet annually, but now meets quarterly as the number of programmes under management has increased" is a factual error. The NSC was designed to meet quarterly and it has remained so.	Corrected - para 1 p7
Page 15	Summarise and focus on key/critical responses. Do same for similar tables.	See ppgs 8-9. Each of the responses in the table had relevance for the report, which is why there were included in the table.
Page 16	Is it too important to quote from a single respondent? Thought quotations should follow a theme in your analysis.	See p9. The quote reflects considerations garnered from our interviews and from the examination of progress reports from CAG, NAWFA & ASPA.
In 2.2.3.2 Findings (Page 16) third bullet point	"Short duration for the..." Contents of training events are designed to be delivered on a 3-5 days event which is a reasonable period of time for a local officer to allocate in outside events. Furthermore, most training sessions include references to information resources for further research, enquiry and distance-learning on the various subjects that are covered.	See p9. Respondent's statement now deleted.
Page 17	Too much explanation of almost everything e.g. section 2.2.4. Similarly done throughout the document. Focus on results and implementation.	report streamlined
Page 18	We have sought to keep the size of this report manageable and to enhance the ability of the reader to quickly identify our findings, their implications and our recommendations'. This statement needs revisiting, the report is long in its entirety, about 15 pages of executive summary, body is 38, and about 100 pages of annexes.	report streamlined
Page 18	This statements may not be necessary e.g. page 18 'However, this report adopts an "exception reporting" presentation, discussing the broad performance and highlighting areas where lessons can be learnt for the remainder of the programme'	report streamlined
page 18 second-last paragraph	"...project i.e. 17% of the lifetime of 3 (three) years." The initial sector baseline studies were drafted less than 3 month after the pre-engagement mission?	Note made in section 2.2.2 p10

Identifier	Your Question/ Comment	FJP response
Page 18 last paragraph, first line	Please indicate November 2012. Also change "activity 1.2.1" to activity 1 In the third sentence, "The capacity building...", change December 2013 to December 2012. In the last sentence, "The MIE...", change 2013 to 2012.	See p10. "November" inserted. Activity reference is unchanged as it refers to the reference in Appendix 6. "2013" changed to "2012"
Page 18-29	Why analyse activities? Focus on the result component in general. Activities are tied to indicators which measure the result components. This should be a results-based reporting and only provide analysis of specific activities to make a point. Note that Sections 2.2.5, 2.2.6 and 2.2.7 (activities, results and objectives) are interrelated and can thus provide better understanding if discussed as one. Example, when a result is achieved, an objective is met or part of it, while the result is only achieved because the activity was carried out. This interrelationship should be captured in reporting the evaluation findings	The draft report strictly applied, as instructed, the reporting template detailed in the ITC Guidelines on Evaluation Reporting. It required express reporting on activities etc. The revised report has been streamlined to address the issues arising from these comments.
Page 19 first paragraph (continued from previous page)	In the sentence, "These were shown..." change 2014 to 2013, and change 2013 to 2012. Comment regarding this sentence: This is not clear. 1.2.2 was a market assessment based also on field visits. In the second sentence, "The 2014 work plan appears..." change 2014 to 2013 Comment regarding the last sentence, "Further, it is not evident to the MTE..." About 1.2.2 was completed through a market assessments, and subsequent assessments with stakeholders. Strategies incorporate findings.	sentences deleted.
Page 19 third paragraph	"The MTE consultants consider..." This should be moved to A1B.	See p11. The discussion is on output 1.3 of the logframe. This positioning is appropriate.
Page 19 fifth paragraph	"This further raises concerns..." As stated above, it is public and private dialogue. SCED is not a commercial intervention. It is a trade development intervention	deleted. See p11
Page 20 first paragraph	This paragraph in baseline data section	Comment not understood
Page 20 second paragraph, very last sentence.	"This indicates some degree of lethargy within the partnership". The last sentence does not mean very much, it is suggested to delete it.	deleted. See p11
Page 20 third paragraph, very last sentence.	"The consultants are not aware..." This is in 1.5.3 and is ongoing.	statement amended. See p11

Identifier	Your Question/ Comment	FJP response
Page 21 "There is no evident link..."	The link between the NARI seed purchase and seed multiplication activities is derived from the results of the launch workshop, where sesame stakeholders participated and provided inputs to a pre-strategy analysis providing their main concern for the sector and the biggest hurdles facing them when wanting to achieve export success and greater revenues from their production. These inputs were reinforced by the results of the preliminary statistical analysis and value chain analysis carried out by the ITC team before the launch of the project in June 2012. As a result decisions were taken by the Gambian stakeholders to try to tackle these issues as soon as possible in the process. Since we were talking about production issues (seeds, and seed multiplication program) it was crucial that these activities took place as soon as possible to the exigencies of production seasons and benefiting the sector assisted by other ITC colleagues focusing on complementarity activities (quality enhancement, FFS etc).	Incorporated in the footnote to p12
Page 21 fifth paragraph	The TIC is fully operational from the moment in which it was launched (June 2014). The TIC is not meant to record sales as it's not part of its functions.	Amended. See p12.
2.2.5.4. (page 21)	<p>Training and accreditation of NARI laboratory.</p> <p>"The MIE staff advised the MTE consultants that the training provided allowed for the existing TLC method to be "done in a better way"."</p> <p>Comment:</p> <p>The training enabled participants to develop a solid understanding of the ISO/IEC 17025 standard and be able to plan the accreditation process and achieve a proper implementation of ISO 17025 requirements. The training also enabled the technicians to understand the various techniques and tools for mycotoxin control in agricultural commodities and to get practical training on sample preparation and extraction which are applicable to the HPLC method also. (See report of Bruno Doko, International Consultant, who conducted the training).</p>	Amended. See p13.
Page 22	Too many subsections and explanations e.g. the sector strategies on page 22	Report streamlined. Headings represent primary outputs of the components

Identifier	Your Question/ Comment	FJP response
2.2.5.2	Paragraph on value chain diagnostic, Table 8: These are not additional activities but the issue has been that the activities has been implemented only for the GN sector. The understanding is also that the linkages envisaged in 1.6.2/3 can be partly achieved by undertaking activities 1.3.2/3. To fully complete output 1.3 the two activities have to be implemented for all the three sectors/crops. This was in fact planned in 2013 but implemented only for the GN sector.	Incorporated in the footnote to p11
In 2.2.5.5 Activities relating to Component B – Trade Information (Page 25) fourth paragraph	<p>"The Trade Information Services bears..." The Mandate of an organisation (GCCl in this case) can differ sometimes from its actual service offer and capabilities. No duplication of services exists with GCCl.</p> <p>Transferring the Trade Information Service from MOTIE to GCCl may involve not only changing the host of a website but also taking care of 7 people running the a trade information system.</p> <p>The decision of hosting the TIC at MOTIE was taken at the highest level and endorsed by the Trade Information Network members.</p>	Incorporated in p16. Related recommendation deleted from summary table of recommendations in the Executive Summary
In 2.2.5.5 Activities relating to Component B – Trade Information (Page 25) fifth paragraph	<p>"There is no apparent method..." An upcoming series of coaching session to MOTIE staff embeds service management aspects that include monitoring aspects.</p> <p>Proposed action to be taken: It will be set-out clearly in all related documents that next coaching sessions will cover service monitoring aspects.</p>	Incorporated in comment on p16



Identifier	Your Question/ Comment	FJP response
2.2.5.5 Activities relating to Component B – Trade Information (Page 25) sixth paragraph	<p>"The operating manual..." MOTIE's Trade Information Service Matrix -that is currently used as a roadmap for service management- includes timeframe details on production and dissemination of different information products.</p> <p>A first evaluation on quality and frequency of data transfer will be addressed at the next meeting of the Trade Information Network.</p> <p>Proposed action to be taken: Next meeting of the Trade Information Network will be used for the production of a validated calendar of information sharing among stakeholders.</p>	Incorporated in comment on p16
2.2.6.4	2.2.6.4 – The statement that “ There has been an over-reliance on public sector bodies to deliver a solution that delivered by an entity subject to commercial market” and the advise that as feasibility study be undertaken to determine the conditions that will required for such an alternative may not be feasible in the Gambia context. The current setting in Gambia continues to rely on public sector to deliver such solution. I think that the best approach is to encourage private sector participation which Government encourages greatly.	The proposed feasibility study should provide a definitive answer to this issue. See recommendation 6 in the Executive Summary

Identifier	Your Question/ Comment	FJP response
<p>Timeline of the SCED Page 27 2.2.6.3 Page 29 2.2.7.3 Page xii "Project Progress & Effectiveness"</p>	<p>With regards to pilot implementation activities for the three sectors, activities were implemented following the NIU's lead and approval, some before and some during the launch of the sector strategies. It was decided by the Gambian stakeholders that some implementation activities should be run before the launch and in parallel of the ongoing sector strategy design work ongoing at the time.</p> <p>For the groundnut sector</p> <p>Implementation work took place right after the launch (Q4 of 2012) for the groundnut sector, as an existing sector strategy plan and previous existing ITC studies on the sector, were already in place in the country and available. These implementation activities carried through from 2012 until the end of 2013 for the groundnut sector.</p> <p>For the sesame sector</p> <p>For the sesame sector, following the progresses of the sector strategy design in place and learning from their main findings, and following with discussion with the main sector association and stakeholders, implementation activities took place already in 2013 and are ongoing in 2014.</p> <p>For the cashew sector</p> <p>Last but not least for the cashew sector, it was decided to postpone the cashew implementation activities to after the launch of the sector strategy, to focus on the groundnut and sesame sectors. However planning implementation activities took place already well into 2013, as well as joint activities with the strategy design teams were carried out in 2013 (creation of code of conduct, organization of general assembly for the sector association etc) and further implementation activities are ongoing in 2014.</p>	<p>Clarifications well noted.</p>
<p>Page 28 last paragraph</p>	<p>This is confused. CAG and NAWFA are secretariats. P&P committees established under GIEPA supervision for both sector. Please rectify., Actually, if NAWFA proceeds to AGM. It has sufficient resources.</p>	<p>Section deleted from report</p>

Identifier	Your Question/ Comment	FJP response
2.2.7.5 (Page 29)	<p>A methodology for recording trade information services usage will be implemented at the MOTIE as part of the upcoming activities. This will contribute to the retrieval of useful indicators for verification purposes.</p> <p>Proposed action to be taken: An extra activity on promotion of MOTIE's Trade Information Services will be created in the current workplan in order to reinforce demand-side awareness of the existence and utility of the service.</p>	Section deleted from report
Page 30	Section 2.3, 2.3.1 and 1.3.1.1 – unnecessary headings for one message. Nothing under 2.3 and 2.3.1. This should be avoided.	Amended. See p17
Page 30-33	Avoid such reference (Relevance-see above) repeated throughout the document. If all relevance issues are treated as one and the same goes for all the evaluation criteria (that is discussed as one, focusing on the results) this empty headings/reference would be avoided.	Amended. See p17 et seq
Page 31 eighth paragraph	"As indicated above, there is reason..." There is congruence being built through the P&P committees	deleted. See p20
Page 32 first paragraph, second sentence.	"This is nothing new" In this type of process it is new, please remove. See comment above regarding the same statement in the Executive Summary.	deleted.
Pages 33-38	Text on Impact, Sustainability, Lessons learnt, Good Practices, Constraints Recommendations, and Conclusion in body of the report are almost the same as the Executive Summary. Please revisit by zeroing on key messaging in the Executive Summary.	Report streamlined
4.2, page 37	The paragraph starting with " in this context.....is repeating itself with the paragraph that follows it. The recommendation is almost the same as is 2.2.6.4 which I think is not feasible.	Amended. See pps24/25
5, page 38	This report has been too much emphasis on over reliance on public sector. However, it should be understood the private sector is still nascent in the Gambia and the delivery of services of certain some public goods are better in the hands of Government at least for the time being.	Message amended. The challenge of reliance on the public sector in the context remains undimmed.
Appendix 8, page 122	Re: 2.13.1 No of Packaging & value chain diagnostic & implementation study: Packaging & value chain diagnostic & implementation study by Dec 2014. The study has been carried out with a focus on packaging of GN, CN & SS	This is noted in the notes to recommendation 10 in the ES



Identifier	Your Question/ Comment	FJP response
Appendix 8, page 122	Re: 2.13.2 No of packaging resource centre operational: 1 Packaging resource centre operational by Dec 14. I am not aware of any activity regarding this centre. If this is still scheduled to be operational by Dec 14 then work should start now. I could provide a framework if its establishment is confirmed.	Noted
Appendix 8, page 122	Re: 2.13.3 No of packaging machines installed and operational: 1 Packaging machine installed and operational. This is very much on course to be achieved by Dec 14. Instead of a single packing centre, 5 machines will be procured and individual enterprises trained operate and own the machines. Selection of the 5 enterprises is being done through competitive criteria to ensure sustainability after the project.	This is consistent with the recommendation 10 in the ES. No change required.

Appendix 9: Terms of Reference

1. BRIEF BACKGROUND ON PROJECT AND CONTEXT

The Sector Competitiveness and Export Diversification project is funded by the Enhanced Integrated Framework (EIF) Trust Fund. The United Nations Office for Project Services (UNOPS) was appointed the Trust Fund Manager for EIF projects. Officially launched on 20 June 2012 in Banjul, the Gambia, the project was allocated a total budget of \$2,355,517 and a lifespan of three years. The project was designed to contribute to achieve the following results:

- Increase of sales of cashew nuts, groundnuts and sesame in domestic, regional and international markets by 3%.
- Establish a functional Trade Information Reference Centre within the Ministry of Trade, Regional Integration and Employment (MOTIE) with trade information resources made available to both public and private sectors and related skills and capacities strengthened.
- Design a project document ready for funding on the development of inclusive tourism in The Gambia on the basis of a feasibility study.

The project aims at responding to some of the trade related development priorities of The Gambia as identified in its Diagnostic Trade Integration Study (DTIS). The project's development objective is to reduce poverty through activities that:

- a) strengthen targeted sectors competitiveness;
- b) promote new business opportunities in domestic, regional and international markets; and
- c) generate additional incomes and create employment

The project further aims to achieve long-term sustainable impact by strengthening national capacities and country ownership. Due to the immense development challenges that exist in each of the project's proposed areas of intervention, the project further aims at leveraging additional resources from other development partners that are currently supporting The Gambia.

Brief Description

The project aims to build sustainable local capacities within the National Implementation Unit (NIU) and other trade support institutions (at national and sector level) through their active involvement in each step of the project cycle and thus enabling The Gambia to exert effective ownership of its trade-related development agenda.

The approach rests in "learning by doing", with local trade support institutions, small- and medium-sized enterprises (SME), and communities taking an active role in delivering project activities. As an EIF project, existing local institutions are given preference as implementing partners (if and where deemed sufficiently effective) to strengthen their managerial and operational capacities for ensuring project's sustainability. The aim is to ensure effective and efficient coordination mechanisms between implementing partners (NIU, MOTIE, technical selected entities and the Main Implementing Entity, the International Trade Centre).

The project's agri-sector specific support to the cashew nuts, groundnuts, and sesame sectors strives to directly benefit the livelihoods of the farmers, processors and exporters by increasing the sectors' competitiveness through training on production techniques, conformity with standards and other quality-related training interventions, while strengthening the existing quality control infrastructure, as well as facilitating the development of sector strategies where necessary.

With regards to the sector cross-cutting assistance, the development of a useful trade information system aims to further provide the country's agricultural producers, processors and exporters, and their sector-based representations, as well as policy makers in and outside the targeted sectors with easier access to and better

understanding of relevant trade related information. Further opportunities and synergies with the fast growing tourism sector, e.g. through backward linkages to agricultural producers, were assessed by conducting an opportunity study for the development of inclusive tourism activities in The Gambia within the framework of the National Tourism Master Plan.

The importance to strengthen the role of women along the project's targeted value- and information chains, as well as to identify and mitigate any environmental risks where necessary, are taken in account in all proposed activities. To the extent possible, the project is aligned with The Gambia National Gender Policy 2010-2020 which aims "to guide and direct all levels of planning and implementation of development programmes, with a gender perspective including resource allocation geared towards equitable national development". The policy will contribute towards the realization of Poverty Reduction Strategy Paper (PRSP) II, Vision 2020 and the Millennium Development Goals (MDGs).

Regarding the MDGs, the project contributes directly to achieve MDG 1 (Eradicate extreme poverty and hunger) and MDG 8 (Develop a global partnership for development). In addition, since the project pays special attention to the gender dimension as well as the environmental impact, it is expected that implementation of proposed activities will also contribute to MDG 3 (Promote gender equality and empower women) and MDG 7 (Ensure environmental sustainability).

In order to comply with the Paris Declaration and to ensure optimal resource-effectiveness, the project is closely aligned with previous and ongoing efforts to strengthen the selected sectors, where this is deemed advantageous for reaching the project's objectives. For instance, synergies and complementarities between the current project and other similar initiatives developed in the area of agriculture by international development agencies such as ITC/ECOWAS/PACT II, FAO, IFAD, STDF, UNIDO, UNDP and the World Bank, will also be promoted.

Project objective, outcomes and components

As set out in the logical framework of the project document, the project is divided into three components, which are detailed in Annex I, namely:

- **Component A:** Agri-sector specific support for cashew nuts, groundnuts and sesame: Key focus is on finding new export opportunities, product diversification, improved value-addition, quality enhancement and strengthening sector support institutions and sector strategy formulation for cashew and sesame.
 - **Component A 1:** Development of sector strategies for Cashew-nut & Sesame.
 - **Component A 2:** Quality enhancement.
- **Component B:** Sector cross-cutting assistance in the areas of trade information.
- **Component C:** Inclusive Tourism Development Opportunity Study.

The project also aims to achieve long-term sustainable impact by strengthening national capacities and EIF ownership throughout the implementation phase.

Outcomes of the overall project

The project outcomes include the following:

- Strengthened locally available structures and capacities to support business operations (all project components);
- Sector stakeholders enabled to develop inclusive sector strategies and follow-up on their implementation (Component A1);

- Increased export opportunities for the agricultural products cashew nuts, groundnuts and sesame (Component A2);
- Policy makers, TSIs and businesses (particularly producers, processors and exporters of cashew nut, groundnut and sesame) capacitated to access relevant trade information and produce prospective market studies (Component B); and
- Potential for Inclusive Tourism Development assessed and recommendations provided to Government (Component C).

Outcomes for Component A 1 Development of sector strategies for cashew nut and sesame

Outcomes for component A 1 include:

- Participatory sector strategies developed and validated by stakeholders with prioritized implementation plans for cashew nuts and sesame sectors;
- Strategy implementation coordination bodies identified or established, functioning and referred to for advice on policy development and other planning issues; and
- Strategies, implementation plans and coordination bodies referred to and involved in policy decision-making processes in The Gambia.

Outcomes for Component A 2 Quality enhancement of groundnut, cashew nut and sesame sectors

Outcomes for component A 2 include:

- To upgrade testing capacity of National Agricultural Research Institute (NARI) lab (for aflatoxin);
- To build the Gambia's capacity to develop sector standards for groundnuts, cashew nuts and sesame;
- To increase the quality and food safety of production of Groundnuts in Gambia in order to comply with technical requirements in international markets and enhance the increase exports;
- To set the framework for improving the quality of the cashew nuts sector in Gambia in order to become export ready and enhance farmer capacity to grow cashew nuts of better quality; and
- To set the framework for improving the quality of the sesame sector in Gambia in order to become export ready and enhance farmer capacity to grow cashew nuts of better quality.

Outcomes for Component B Trade information

Outcomes for component B include:

- To develop the information service infrastructure at the MOTIE and build related capacities for its effective usage; and
- Improve efficient access to relevant export and import information by the public and private sector through the establishment of effective, networked modes of access to, and delivery of, information.

Outcome for Component C Inclusive tourism opportunity study

Outcomes for component C include:

- Identify and assess the potential for the development of inclusive tourism activities in The Gambia.

Project Coordination and Management

At the country level, the project is coordinated by the EIF National Implementation Unit (NIU), in Banjul. The Permanent Secretary of the MOTIE was appointed EIF Focal Point. The Focal Point, with the support of the NIU is working on advancing The Gambia's trade mainstreaming. The NIU is located within the MOTIE premises and currently consists of a National Coordinator, a Finance Officer, a Programme Officer and an Administrative Assistant.

At ITC level, the project is coordinated by the Country Manager (CM) in charge of The Gambia within the Office for Africa Section under the general supervision of the Chief Office for Africa (Division of Country Programmes).

According to each of the project components, ITC works with the relevant national trade support institutions (TSIs), which are both technical counterparts as well as beneficiaries of the project. ITC's technical sections are responsible for the delivery of inputs according to the approved logical framework and workplan. The main technical sections involved for the implementation of the project are as follows:

- Export Strategy Section, Division of Country Programmes (ES/DCP);
- Sector Competitiveness Section, Division of Market Development (SC/DMD);
- Enterprise Competitiveness Section, Division of Business and Institutional Support (EC/DBIS); and
- Trade Information Section, Division of Market Development (TIS/DMD).

Component A1

The direct technical counterpart is MOTIE, and collaboration is on-going with the Ministry of Agriculture (MOA), the Gambia Investment and Export Promotion Agency (GIEPA), the Agribusiness Service Producers Association (ASPA), The Gambia Groundnut Corporation (GGC), the National Women Farmers' Association (NAWFA) and the Cashew Alliance of the Gambia (CAG). The ITC sections working on this component are ES/DCP and SC/DMD.

Component A2

The direct technical counterpart is the National Codex and SPS Committee (NCSPSC). Collaboration is also with the MOA, NARI, sector associations, MOTIE, as well as international institutions working on SPS issues (STDF and FAO). The ITC section working on this component is EC/DBIS.

Component B

The direct technical counterpart is the MOTIE. Collaboration is with the Ministry of Finance and Economic Affairs, The Gambia Bureau of Statistics (GBOS), The Gambia Revenue Authority, The Gambian Tourism Board (GTB), The Gambia Chamber of Commerce and Industry (GCCCI), the Ministry of Justice and MOA for the establishment of the Trade Information Network. The ITC section working on this component is TIS/DMD.

Component C

The main technical counterpart is the Gambia Tourism Board and MOTIE. The ITC section working on this component is SC/DMD.

2. PURPOSE AND SCOPE OF THE EVALUATION

In line with the EIF Monitoring and Evaluation Framework²⁸ and as stated in the project document, a midterm evaluation has been planned to take place during the second year of project implementation. With a view on the project mandate, strategies, and objectives, the main purpose of the midterm evaluation is to *confirm whether the programme is performing towards achieving the targets set and to take remedial action where the programme might not be on track*. The evaluation will focus on the relevance of the projects objectives and approach, how the project activities have proved efficient and effective, the extent to which the project has achieved its planned outcomes to date, and whether the project is likely to be sustainable.

The midterm evaluation sets out to offer MOTIE, ITC, ESEIF, UNOPS (EIF Trust Fund Manager - TFM) and other stakeholders, strategic and operational recommendations related to: future direction, effectiveness, timely accomplishment of the project outcomes/results and sustainability of those outcomes.

The evaluation report will be made available by ITC to the Executive Secretariat of the EIF (ES) and the TFM, the EIF Donor Facilitator and the Focal Point who will share it with the PSC (for subsequent submission to the NSC). Finally, the midterm evaluation findings and lessons learned will be used to inform the final evaluation of the project.

3. SUGGESTED EVALUATION QUESTIONS

Within the framework of ITC's overall corporate development perspective, and in line with OECD/DAC criteria, the evaluation will evaluate if the Sector Competitiveness and Export Diversification Project has been relevant, effective, efficient, and sustainable. As the project has only been implemented for one and a half years, potential impact will be evaluated to the extent possible. The inception report will build on the following issues/questions:

Project Relevance

- How well the project is coherently articulated in terms of its goal and outcomes?
- From an overall perspective, are the project's concept, design and objectives the appropriate solution to the needs / problems that the project seeks to address?
- How well does the project address the specific issues of the targeted sector/sub-sector?
- Given the strategic and catalytic feature of the EIF Tier 2 intervention, how is the project relevant to the new trade and development strategies of The Gambia, specifically PAGE and recent DTIS Update?
- Similarly, how does the project align with and support national development plans, the national poverty reduction strategy, national trade strategy and policy, national trade action plans, and The Gambia National Gender Policy 2010-2020?
- How well does the project complement other trade related projects/programmes in the country, including projects in the relevant sector?

Project Progress and Effectiveness:

- Is the project making sufficient progress towards achieving its planned objectives? To what extent are the expected development objectives and the project outcomes been attained or achieved in particular in each component? What progress has been made towards achieving these results at this time?
- Has the project logical framework been well-conceived to achieve the project objective? Were baseline data established to measure progress?

²⁸ Source: http://fr-pt.enhancedif.org/documents/EIF%20toolbox/EIF_User_Guide_Compndium.pdf

- Is there an effective monitoring system in place which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation?
- Were any problems or constraints encountered during implementation that would necessitate remedial action to ensure the accomplishment of project outcomes and effective contribution to development objectives?
- Is a monitoring and evaluation system in place and how effective is it to measure progress towards results?
- As stated in the background information, there are cross-cutting expected outcomes of the project, such as coordination mechanisms between implementing partners, synergies and complementarities between current project and other similar initiatives developed by ITC, ECOWAS, FAO; STDF, and UNIDO. What is the effectiveness of implementation arrangements (institutional and operational structures) to evaluate these above outcomes?

Effectiveness of management arrangements:

- Does project governance facilitate good results and efficient delivery? Is there a clear understanding of the roles and responsibilities by all parties involved?
- Does the project receive adequate political, technical and administrative support from its national partners?
- Do stakeholders have a good grasp of the project approach?
- How effective is communication between the MIE, NIU (if relevant), the private sector, donors and agencies, other stakeholders and the related government line ministries?
- Is an internal control system of financial and fiduciary arrangements in place?
- How effective is the sharing and utilization by the MIE and stakeholders of M&E results, including lessons learned?

Project Efficiency:

- Are the anticipated activities and outputs being delivered on time according to the workplan and the expected outcomes?
- How cost effective are the activities? In general, do the results being achieved justify the costs?
- To date, have the anticipated activities and outputs been delivered on time and according to specifications?
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically by EIF, Government and other donors (if relevant) to achieve outcomes?
- Have project funds and activities been delivered in a timely manner?

Potential Impact:

- What is the potential that the project will contribute to the broader and longer-term national development impact? How likely is it that it eventually will? What is the potential impact of the project locally?
- Can any unintended positive or negative effects be already observed as a consequence of the project's interventions?

- Will the project be likely to achieve its planned objectives upon completion?

Sustainability:

- How effective has the project been in establishing national ownership? How have in-country stakeholders, including the private sector been involved in project implementation?
- Are the project results likely to be durable and anchored in national institutions? Are government and related national institutions likely to maintain the project financially once external funding ends? Are national partners able, willing and committed to continue with the project?
- Has the project prepared for an exit plan to ensure a proper hand-over to the national government and institutions after the project ends?
- Are project human resources institutionalized to ensure continuity of project impacts and achievement of objectives?
- What are the issues to be taken into account and problems to be addressed during the second half of the project so as to ensure that the results of the project will continue after funding, particularly in terms of beneficiary institutions being in a position to develop the capacity and motivation to use / deliver new human, financial and institutional competences?

4. METHODOLOGY

The evaluation is in accordance with the EIF Mid-term Project Evaluation Guidance Note for Tier 2 Funded Projects. Evaluation methods will be discussed during the briefing meetings with ITC at the beginning of the assignment. On this basis, the Evaluation Service Provider will decide on the evaluation methods that are most appropriate for the purpose of the evaluation.

The inception report will assess the evaluability of the project and will determine the evaluation methods to be used during the evaluation process. These may include:

- Document review, including all major documents such as the project document, progress reports and baseline data;
- Interviews with project managers at ITC and in Banjul (Ministry of Trade/NIU) as well as technical counterparts and beneficiaries in The Gambia;
- Field visits; and
- Surveys and/or questionnaires.

The midterm evaluation will apply a broad range of methods to answer the evaluation questions raised above, including triangulation of methods to ensure ideal coverage and assessment and the use of both quantitative and qualitative data collection methods. An analysis of survey or questionnaire results will comprise of the raw data collected during desk research and data collection, upon which the evaluation will be based. The Evaluation Service Provider will provide the data and the analysis will to the ITC Monitoring and Evaluation Unit together with the submission of an inception report. In addition, a detailed statement of the evaluation methods used for conducting the evaluation must be included in the inception report as well as the final report.

In any case, methodologies will include how the programme has contributed to the overall objective for the entire project by contributing to poverty reduction through activities that:

- strengthen targeted sectors competitiveness;
- promote new business opportunities in domestic, regional and international markets; and
- generate additional incomes and create employment.

The “Principles and Guidelines for a Human Rights Approach to Poverty Reduction Strategies” should be used as a reference guide for developing the questionnaire related to poverty reduction.²⁹

5. MAIN OUTPUTS

The evaluation report is the key output of the midterm evaluation. The evaluation report (draft and final) will provide answers to the project-specific evaluation questions, derived from an assessment of the relevance, effectiveness, efficiency, potential impact, and sustainability of the project. Other outputs include a draft inception report; an inception report; survey/questionnaire results and analysis; and feedback on the evaluation report. The outputs with their expected target dates, are listed in the below table.

Inception Report:

The Inception Report is a strategic and technical analysis that paves the way for evaluation process. It builds on, and is coherent with the TOR of the midterm evaluation. It sets the context for the evaluation, particularly the conditions related to evaluability. The Inception Report defines what will be evaluated (evaluation questions and matrix) and how the process for conducting the evaluation will be deployed (evaluation methods, sources of data and a work plan), and field visits (including list of identified beneficiaries, with relevant contact details for interviewees and recipients of the questionnaire and focus group discussions, and interview schedules). Finally, the Inception Report includes an analysis of possible risks encountered during the evaluation process together with a mitigation plan and a strategy for communication/dissemination of the evaluation report. Based on the evaluation questions in the TOR, the Inception Report will build on the basis of desk research and early interviews.

Draft Report:

Guided by the inception report, the Draft Report will be based on desk review and on data collected during the evaluation. It will include an Executive Summary and will delineate factually-motivated recommendations by drawing on the findings of the evaluation. Materials gathered and desk analysis should be accessible for reference and use, and, to a reasonable, cost-effective extent, retained as supplementary volumes or annexes to the final Evaluation Report.

Final Report and Presentation:

The core products of the midterm evaluation process will be the Final Evaluation Report. The final report should highlight the purpose, scope and limitation of the midterm evaluation, and should contain a description of the applied methodology, evidence-based findings, conclusions, lessons learned and recommendations. The analysis should highlight constraints, strengths on which to build on, and opportunities for the Sector Competitiveness and Export Diversification project in The Gambia. The final evaluation report should also contain suggestions on the features of a monitoring and results framework. To ensure wider usage and learning from the evaluation findings, the evaluation team leader will be required to deliver a presentation tailored to the needs and interests of different stakeholders of the Final Report.

6. EVALUATOR COMPETENCIES

The evaluation will be conducted by an Evaluation Service Provider. The Evaluation Service Provider will be responsible for the delivery of outputs as set out above in Section 5. In addition, the Evaluation Service Provider will be responsible for the redaction and transmission of the final report. The project team in Geneva and the

²⁹ Office of the United Nations High Commissioner for Human Rights. Principles and Guidelines for Human Rights Approach to Poverty Reduction Strategies, 2006, <http://www.ohchr.org/Documents/Publications/PovertyStrategiesen.pdf>

EIF/NIU in The Gambia will assist the Evaluation Service Provider by providing reports and baseline information, planning and participating in interviews with key informers and stakeholders at local level.

The Evaluation Service Provider should have the following qualifications, experience, and competencies, which will be needed to effectively conduct the midterm evaluation:

- Advanced degree in the field of project management, social science, development studies or another relevant field of study;
- Knowledge of the EIF operations, with technical competency in trade issues, particularly Aid for Trade;
- Demonstrated knowledge of and a strong record in designing and/or leading evaluations (including both qualitative and quantitative evaluation methods);
- Prior project/programme evaluation experience, preferably in trade-related technical assistance projects, including in-depth knowledge of evaluation principles, methodologies and tools;
- Skilled in data analysis;
- Expertise in results-based management (RBM) and capacity building;
- Knowledge of developing country economies, and knowledge of The Gambia, in which this evaluation is to be carried out, in-country experience would be an asset;
- Proficiency in English and excellent report writing skills, with the ability to write clear and concise analytical reports.
- Good facilitation, presentation and analytical skills;
- Ability to communicate effectively with various stakeholders including Government, Donors, private sector, and other beneficiaries;
- Excellent organization and time management skills;
- Strong interpersonal skills, with the ability to work with people from different backgrounds to deliver quality products within short timeframe; and
- Ability to be flexible and responsive to changes and demands; and to be result-based and open to feedback.

7. MANAGEMENT ARRANGEMENTS, WORKPLAN, AND TIMEFRAME

Managements Arrangements

During project implementation, ITC (the MIE) ensures that the midterm evaluation takes place in a timely manner. The ITC Monitoring and Evaluation Unit will supervise and monitor the progress of the midterm evaluation.

ITC

In accordance to the Midterm Project Evaluation Guidance Note, in preparing the midterm evaluation, together with project staff, key stakeholders, the ITC will undertake the following:

- Determine the key evaluation questions the evaluation should answer and the target audience for the evaluation;
- Prepare a draft TOR for the evaluation (final approval is given by the ES and TFM);
- Identify and hire the independent evaluation service providers;

- Support implementation of the evaluation: collect information, provide logistical and practical support to the Evaluation Service Provider, and ensure smooth organization of the evaluation process;
- Ensure proper stakeholder involvement in the entire evaluation process, including the ES and TFM;
- Manage the process of preparing the evaluation report (including circulating the draft report and collecting comments and sure follow-up);
- Circulate the draft inception report to the NIU, ES, TFM, NSC and PSC;
- Collect comments and send to the Evaluation Service Provider;
- Circulate the draft evaluation report to the NIU, ES, TFM, NSC and PSC;
- Collect comments and send to the Evaluation Service Provider;
- Send the final evaluation report to the ES, TFM, NSC and PSC; and
- Ensure proper follow-up on the recommendations and dissemination of results and lessons learned.

ES and TFM

The ES, and TFM, will be required to carry-out the following:

- Provide comments and endorse the TOR;
- Provide comments on the Draft Inception Report;
- Provide comments on the Draft Evaluation Report; and
- Review and endorse the Final Evaluation Report.

NSC and PSC

The NSC and PSC will:

- Review and endorse the TOR;
- Provide comments on the Draft Inception Report;
- Provide Comments on the Draft Evaluation Report; and
- Review and endorse the Final Evaluation Report.

NIU

The NIU will:

- Provide comments on the Draft Inception Report;
- Provide Comments on the Draft Evaluation Report; and
- Review and endorse the Final Evaluation Report.

NIU and ITC

The NIU and ITC are jointly responsible for facilitating, monitoring and supervising the MTE, including arranging stakeholders meetings, controlling quality of the report and consultation with local stakeholders, ES-TFM on the MTE findings and conclusions.

Tentative timeframe for the evaluation process

The implementation period of the evaluation process covers a tentative period between 15 February and 31 May 2014. Within this period, the estimated of 50 work days would be required over a period of four months. Details of the timeframe and deliverables, as well as duration and estimated number of work days are provided in the below table:

Timeframe and Deliverables	Duration	Estimated Number of Work days
Service Provider completes initial round of desk research and preliminary review of documentation to determine the evaluability of the project, including initial interviews to determine methodology. At the end of this period, the Service Provider submits a <u>Draft Inception Report</u> to the MIE.	+ 2 weeks	10
MIE circulates the Draft Inception Report to all stakeholders for comments. Feedback and comments are sent to the MIE. At the end of this period the MIE sends comments to the Service Provider.	+ 1 week	
Service Provider answers questions, provides justifications, and/or incorporates changes into the Inception Report. At the end of this period the Service Provider submits the <u>Final Inception Report</u> to the MIE, which includes the methodology, questionnaire design, and complete analysis of data collection methods, for approval.	+ 1 week	5
The Service Provider implements agreed methodology in the Inception Report (interviews, data collection, field visits, survey / questionnaires). At the end of this period, the Service Provider sends an <u>Update</u> to the MIE on collected findings.	+ 4 weeks	20
Service Provider completes the write-up of the Draft Evaluation Report. At the end of this period, the Service Provider submits the <u>Draft Evaluation Report</u> to the MIE.	+ 1 week	5
MIE reviews the Draft Evaluation Report to ensure its conformity with the TOR and quality requirements.	+ 1 week	
MIE circulates the Draft Evaluation Report to all stakeholders for comments. At the end of this period, all stakeholders submit comments on the content of the draft report to the MIE for onward transmission to the Service Provider.	+ 1 week	
Service Provider answers questions, provides justifications, and/or incorporates changes into the Evaluation Report. At the end of this period the Service Provider submits the <u>Final Evaluation Report</u> to the MIE.	+ 1 week	5
The MIE submits the Final Evaluation Report to the ES/TFM and all key stakeholders for endorsement. At the end of this period, the MIE approves the Final Evaluation Report.	+ 1 week	
Service Provider travels to Geneva in order to attend meetings and debriefings.	+ 1 week	3

8. ETHICAL CODES OF CONDUCT

The midterm evaluation will be undertaken in accordance with international norms and standards for the United Nations, ITC, and the EIF.³⁰ Evaluations should be carried out in a participatory and ethical manner. The evaluation should take account of cultural differences, local customs, religious practices, gender roles and age throughout the planning, implementation and reporting on the evaluation. The Evaluation Service Provider should avoid conflicts of interest, the acceptance of gifts, and adhere to the highest technical ethical standards of evaluation. They should fulfil the criteria of professionalism, impartiality and credibility. In addition, they should:

- Ensure honesty and integrity of the entire evaluation process;
- Respect the security, dignity and self-worth of the respondents, project participants, and other stakeholders with whom they interact;
- Articulate and take into account the diversity of interests and values and protect the rights and welfare of individuals and institutions involved in the evaluations; and
- Produce and convey accurate information about the project's merit and value, provide information in confidence, and report impartially.

The Evaluation Service Provider shall have no past connection with the project so that conflicts of interest are avoided and the credibility of the evaluation process and product is not undermined.

9. REFERENCES FOR THE EVALUATION

The reference materials for the evaluation include the following documents:

- i. The project proposal document including the project logical framework which outlines the outcomes, outputs and activities, and corresponding indicators and assumptions;
- ii. The memorandum of understanding (MOU) and specifically the Board approval letter in Annex A which indicates the approval conditions set but the Board for the implementation of the project;
- iii. The monitoring and evaluation plan, progress reports and other relevant project documents such as supervision mission recommendations are also key sources of information for the evaluation process.

The above documents will be made available to the Evaluation Service Provider at the onset of the evaluation.

³⁰ *See:* United Nations Evaluation Group (UNEG), Norms, Standards and Guidance at : http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4 ; and International Trade Centre Evaluation Policy and Guidelines at: <http://www.intracen.org/about/impact/evaluation/>