

Approach Paper
Republic of The Gambia
Country Programme Evaluation

March 2015

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Abbreviations and acronyms

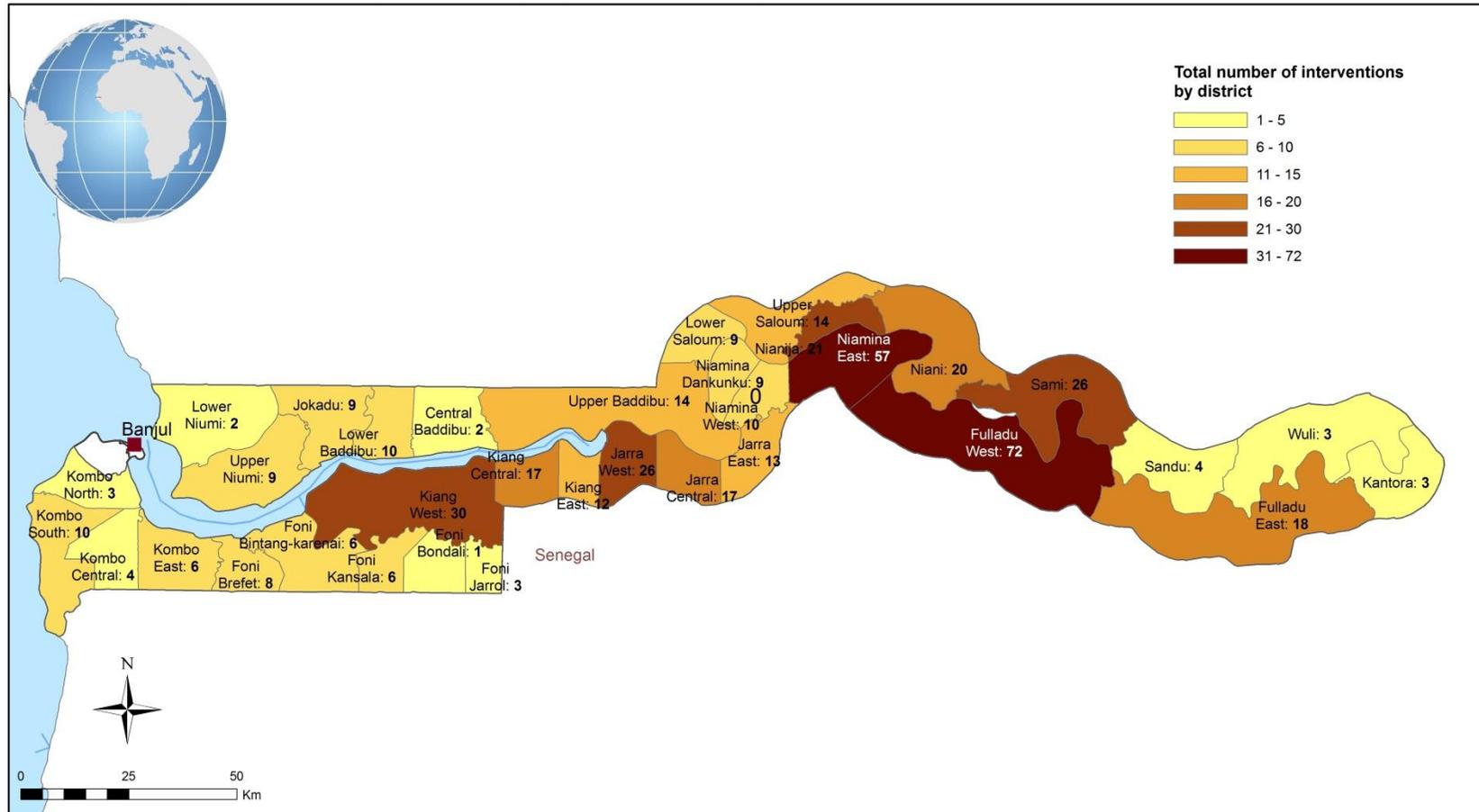
ACP	Agreement at Completion Point
AfDB	African Development Bank
ANRP	Agricultural and Natural Resources Policy
ASAP	Adaptation for Smallholder Agriculture Programme
COSOP	Country Strategy and Opportunities Programme
CPE	Country Programme Evaluation
CPM	Country Programme Manager
CLP	Core Learning Partnership
DFID	the Department for International Development-United Kingdom
DSF	Debt Sustainability Fund
FAO	Food and Agriculture Organization of the United Nations
GDP	Gross Domestic Product
GNAIP	Gambia National Agriculture Investment Plan
GNI	Gross National Income
GIZ	The German Agency for Technical Cooperation
HIPC	Heavily Indebted Poor Countries
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IOE	Independent Office of Evaluation of IFAD
IsDB	Islamic Development Bank
LHDP	Livestock and Horticulture Development Project
M&E	Monitoring and Evaluation
MDRI	Multilateral Debt Relief Initiative
MT	Metric Ton
<i>Nema</i>	National Agricultural Land and Water Management Development Project
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development
OPEC	Organization of Petroleum Exporting Countries
PAGE	Programme for Accelerated Growth and Employment
PCO	Programme Coordination Office
PIWAMP	Participatory Integrated Watershed Management Project
RFCIP	Rural Finance and Community Initiatives Project
RFP	Rural Finance Project
RIMS	Results and Impact Management System
PRSP	Poverty Reduction Strategy Paper/Programme
UNDP	United Nations Development Programme
UNICEF	United Nations Children Fund
VISACA	Village Savings and Credit Associations
WCA	West and Central Africa Division
WFP	World Food Programme

Map of IFAD-supported operations

The Gambia

IFAD-funded operations covered by the country programme evaluation

Country programme evaluation (RFCIP, PIWAMP, RFP, LHDPS, NEMA)



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD | 25-02-2015

The Gambia

I. Introduction

1. As decided by IFAD's Executive Board at its 113th session in December 2014, the Independent Office of Evaluation (IOE) of IFAD will undertake a country programme evaluation (CPE) in the Republic of the Gambia of the cooperation and partnership between the Government the Gambia and IFAD. The CPE will be conducted in 2014 and 2015. This is the first CPE undertaken by IOE in the Gambia since the beginning of IFAD operations in the country in 1982.
2. In line with the overall provisions contained in the IFAD Evaluation Policy¹, the main objectives of this evaluation are to: (a) assess the performance and impact of IFAD-supported operations in the country; and (b) generate a series of findings and recommendations that will serve as building blocks for the future cooperation between IFAD and the Government. The CPE will thus inform the future Country Strategy and Opportunities Programme (COSOP) for The Gambia to be prepared by IFAD Management and the Government following the completion of the CPE.
3. The present draft Approach Paper for the CPE describes the country context, the methodology and process for the evaluation, the evaluation team, communication aspects and the tentative CPE calendar.

II. Country context

A. Overview

4. **Geography and demographics.** The Gambia is a small-sized densely populated West African country with an area of 10,689 km² and 158.6 inhabitants per square metre in 2012². The average annual Gambian population growth rate remains high and was around 3.2% in 2010³. The percentage of rural people accounts for 42.1% of the total population⁴.
5. **The Economy.** Table 1 depicts key economic data. According to World Bank data, GDP accounted for USD 914 million in 2013 and GNI per capita equaled USD 510. The economy relies heavily on the services sector (accounting for 67% of the GDP in 2012, with 14.7% for tourism).⁵ The Gambia is listed among the Least Developed Countries (LDCs). Economic performance has been strong but also erratic, with dips at 1.1% in 2006 and -4.3% in 2011 caused by drought and locust invasion⁴. The situation is expected to worsen again in 2014 due to late and erratic rainfall and the consequences of the Ebola epidemics in the sub-region.
6. The Gambia has received extensive debt relief since 2007 so that its stock of nominal external public debt was reduced from US\$677 million (133% of GDP) as of end 2006 to 44.3% in 2012⁶. However the annual average of the current account deficit for 2014-2015 is expected to be high at 17.4% of GDP, with foreign direct investment and soft loans from bilateral and multilateral creditors being the main sources of finance.⁷ The trade balance value shows a constant negative ratio.⁸ Despite its opening to external trade and markets, the level of investments in the Gambia is still low. The main reasons are: i) poor infrastructure; and ii) inadequate electricity supply; and iii) for domestic investors, low investment capital.

¹ Approved by the Fund's Executive Board in April 2003, see document EB2003/78/R.17/Rev.1. Also available from the IFAD internet site: <http://www.ifad.org/evaluation/policy/index.htm>.

² data.un.org/CountryProfile.aspx?crName=gambia

³ <http://data.worldbank.org/indicator/SP.POP.GROW>

⁴ African Development Bank, 2014. *Gambia Economic Outlook*. Available from: <http://www.afdb.org/en/countries/west-africa/gambia/>

⁵ <http://data.worldbank.org/indicator/>

⁶ IMF, 2013. *The Gambia-First review under the Extended Credit Facility Request for waiver for nonobservance of performance criterion and request for rephrasing of reviews. Debt sustainability analysis*.

⁷ The Economist Intelligence Unit, 2014, Country Report- The Gambia

⁸ <http://www.tradingeconomics.com/gambia/balance-of-trade>

Table1:
Basic indicators for The Gambia

	2004	2008	2013
Total Population	1 391 934	1 577 984	1 849 285
GNI per capita (US\$)	430	530	510
GDP (current million USD)	578 78	965 77	914 29
GDP growth	7.1%	5.7%	5.6%
Agriculture Value added (%GDP)	27%	25%	20%*
Manufacturing valued added (%GDP)	6%	6%	5%*
Net ODA and official aid received**	313 42	93 95	138 8
External public debt *** (nominal, %GDP)	133% (2006)	50% (2007)	44.3% (2012)

* As at 2012; **current million US\$; ***IMF data

Source: World Bank data

B. Agriculture

7. In 2012, agriculture accounted for 20% of GDP against 27% in 2004 and employed about 65% of the national labour force.⁹ The sector is characterised by subsistence production of rain fed crops (such as coarse grains and rice) and semi-intensive cash crops (groundnuts and vegetables). The crop subsector is the largest at 56% of the production value. Main crops are groundnuts (66% of earning from agricultural exports in 2010¹⁰), cashew nuts, coconuts, kola nuts, palm oil and rice. Horticulture¹¹ is an emerging growth area; it contributes 4% of GDP and employs 65% of the agricultural workforce and 88% of women farmers¹².
8. Livestock is the second largest subsector (approximately 35% of the agricultural production value). Its performance is considered below its potential due to the following: i) limited access to veterinary services and animal disease control; ii) lack of improved breeds; iii) poor processing facilities; iv) underdeveloped marketing; and v) shortage in pasture and water.
9. Agriculture produces about 50% of the national food supplies and has been severely affected by external factors like Sahel drought, locust invasion and unstable rainfall.¹³ The development of the sector can however be further encouraged as less than half of arable land is cultivated and yields of most crops are below average.¹⁴
10. As mentioned in the Gambia National Agriculture Investment Plan (GNAIP), the main constraints faced by the agriculture sector are: i) the need to improve land preparation and irrigation¹⁵ to reduce dependency on a single and unpredictable rainy season; ii) the degradation and depletion of rangeland resources which causes poor drainage and low soil fertility; iii) the need to promote value chains and marketing to achieve the transformation of agriculture from subsistence to a commercially oriented modern sector; iv) the high level of food insecurity mainly linked to inadequate incomes, limited rural health care support, and weak information systems; v) soil erosion and land degradation, requiring community-

⁹ Ibid.

¹⁰ USDA Foreign Agricultural Services, 2010. Revitalization of the Groundnut sector in West Africa (Gambia, Guinea Bissau, Senegal), p.3

¹¹ Horticultural crops include tomatoes, onions, cabbage, eggplant, okra, peppers, lettuce, cucurbits, carrots, beans, citrus fruits, mangoes, cashew, papaya, banana, cucumber.

¹² UNFPA, 201, p.11

¹³ IMF, 2007, p. 59

¹⁴ The Economist Intelligence Unit, 2012.

¹⁵ As per Nema-ASAP Concept Note 25 November 2014, only about 6% of the irrigation potential has been used.

based watershed management, rainwater harvesting techniques and development of a land tenure system¹⁶; and vi) insufficient sector coordination¹⁷.

11. In the GNAIP, the investment in agriculture is needed to meet these constraints including infrastructure, provision of agricultural inputs and delivery of extension services is calculated at US\$ 297 million. Agricultural expenditure as a share of total government expenditures has been modest. In 2006 it was only 2.6% of total public budget allocations against 10.7% allocated to education and 7.5% assigned to the health care sector. It seems however to have increased in recent years to about 8% of Government revenue in 2013¹⁸. Donor funding to the sector has been limited (see below part E).
12. Wet season rainfall in The Gambia has decreased¹⁹ at an average rate of 8.8mm per month per decade between 1960 and 2006, leading to aridity in the uplands and acidity and salinity of soils in the lowlands as well as decreasing average annual flows of the River Gambia. The sea level has increased by 0.19 cm from 1901 to 2010²⁰ though the effects on agriculture in The Gambia have not been fully discerned. Droughts and floods are most common in the eastern part of the country, floods in the central part of the country and windstorms, soil erosion, saline intrusion and floods most common in the Western end of the country (NDMA, 2014).

C. Poverty and rural development

13. Poverty in The Gambia is pervasive in spite of the decline in overall poverty rates during the last decade. The overall poverty headcount index was estimated at 48.4% (upper poverty line: US\$1.25 a day) and 36.7% (lower poverty line: US\$1.00 a day) in 2012²¹ while the proportion of population living with less than US\$1.00 a day was estimated at 58% in 2003²². The rural poverty headcount ratio accounted for 73.7% of the rural population in 2010²³. In 2013 the Human Development Index (HDI) value was 0.441 positioning the country at 172 out of 187 countries.²⁴
14. The Gambia is classified as a Low Income Food Deficit country as food security is highly dependent on imports. Its national requirements for the major staple food rice were 180,000-200,000 metric tons (MT) in 2008, while the quantum of national production of rice was estimated at 12,000 MT²⁵. Many Gambians have faced serious hardships in terms of food security as a consequence of declining groundnut prices and of the price rise of cereal crops. In addition the increase in frequency of food crises over the past years – also linked to environmental degradation and climate change issues - has eroded their resilience.
15. In terms of gender equality the Gambia has a 2013 Gender Inequality Index (GII) value of 0.624, ranking it 137 out of 149 countries.²⁶ Key indicators on educational attainment and health for women are also low. In 2013, female adult literacy was 43% in 2012 compared to 61% for men.²⁷ Rural women lack bargaining power and

¹⁶ Two systems of land tenure co-exist - traditional and modern.

¹⁷ Republic of The Gambia, 2011. *The Gambia National Agricultural Investment Plan (GNAIP).2011-2015*,p.12-23

¹⁸ World Bank, 2006. The Gambia. Fiscal Developments and the Agriculture Sector. Public expenditure Review Update. Report n.67703, p.18. Last figure available is 2006 but an official statement mentions the 8% figure

http://www.statehouse.gm/2014-Budget-Speech_19122013/budget_2014.pdf. A sector review is planned in 2015.

¹⁹ FAO, WFP, Fewsnet, CILSS, November 2014. *Press Release on the Preliminary results of the 2014-2015 Cropping Season in the Sahel and West Africa*.

²⁰ IFAD, 11 December 2014. Concept Note on: The Gambia, ASAP-Strengthening Climate Resilience of the National Agricultural Land and Water Management Development Project (ASAP-Nema)

²¹ AfDB and African Development Fund, 2012, p.6

²² Government of the Gambia, 2012. *Programme for Accelerated Growth and Employment 2012-2015*, p.19, parag.39.

²³ <http://data.worldbank.org/indicator>

²⁴ UNDP, 2014. *Human Development Report. Sustaining human progress: reducing vulnerabilities and building resilience*, p.2 and <http://hdr.undp.org/en/countries/profiles/GMB>

²⁵ Republic of the Gambia, 2011. *The Gambia National Agricultural Investment Plan (GNAIP).2011-2015*,p.5 parag.16

²⁶ The Gender Inequality Index reflects reproductive health, empowerment and economic activity.

²⁷ <http://data.worldbank.org/indicator>

negotiating skills and often have to accept low prices for their products, poor working conditions and low wages.

16. Life expectancy at birth in 2013 was 58.5 years (compared to 56.7 years in 2005) . Child mortality is declining in The Gambia, even though this is not occurring fast enough to reach MDG 4 by 2015²⁸. Though maternal health is progressively improving, the majority of rural Gambian women are in a constant energy-deficient state due to poor dietary intake, heavy workloads and high infection rate. Adult HIV was found 1.3% among adults in 2012, more or less equal for women and men²⁹. Anemia is common among rural women, thus contributing all in all to maintain still high the maternal morbidity and mortality rates. Despite significant progress in achieving the first Millennium Development Goal – for which The Gambia recently received an award from the Food and Agriculture Organization - malnutrition levels remain high, especially among women and children under five: 17.4% children were moderately underweight while 4.2% were severely underweight in 2008-2012³⁰. Stunting in 2008 was found between 25 and 30%³¹.
17. In terms of regional disparities, the Central River North and Lower River regions have the highest incidence of poverty (above 80%)³². In terms of food security based on the level of agricultural production, the number of months of food consumption varies between 2 months in the West Coast Region to 9 months in the Lower River Region³³.
18. The youth are a major vulnerable group. Young people constitute more than half of the overall population but have limited opportunities for viable employment, skills development, and access to health and social services. Rural young people tend to emigrate to urban centers to seek more profitable job opportunities but this frequently leads to the further rise of the levels of unemployment.

D. Institutional and political framework

19. The Gambia is a unitary republic and its legal system is based on English common law.³⁴ The Head of State is the President, Mr Yahya Jammeh, who has been in power since 1994. The country is divided into six agricultural regional directorates,, namely Central River North, Central River South, Lower River, North Bank, Upper River, and Western River (or West Coast) along with the national capital (Banjul). The provinces are subdivided into 45 districts, with regional, district, ward and village development committees. In line with the decentralization policy, the Ministry of Agriculture has de-concentrated approximately one third of its staff and has also stepped up its efforts in enhancing coordination in development interventions through the Central Project Coordination Unit, albeit with notable challenges³⁵. To address remaining capacity challenges, MoA is making an effort to enhance coordination through the Central Project Coordination Unity (CPCU).
20. The policy agenda is mainly guided by the **Programme for Accelerated Growth and Employment (PAGE)**, launched in 2011- which succeeds the Poverty Reduction Strategy Paper-II³⁶ - for the period 2012-2015. The PAGE draws on five

²⁸ Under-five child mortality is 73 per 1000 children and infant mortality 49 per 1000 live births.

²⁹ www.unicef.org/infobycountry/gambia_statistics.html

³⁰ www.unicef.org/infobycountry/gambia_statistics.html

³¹ For the period 2008-2012 the reported maternal mortality ratio was 730 per 100,000 live births.

³² www.unicef.org/infobycountry/gambia_statistics.html

³³ WHO Global database

³⁴ The Republic of the Gambia, the European Union and the World Food Programme. 2011 Comprehensive Food Security and Vulnerability Analysis.

³⁵ CILSS, Pre-Harvest Assessment of the 2014-2015 Cropping Season, November 2014.

³⁶ Some aspects of traditional law and sharia apply (although Sharia does not apply to non-Muslims without their consent).

³⁷ World Bank, 2006. *The Gambia. Fiscal developments and the Agricultural sector. Public expenditure review update.* Report n.67703-GM, p.viii.

³⁸ PSR II (2007-2011) pillars were the following: i) creating an enabling policy environment for rapid economic growth and poverty reduction; ii) enhancing the capacity and output of the productive sector; iii) improving the coverage of basic social services and social protection needs of the poor and vulnerable; iv) enhancing governance systems and build the

pillars, namely: i) accelerating and sustaining economic growth; ii) improving and modernizing infrastructure; iii) strengthening human capital stock to enhance employment opportunities; iv) improving governance and fighting corruption; and v) reinforcing social cohesion and cross cutting interventions. The first pillar includes actions aiming to increase production in the agriculture sector.

21. Since 2007 the Government has encouraged domestic production of rice and other key food crops to reduce reliance on imports. The cultivation of cash crops (i.e. cotton and horticulture) has been promoted in addition to groundnuts' production in order to diversify agricultural exports. The most important plan of action for the promotion of agricultural development is **The Gambia National Agricultural Investment Plan (GNAIP) 2011-2015**. The GNAIP is a requirement under the Comprehensive Africa Agriculture Development Programme (CAADP) and its objective is to transform the agricultural and natural resource sector from subsistence to commercial production, with a focus on smallholders. The programme includes the following: i) improved agricultural land and water management; ii) improved management of other shared resources; iii) development of agricultural value chains and market promotion; iv) national food and nutrition security; v) sustainable farm development and coordination.
22. Another key document, the **Agricultural and Natural Resources Policy (ANRP) 2009-2015**, aims at improving food and nutrition security, developing a commercialized agricultural sector and promoting sustainable and effective management of natural resources. In 2013 the Government launched the "**Vision 2016 Agenda**", which aims at making the country rice self-sufficient in 2016 through the enhancement of the overall rice value chain. A technical working group and platform have been formed to ensure inter-ministerial and sectoral technical coordination, which includes IFAD Project Steering Committee members.
23. The **National Youth Policy**, approved in 2009, pursues incentives like specific loans and provision of training for the effective use of land for rural young people. **The Gambia National Women Empowerment and Gender Policy** approved in 2009 identifies eight thematic areas³⁷ deemed particularly relevant for the promotion of women empowerment.
24. The World Bank Country Policy and Institutional Assessment indicator on transparency, accountability and corruption in the public sector was rated 2 in 2012 in the framework of a 6-point scale (1=low; 6=high).³⁸

E. Official Development Assistance

25. Net Official Development Aid (ODA) for The Gambia in 2012 totalled US\$139 million (see table 2 below), averaging almost 16% of the GNI and showing a progressive increase from 2010 onwards after a sharp decrease from the 2004 levels (see table 1 above). Most aid disbursement goes to transport, health and education. In 2012 5% went to agriculture.³⁹ Table 3 below depicts the main donors to the Gambia. Since March 2012, the government has nominated IFAD as the lead donor in ANR sector.

capacity of local communities and Civil Society Organizations to play an active role in economic growth and poverty reduction; v) cross-cutting issues.

³⁷ The areas are: i) Poverty reduction and economic empowerment; ii) Gender and sustainable livelihoods development; iii) Gender and education; iv) Gender and health; v) Gender and human rights and HIV/AIDS; vi) Gender and governance; vii) Gender and environment; viii) capacity building for gender mainstreaming.

³⁸ http://databank.worldbank.org/data/views/variableselection/selectvariables.aspx?source=Worldwide-Governance-Indicators#c_g

³⁹ Republic of the Gambia. Development Cooperation Report, 2012.

Table 2:
The Gambia Official Development Assistance

<i>Receipt</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>
Net ODA (USD million)	120	135	139
Bilateral share (gross ODA)	28%	28%	23%
Net ODA/GNI	13%	15.6%	15.9%
Net private flows (USD million)	-3	4	-19

Source: OECD (<http://www.oecd.org/doc/stats/documentupload/gmb.jpg>)

26. As far as the **monitoring on the progress of the Paris Declaration** is concerned, there is increasing **ownership** and participation in the formulation and monitoring of the national development strategies. Further efforts are needed in relation to performance-oriented budgeting, links between the national development strategy and sector and/or sub-national strategies, and tracking progress of PAGE. Regarding **alignment**, substantial input is needed in building reliable country systems and modest progress has been made in co-ordination of technical co-operation. With reference to **harmonisation**, the proportion of aid using programme based approaches and common procedures was 12% in 2010⁴⁰.

Table 3:
Main donors to The Gambia

<i>Top ten donors of gross ODA (2011-2012 average) – USD million</i>	
1 European Union Institutions	29
2 International Development Association (IDA)	21
3 Islamic Development Bank (IsDB)	14
4 Global Fund to fight AIDS, tuberculosis and malaria	14
5 United Kingdom Department for International Development (DfID)	11
6 Government of Japan	9
7 International Monetary Fund (IMF)	9
8 African Development Bank (AfDB)	9
9 Government of Spain	4
10 International Fund for Agricultural Development	3

Source: OECD (<http://www.oecd.org/dac/stats/documentupload/GMB.JPG>)

⁴⁰ OECD, 2011. *Survey on Monitoring the Paris Declaration*. Available from: <http://www.oecd.org/dac/effectiveness/2011surveyonmonitoringtheparisdeclaration.htm>

III. Overview of IFAD-supported operations and evolution of the country strategy

A. IFAD-funded operations in The Gambia

Table 4

<i>First IFAD loan funded projects and programmes</i>	<i>1982</i>
Total loans-funded projects and programmes approved	10
Total amount of IFAD lending	US\$73.1 million
Counterpart funding (Government of The Gambia and the Beneficiaries)	US\$24.1 million
Co-financing amount	US\$99.5 million
Total Portfolio cost	US\$196.8 million
Lending terms	Highly concessional + DFS grants
Focus of operations	Agricultural development, Irrigation, Research, Extension/Training, Credit and Financial Services
Co-financers	AfDB, World Bank-IDA, IsDB, WFP, Netherlands, Germany, Italy, Spain.
Number of ongoing projects	2
Total regional grants benefitting the Gambia	US\$7.4 million*
Responsible IFAD Division for operations	West and Central Africa Division (WCA)
Country Strategic Opportunities Programme (COSOP)	2003 (partly updated in 2012)
Country Office in The Gambia	No
Country Programme Managers (CPMs)	L. Saar 2004-2010; M. Abukari since 2011
Coordinating agency	Ministry of Finance and Economic Affairs
Lead Agency	Ministry of Agriculture

*Note: For the period 2004-2014

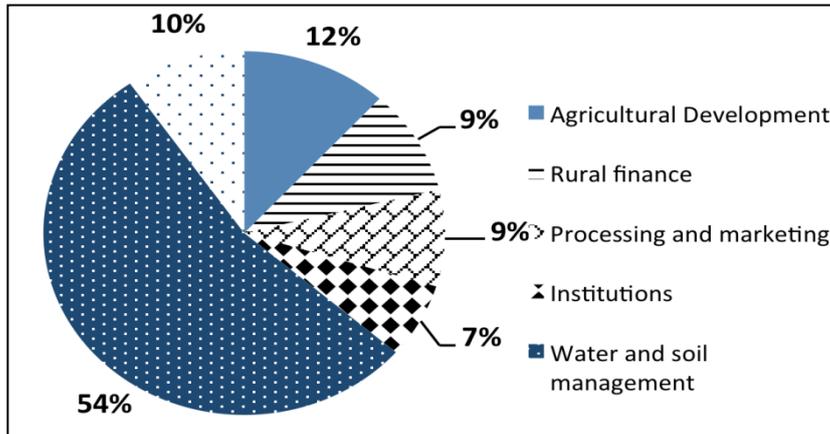
27. Since 1982 IFAD supported ten projects and programmes in The Gambia for a total project cost of 196.8 million. Out of this, the total amount of IFAD lending corresponded to US\$73.1 million; other contributions to the portfolio were provided by the Fund in the form of regional grants (see table 4 above). Counterpart funding, meaning contribution by the Government of The Gambia and project beneficiaries, accounted for US\$24.1 million, and co-financing (financial support by other donors) amounted to US\$99.5 million.
28. IFAD lending terms for the Gambia have always been highly concessional. In 2007 IFAD adopted the International Development Association's Debt Sustainability Model, which classified The Gambia as a country with low debt sustainability (a so-called "red light" country), hence eligible to receive funds on 100% grants terms. Accordingly the last two development initiatives approved, the Livestock and Horticulture Development Project and the National Agriculture Land and Water Management Development Project, have been financed by IFAD on a full Debt Sustainability Fund (DSF) grant basis. Since 2014 the Gambia is classified as 'yellow' country so new contributions to current or future operations will be approved under 50% grant – 50% loan on highly concessional terms.
29. The following co-financers have participated in IFAD funded projects since the beginning of the Fund`s operations in the country: the African Development Bank (AfDB), the World Bank – IDA group, the Islamic Development Bank, the World

Food Programme (WFP), the Government of the Netherlands, the Government of Germany, the Government of Italy and the Government of Spain (see annex 1).

30. Considering the five most recent projects, IFAD`s supported portfolio in The Gambia has mainly concentrated on water and soil management activities (54%), with actions aimed to build-up irrigation and water control infrastructure, promote lowland water management schemes, support village upland soil management and conservation farming, provide extension services ton lowland and upland conservation sites, and promote adaptive research on declining soil fertility and erosion.

Graph 1:

IFAD supported projects and programmes – Investment by component type

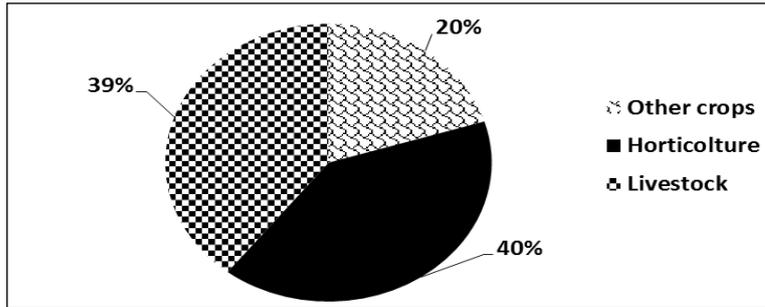


Source: IFAD PPMS and GRIPS

31. The second type of activities (12% of funding volumes) refers to Agricultural Development (delivery of agricultural extension, provision of crops technical support and training in environmentally friendly good agricultural practises, promotion of livestock and horticulture production). Project Management constitutes the third largest item of the IFAD programme in The Gambia, accounting for 10% of the overall budget allocated.
32. Rural finance (strengthening of Village Savings and Credit Associations –VISACAs- and of Micro Finance Institutions such as the Gambia Women’s Finance Association (GAWFA) the National Association of Cooperative Credit Unions of the Gambia- NACOFAG and others)) accounted for 9% of the overall budget allocated.
33. A further 9% of the funding has been devoted to activities aiming at promoting the commercialization of agricultural and livestock production (labelled Processing and Marketing), which include the delivery of training in Business Management and Producer Marketing, the strengthening of producers organizations, the promotion of value addition in rice and vegetables, the delivery of technical support services, the promotion of livestock and horticulture marketing and the improvement of roads and tracks for the trading of local production.
34. Finally the 7% of the overall allocated budget focused on institution building. This encompassed activities such as assistance to the consolidation of the Central Bank and of the Ministry of Agriculture, reinforcement of the technical services providers as well as support to the institutional strengthening processes taking place at national, divisional, district and watershed level.
35. As for Agricultural development, out of the overall amount (approximately US\$13,766,748) spent/allocated for implementation, the subsectors where the majority of IFAD investment concentrated have been horticulture (40%), followed by livestock (39%) and cultivation of other crops (20%).

Graph 2:

Agricultural Development: percentages of funding for each subsector



36. The current IFAD portfolio consists of the two IFAD DSF grants already mentioned: i) the Livestock and Horticulture Development Project (LHDP); ii) the National Agricultural Land and Water Management Development Project (*Nema*). The former is targeting 30 communities scattered in the Western Region, the North Bank Region, the Great Banjul Area, the Central and the Lower River Regions, while the latter operates in the poor rural areas of Central River North and South, West Coast, North Bank, Upper River and Lower River Regions.
37. Current allocation of the Performance Based Allocation System for The Gambia for the period 2013-2015 corresponds to US\$14.1 million; this is fully committed as additional funding to *Nema* (50% grant and 50% loan). A grant from the Adaptation for Smallholder Agriculture Programme (ASAP) for the *Nema* project will be submitted for approval to the IFAD Executive Board in 2015.
38. The supervising institutions of IFAD's portfolio in the Gambia have been the AfDB, the World Bank-IDA and UNOPS up to 2008 when IFAD direct supervision was formally introduced for the Rural Finance Project (RFP).
39. The Ministry of Agriculture is the lead implementing agency for the IFAD country programme while the Ministry of Finance and Economic Affairs is the coordinating agency and the Borrower to IFAD.

B. Evolution of IFAD Country Strategy

40. As described in table 5 below, the Country Strategy and Opportunities Paper (COSOP) approved in September 2003 set up four strategic objectives to be pursued by IFAD interventions.

Table 5:
Key elements of the 2003 COSOP and the 2012 internal update

<i>Key elements</i>	<i>COSOP 2003</i>	<i>COSOP 2012 internal update</i>
General objective	Reducing poverty and improve human welfare in rural areas	
Strategic objectives	<ol style="list-style-type: none"> 1. Strengthening and empowerment of farmers' organizations and community based self-help groups in: i) planning and managing their lowlands and uplands; ii) developing and running sustainable microfinance institutions and networks; iii) improving their living conditions and work together. 2. Provision of support to agricultural production through the promotion of dissemination of adapted technologies designed to increase rice productivity of a variety of diversified crops selected on a market-driven basis. 3. Provision of support to the development and consolidation of rural microfinance institutions through the strengthening of the VISACA network together with the promotion of the improvement of marketing channels and information as well as the provision of support to commodity-market organization 4. Development of community -based awareness campaign on HIV/AIDS. 	
Geographical focus	Nationwide	
Main categories of intervention	<ol style="list-style-type: none"> 1. Integrated watershed management, 2. rural finance, 3. diversification of on and off-farm sources of income, 4. Farmers' organizations strengthening, 5. Promotion of HIV/AIDS awareness campaigns. <p><u>Cross-cutting approaches</u></p> <ol style="list-style-type: none"> 1. resources management by women 2. enhanced participation; 3. building on indigenous knowledge. 	<p><u>Main areas:</u></p> <ol style="list-style-type: none"> 1. Integrated watershed management 2. Improved Rural Finance 3. Diversification of on and off-farm sources of income <p><u>Thematic areas:</u></p> <ol style="list-style-type: none"> 1. Capacity building and institution support 2. Processing and marketing 3. Production, mechanization and microfinance
Targeting approach	<ol style="list-style-type: none"> 1 Main target group are farmers' organizations and community based self-help groups 2 Use of participatory rural appraisal; 3 Participatory monitoring and evaluation system. 	
Main partner institutions	OPEC, IsDB, the Kuwait Fund, the Arab Bank, the European Union, World Bank, AfDB, FAO, UNDP, GTZ, DFID.	
Country Programme Management	No Country Programme Officer or Country Programme Manager in the country. Project offices and a Central Project Coordination Unit established in 2009 within the Ministry of Agriculture to coordinate all donor projects.	

41. The four objectives are: i) strengthening and empowerment of farmers' organizations and community based self-help groups in: a) planning and managing their lowlands and uplands; b) developing and running sustainable microfinance institutions and networks; c) improving their living conditions and work together; ii)

provision of support to agricultural production through the promotion of dissemination of adapted technologies designed to increase productivity of rice and a variety of diversified crops selected on a market-driven basis; iii) provision of support to the development and consolidation of rural microfinance institutions through the strengthening of the VISACA network together with the promotion of the improvement of marketing channels and information as well as provision of support to commodity-market organization; iv) development of community-based awareness campaign on HIV/AIDS.⁴¹

42. According to 2003 COSOP, three essential crosscutting approaches were to be applied during the design and implementation phase of the development interventions, namely: i) resources management by women; ii) enhanced participation; iii) building on indigenous knowledge.⁴²
43. Lessons learned from past interventions as mentioned in the 2003 COSOP relate to the adoption of the pilot-phase testing approach in relation to IFAD operations, which allowed testing innovative operations with potential for scaling up (for instance, the Rural Finance and Community Initiatives Project (RFCIP) later scaled up through the RFP). Also, in terms of ownership and targeting approach, the traditional village groups (kafos) had demonstrated to be an effective entry-point to better target the most vulnerable since they were able to significantly mobilize the local populations. Conversely, one of the major weaknesses registered relates to impact monitoring and assessment with scarce operational outcome indicators and the need to strengthen data gathering.
44. In order to facilitate internal monitoring at the country programme level IFAD regrouped the initial four strategic objectives under three main areas of intervention, namely: i) integrated watershed management; ii) improved rural finance; and iii) diversification of on and off-farm sources of income. The 2012 revised COSOP document reflecting the change as a result was however never formally approved by IFAD or the Government⁴³.

IV. Evaluation approach

A. Methodology

45. **The CPE methodology.** The Gambia country programme evaluation will follow IOE's methodology and processes for CPEs as indicated in the IOE Evaluation Manual.⁴⁴ The evaluation will assess IFAD's contribution to rural development and rural poverty reduction in the Gambia, identifying aspects of the cooperation to be strengthened as well as the necessary conditions to ensure the sustainability of results. The assessment will inform the future Gambia Country Strategic Opportunities Programme (COSOP) to be prepared by IFAD and the Government of the Gambia after the CPE's completion.
46. To this end, the CPE will assess the performance of three mutually reinforcing pillars in the IFAD-Government partnership: (i) project portfolio; (ii) non-lending activities (knowledge management, policy dialogue and partnership building); and (iii) the COSOP in terms of its relevance and effectiveness. The sections below provide further details of how each of the three assessments will be conducted by the CPE.
47. The performance in each of these areas will be rated on a scale of 1 to 6 (with 1 being the lowest score, and 6 the highest). While these will be viewed individually, the synergies between the components will also be looked at, for example, to what

⁴¹ IFAD, 2003. *Republic of the Gambia. Country Strategic Opportunities Paper*. EB 2003/79/R.18/Rev.1, p. 10 parag.47

⁴² Ibid, parag.48

⁴³ IFAD, 2012. *Republic of the Gambia. Country Strategic Opportunities Paper*. EB 2003/79/R.18/Rev.1, p. 9, parag.3. This revision occurred after IFAD fielded a mission in 2012 which updated the country context of the COSOP document and identified three broad focus areas for consideration in future interventions after an in-country consultation with stakeholders, namely: i) capacity building and institution support; ii) processing and marketing; iii) production, mechanization and microfinance.

⁴⁴ http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf.

extent IFAD's knowledge management activities supported its project activities and whether – taken together – they reflected the approach outlined in the COSOP. Based on this assessment and the aforementioned three ratings, the CPE will generate an overall achievement rating for the IFAD-Government partnership. The proposed evaluation matrix to guide the analysis and the ratings is contained in Annex 1. It describes the performance assessment method for each evaluation criteria applied, including the related guiding questions, performance indicators, sources of data and information that will be tapped into to generate the required responses.

48. With regard to assessing the **performance of the project portfolio**, IOE will apply its standard evaluation methodology for the projects included as part of the CPE cohort (see coverage and scope below). Ratings will be provided for individual projects/programmes, and on that basis, a rating for the performance of the overall project portfolio will be derived. As no prior CPE has been conducted, the evaluation will have to rely on benchmarks in project design documents, use M&E data available including baseline studies as well as reliable statistics, and collect qualitative evidence as well from interviews and field visits. The performance of the portfolio will also be benchmarked with the performance of IFAD operations in the West and Central Africa Region and globally, as well as with the results of other donors working in agriculture and rural development in the Gambia (subject to availability of comparable data). The following evaluation criteria will be used:
- a. Relevance: assessing to what extent the project's objectives are consistent with the 2003 COSOP, the Government's main policies for agriculture and rural development, as well as the needs of the poor and the target groups. In addition, for each project the evaluation will assess whether an adequate strategy was chosen to achieve project objectives.
 - b. Effectiveness: under this criterion the evaluation will assess the extent to which projects have achieved their development objectives and will attempt to explain which factors account for the results in terms of effectiveness.
 - c. Efficiency: the aim will be to assess how economically inputs have been converted into outputs/results. For example, the evaluation will assess the costs of constructing infrastructure (e.g. small bridges) and compare this with average costs incurred by the Government or other donors.
 - d. Rural poverty impact: complementing the analysis of project effectiveness, the CPE will address the following domains on which IFAD-funded projects are likely to have an impact: household income and assets, human and social capital and empowerment, food security and agricultural productivity, natural resources and the environment, including climate change, and institutions and policies.
 - e. Sustainability: are the benefits of the projects/programmes likely to continue after the closing date and completion of IFAD assistance? Among other issues, the CPE will also assess the degree of ownership and commitment from the smallholder farmers supported as well as arrangements made (e.g. link to local government institutions) to ensure the maintenance of project-funded community investments.
 - f. Innovations and scaling up: did the projects/programmes contain innovative features; do they have potential for scaling up and what have been the results in scaling up?
 - g. Gender equality and women empowerment: special emphasis will be given to the degree of gender mainstreaming achieved by the projects/programmes across the main evaluation criteria, including the relevance of the approach taken in view of women's needs in the specific country context; and the specific results in terms of empowerment and benefits, including *inter alia* workload, skills, income, better access to training, resources, and income.

- h. Performance of partners will entail evaluating the performance of IFAD, the Government and its main institutions involved in IFAD operations. Hence, for example, the evaluation will assess the efforts made by the Government - in particular the Ministry of Agriculture and the Ministry of Finance and Economic Affairs - and IFAD in furthering the objectives of the country programme.
49. With regards to **non-lending activities**, this will specifically entail an assessment of IFAD and Government's combined efforts in promoting: policy dialogue; knowledge management; and partnership strengthening with Government (central and local), donors active in the Gambia like the European Union, UN agencies (e.g. FAO and WFP), International Financial Institutions (e.g. the World Bank and the African Development Bank); the private sector, including the banking sector, NGOs, local government institutions, farmers groups and associations. Achievements and synergy with the lending portfolio will be assessed. Progress made on non-lending activities will be assessed against the COSOP plans as well as the evolution of the country programme supported by IFAD and the national context. In evaluating the performance of non-lending activities, the CPE will also review the progress made in furthering the main elements of the Paris Declaration on Aid Effectiveness. The CPE team will generate a final assessment and rating for non-lending activities.
50. The assessment of the **performance of the COSOP** in terms of relevance and effectiveness is central to the CPE. While the portfolio assessment is project-based, the evaluation of the COSOP considers the overall programme from a strategic view point. The evaluation will assess the COSOP approved for the Gambia in 2003. This will include assessing COSOP relevance in seven specific areas: (i) strategic objectives; (ii) geographic priority; (iii) sub-sector focus such as e.g. agribusiness development, value chains; promotion of rural financial services; (iv) main partner institutions including Ministry of Finance and Economic Affairs, and relevant line ministries such as the Ministry of Agriculture; (v) targeting approach used, including emphasis on selected groups such as smallholders farmers, landless households, women, youth small entrepreneurs and agro-traders; (vi) mix of instruments in the country programme (loans, grants and non-lending activities); and (vii) the provisions for country programme and COSOP management.
51. The CPE will assess the *effectiveness* of the 2003 COSOP by determining the extent to which specific COSOP objectives have been or are being met. In assessing the performance of the COSOP along the above-mentioned criteria, the CPE will analyse the priorities and experiences of other donors in the country such as the World Bank, AfDB, European Union and WFP. An overall rating for the performance of the COSOP will be provided by the CPE, taking into account the assessments of relevance and effectiveness.
52. In addition to the above criteria, special attention will be devoted to assessing and reporting on the following key issues which are particular relevant for the IFAD-supported programme in the Gambia:
- a. **Watershed management.** Approximately half of the investments of the latest five IFAD-supported projects are related to watershed management. The size of the investment coupled with the importance of watershed management for the Gambia make it important for the evaluation team to focus on this subject including assessing the quality of infrastructure, the formation and capacity building of field level organisations, and sustainability and environmental aspects. The analysis will be conducted in relation to the productive activities supported through water management and the need to increase food self-sufficiency in a context of recurrent droughts and erratic rainfalls.
 - b. **Rural finance.** Rural finance has been another important intervention of IFAD. The evaluation team will look into the approach and results to date as well as assess the projects' contribution to establishing a sustainable rural finance system including changes and improvements at policy level and lessons

learned. The evaluation will look at the viability of the Village Savings and Credit Associations (VISACAs) and the sustainability of the VISACA APEX body (V-APEX) created with IFAD support in 2011 in the view of the closure of the IFAD-supported Rural Finance Project.

- c. **Value chains in the agriculture sector.** The IFAD-supported programme has introduced in recent years a stronger focus on market linkages to promote the transition from a subsistence-based to an income/employment-generating with integration of small farmers into value chains. The evaluation will assess the extent to which the programme has promoted effective and sustainable farmers' participation in commodity value chains (adequate combination of productivity increase, transformation, access to finance and markets).
 - d. **Constraints in implementation and institutional arrangements.** One of the main constraints relates to institutional instability and staff turnover in the Ministry of Agriculture, in particular at senior level and for project staff and across the Ministry including in Technical Units. The evaluation will look into the impact of staff changes on programme implementation and corrective measures taken through supervision and implementation support as well as dialogue between the Government and IFAD regarding implementation issues. Other donors' experience in addressing similar constraints will be looked into as well as best practices in project management and institutional arrangements from other ministries. Other issues for the evaluation to focus on relate to delays in counterpart funding and procurement - with potential negative impact on project activities as the agricultural season is limited in time - and low capacity of service providers in particular in irrigation and agricultural engineering.
 - e. **Aid coordination and country programme approach.** The Gambia is a small country and many of its donors, including IFAD, have no in-country representation. The evaluation will look into achievements and constraints in co-financing and aid coordination efforts to ensure greater sustainability and impact of IFAD-supported interventions. The extent of mutual knowledge exchange as well as alignment of existing interventions and policy dialogue efforts will be analyzed. The evaluation team will also assess the coherence of the IFAD-supported country programme and the extent to which different interventions have created synergies, complementarities and provided mutual support and how IFAD innovations have been promoted and replicated by IFAD itself and other donors.
53. **Key evaluation questions and evaluation approach.** In view of the above methodology and taking into consideration the country-specific issues identified, the evaluation will focus on the following main evaluation questions (further details are presented in annex III):
- 1) What have been the performance and results of the IFAD-supported portfolio in the Gambia?
 - 2) What have been the factors affecting the success of the portfolio, or lack thereof where applicable?
 - 3) What is the alignment and coherence within the IFAD-supported portfolio?
 - 4) What has been the performance of the COSOP portfolio and the non-lending activities?
54. The evaluation will combine desk review of existing documentation with interviews of stakeholders in IFAD and in the country and direct observation of activities in the field. Information will be derived from IFAD project documents such as supervision reports and project completion reports, and existing data from Results and Impact Management System (RIMS) and client surveys. Moreover, Government

documentation, reports, studies and assessments by partners and development actors working in similar areas and general statistics will be used.

55. For the field work, a combination of methods will be used: i) focus group discussions (especially farmers, women's and youth groups, members of rural finance associations, etc.) with a set of questions for project user groups and linkages with other projects in the area; ii) Government stakeholders meetings – national, district, local councils - including project staff; iii) random sample household visits using a pre-agreed set of questions to adult male and female members of the household, to obtain indications of levels of project participation and impact; iv) key non-government stakeholder meetings – civil society representatives, private sector/merchants/shop keepers; v) representatives of implementation partners and service providers involved in implementation.
56. The findings of the evaluation will be the result of “triangulation” of evidence collected from different sources. Since the IFAD-supported activities have funded a sizeable share of infrastructure works, the evaluation will check on such infrastructure using a random sampling method. The team will apply where possible the Outcome Harvesting Method to assess rural poverty impact⁴⁵. A list of stated outcomes will be derived from project documentation and interactions with key stakeholders. The team will assess the extent to which these outcomes were achieved through stakeholder interviews, document review and field observations. The team will identify the contribution of IFAD's interventions, the role of the partners and the extent of collaboration in achieving these outcomes and in how far the outcomes were as intended. These outcomes will be mapped to highlight the pathway to impact and change (see Annex V for a preliminary list of outcomes).
57. **Coverage and scope.** It is customary for CPEs to cover IFAD operations over a period of approximately ten years, taking also into account evolving objectives of the portfolio and change in priorities of the government. This evaluation covers IFAD cooperation between 2004 and 2014, which will allow the evaluation to take account of evolving approaches as well as assess the results and impact of IFAD-supported operations since the COSOP approval. The CPE will analyse the 5 projects approved and active during the period (see table 6 below) as well as the 2003 COSOP. The analysis of the portfolio development since 2004 will also allow the CPE to comment on its evolution in relation to the country strategy, including analyzing the logical path and related objectives. In this context, the evaluation will take into consideration the internal update of the COSOP conducted by WCA in 2012 while not using it as a benchmark since it was never formalized (see paragraph 40 above).
58. The evaluability of loan and grant interventions covered by the CPE -including the criteria on which they can be evaluated- will depend on the stage of implementation of the respective projects. It is expected that the RFCIP, RFP, PIWAMP and LHDP can be evaluated on most or all of the evaluation criteria (including relevance, effectiveness, efficiency, impact and sustainability), since all will have been closed at the time of evaluation. *Nema* can probably be evaluated only on relevance, since it has become effective in December 2012 and it is too early to assess other criteria.
59. Undertaking detailed individual evaluations of the five IFAD funded projects in the Gambia is not the objective of the CPE. This is neither possible nor desirable in view of the CPE's objectives and the human/financial resources available. Nonetheless, evidence will be collected to assess all projects against relevant evaluation criteria.

B. Process

60. The CPE entails five phases. These are: (i) preparatory phase; (ii) desk work phase; (iii) country work phase; (iv) report writing; and (v) communication activities.

⁴⁵For more information on Outcome Harvesting, please see <http://www.outcomemapping.ca/resource/outcome-harvesting>

Table 6:
The Gambia five projects

<i>Project Number</i>	<i>Title</i>	<i>Board approval</i>	<i>Loan/grant signing</i>	<i>Date of effectiveness</i>	<i>Project completion date</i>	<i>Loan/grant closing date</i>	<i>Criteria coverage</i>
1100	Rural Finance and Community Initiatives Project (RPCIP)	2/12/1998	18/02/1999	14/07/1999	30/06/2006	31/12/2006	All
1152	Participatory Integrated Watershed Management Project (PIWAMP)	21/04/2004	15/07/2004	16/05/2006	30/06/2014	31/12/2014	All
1303	Rural Finance Project (RFP)	14/09/2006	8/12/2006	16/04/2008	30/06/2014	31/12/2014	All
1504	Livestock and Horticulture Development Project (LHDP)	17/12/2009	3/03/2010	3/03/2010	31/03/2015	30/09/2015	All
1643	National Agricultural Land and Water Management Development Project- (Nema)	10/12/2012	20/12/2012	20/12/2012	31/12/2019	30/06/2020	Relevance

Sources: PPMS/GRIPS

61. The preparatory phase includes the development of the present Approach Paper, which is to be commented by WCA and the Government. IOE undertook a recent one-week preparatory mission to the Gambia from 8 to 12 December, in order to discuss the evaluation methodology with the Government and other partners, and capture their priorities which will be used to develop the programme of the main CPE mission. In this phase, IOE will search for national consultants, who will work in the CPE team under the overall responsibility of IOE, to assess selected themes and evaluation issues.
62. The deskwork phase includes the preparation of short desk review notes on the projects included in the CPE and on the COSOP. Each desk review note will follow a standard format developed by IOE. A separate desk review note will be prepared on non-lending activities. An evaluation matrix will also be prepared to assist the team in addressing the key country-specific issues mentioned in paragraph 78 while assessing the IFAD-supported programme against the standard evaluation criteria.
63. In addition, during the desk work phase, WCA and the Government of the Gambia will be asked to prepare their respective self-assessments using as overall reference the questions contained in the CPE framework shown in annex II. IOE will provide more specific set of questions to both WCA and the Government for consideration for the preparation of their respective self-assessments. The preparatory mission provided IOE with the opportunity to brief the Government on the overall objectives and approach to the self-assessment.
64. The country work phase entails various activities including; (i) the preparatory mission to the Gambia to discuss the evaluation with the Government and other stakeholders;⁴⁶ and (ii) the main CPE mission which will be undertaken by a team of experts in all relevant disciplines for the Gambia programme (see section below on the Evaluation team) to ensure an appropriate evaluation of the IFAD-Government cooperation. The main mission will spend around four weeks in the country. It will hold discussions in Banjul, travel to various parts of the country for consultation

⁴⁶ This also provided an opportunity to brief the government on the Evaluation Policy, IOE's CPE methodology, and the requirements for the self-assessment.

with key partners and stakeholders, and visit carefully selected sites of IFAD-supported projects to see activities on the ground and interview beneficiaries.

65. At the end of the main CPE mission, the evaluation team will prepare a note and present it to the Government, WCA and other key partners in Banjul in a wrap up meeting, which will also be attended by the IFAD CPM for The Gambia and the IOE lead evaluator for the Gambia CPE. The note will capture the main preliminary findings from the CPE's fieldwork.
66. The CPE report-writing phase will follow the country work phase. During this phase, the CPE team will prepare their independent evaluation report, based on the data collected throughout the evaluation process. The report will be exposed to a rigorous internal peer review within IOE. Thereafter, it will be shared simultaneously with WCA and the Government for comments. A dedicated mission will be organized by IOE to the Gambia to discuss with the Government their comments.
67. The final phase of the evaluation, communication, will entail a range of activities to ensure timely and effectively outreach of the findings, lessons learned and recommendations from the CPE – see section VI for more details. In particular, a CPE national roundtable workshop will be organized in Banjul by IOE in close collaboration with the Government and WCA towards the end of the evaluation process. This workshop, which will focus on learning, will allow multiple stakeholders to exchange views on key evaluation issues and provide inputs for the preparation of the evaluation's Agreement at Completion Point (see section D below). The Associate Vice President, Programme Management Department, the Directors of IOE and WCA, and other IFAD staff are expected to take part in the workshop.
68. The participation of beneficiaries will be ensured all along the evaluation process. As mentioned above, the field work will rely heavily on interaction with beneficiaries in the form of focus group discussions, individual interviews (including with couples), discussions with farmer organizations and beneficiary groups, and visits to households. The National Coordinating Organisation of Farmer Associations will be invited to participate in the Core Learning Partnership (see section C below) and beneficiaries will take part in the national roundtable workshop.

C. The Core Learning Partnership

69. A standard feature in IFAD evaluations, the Core Learning Partnership (CLP) will include the main users of the evaluation who will provide inputs and insights at predetermined stages in the evaluation process. The CLP is important in ensuring ownership of the evaluation results by the main stakeholders and utilization of its recommendations. The CLP will be expected in particular to (i) review and comment on the draft CPE report; and (ii) participate in the final workshop.
70. On a tentative basis, the following institutions will be members of the CLP. The list will be finalised before the fielding of the main mission. From the Government of the Gambia: (i) Ministry of Finance and Economic Affairs; (ii) Ministry of Agriculture. From IFAD: (i) Director of WCA; (ii) CPM for the Gambia; (iii) Senior Portfolio Manager of the Programme Management Department; (iv) Director IOE; (v) Deputy Director IOE; and (vi) CPE Lead Evaluator, IOE. The CLP will also include relevant technical ministries (e.g. in the field of trade, environment, women or youth) and representatives from academia, civil society and private sector such as the National Agricultural Research Institute (NARI), the National Coordinating Organisation of Farmer Associations (NACOFAG), the Gambia Chamber of Commerce and Industry (GCCCI) and including the Commercial Farmers Association of the Gambia (CFAG).
71. The CPE will ensure that - in addition to the CLP - other key users of the evaluations are adequately informed through the evaluation process such as the directors of all IFAD-funded projects in the country, representatives of co-financers and other key

development institutions active in the Gambia such as the World Bank, AfDB, European Union, United Nations Development Programme (UNDP), FAO and WFP.

D. The Agreement at Completion Point

72. As per the IFAD Evaluation Policy, each IOE evaluation is concluded with an Agreement at Completion Point (ACP). The ACP is a short document, which captures the main findings and recommendations contained in the CPE report that IFAD and the Government agree to adopt and implement within specific timeframes. The ACP will benefit from the comments of the participants of the CPE national roundtable workshop (see section VI). The Government of the Gambia and IFAD (represented by the Associate Vice President, Programme Management Department) will sign the ACP once finalized. The ACP will be included as an integral part of the final published version of the CPE report.

V. Evaluation Team

73. The Director/IOE has overall oversight of the CPE. The Lead Evaluator, Ms. Cecile Berthaud will be in charge of designing the methodology, recruiting specialists, exercising quality control and managing the overall exercise. IOE will be ultimately responsible for the contents of the evaluation report and the overall evaluation process. Ms. Berthaud will be supported by Ms. Loulia Kayali, Evaluation Assistant. The main field mission will be conducted by IOE and include: the Lead Evaluator; Ms. Louise McDonald, IOE evaluator who will assess local governance and institutional issues; Ms. Herma Majoor as the senior consultant; and international and national consultants with expertise in agricultural development and water management, rural finance and value chains, gender and rural infrastructure engineering.

VI. Communication and Dissemination

74. The final CPE report will be publicly disclosed and widely distributed. An evaluation Profile and Insight⁴⁷ will be prepared on the Gambia CPE, and distributed together with the final evaluation report. The CPE report, Profile and Insight will also be disseminated through selected electronic networks such as the United Nations Evaluation Network. The main text of the CPE report will be around 50 pages.
75. It is important to note that written comments of the Government of the Gambia and WCA on key CPE deliverables will be treated with utmost consideration by IOE, in line with the provisions contained in the IFAD Evaluation Policy. This requires IOE to: (i) rectify any factual inaccuracies that may be present in the CPE report; and (ii) carefully assess the comments of partners on substantive issues, and decide whether or not they should be included in the report. Comments of a substantive nature that, according to IOE, would not lead to changes in the evaluation's overall findings may be flagged in the main CPE report as dissenting views in the form of footnote(s), clearly indicating the issue at hand and source of comment. Finally, IOE will prepare and share an "audit trail" of how it has treated the comments of the Government and WCA, respectively, in finalizing the CPE report.
76. The provisional timetable for the CPE is given below. It is important that WCA and the Government carefully review the activities and proposed timeframes, since the success of the CPE depends on their inputs and participation.

⁴⁷ The Profile is a succinct brochure capturing the main findings and recommendations from the CPE. The Insight will focus on one key learning issue emerging from the CPE for attention and debate among development practitioners.

Table 7:
The evaluation roadmap

<i>Date</i>	<i>Activity/Milestone</i>
2014	
7 August	Fax to Government informing about the CPE
08-12 December	Preparatory mission to the Gambia
October- December	CPE desk review phase: preparation of draft approach paper
2015	
January-March	Finalization of Approach paper, self-assessments
06-30 April	CPE main mission to the Gambia
29 April	CPE wrap-up meeting in Banjul
May-July	Report writing and revisions
September-October	IOE Internal peer review; IFAD and Government comments on draft CPE report
November- December	CPE finalized, National Roundtable Workshop in Banjul*

*The dates of the workshop will be agreed with the Government.

List of IFAD Loans and grants to the Gambia

Project ID	Project name	Total project cost (US\$)	IFAD Financing (US\$)	Co-financer Amount (US\$)	Government (US\$)	Beneficiaries (US\$)	Board Approval	Loan Effectiveness	Current Project Completion Date	Cooperating Institution	Project Status
77	Jahaly and Pacharr Smallholder Project	16 970 000	5 220 000	2 600 000 (Netherlands) + 450 000 (WFP) + AfDB 5 100 000 + 2 600 000 (German Credit for Reconstruction)	1 000 000	-	17/12/1981	20/10/1982	31/12/1991	AfDB	Closed
144	Agricultural Development Project	28 271 000	4 271 000	8 000 000 (IDA)+ 9 500 000 (Italy)	6 500 000	-	04/04/1984	06/11/1984	31/12/1992	WB	Closed
312	Agricultural Services Project	17 064 000	3 552 500	12 162 000 (IDA-WB)	1 349 500	-	02/12/1992	02/11/1993	31/03/1999	W B	Closed
428	Lowlands Agriculture Development Programme	11 662 000	5 061 000	5 677 000 (AfDB)	924 00	-	12/04/1995	27/05/1997	31/12/2004	AfDB	Closed
452	Small Scale Water Control Project	5 020 000	3 900 000	500 000 (WFP)	620 000	-	05/12/1989	17/12/1990	31/12/1996	AfDB	Closed
1100	Rural Finance and Community Initiatives Project RFCIP	10 636 709	9 235 593	-	987 303	413 813	02/12/1998	14/07/1999	30/06/2006	UNOPS	Closed
1152	Participatory Integrated-Watershed Management Project -PIWAMP	17 529 530	7 084 500	7 080 930 (AfDB)	1 712 500	1 651 600	21/04/2004	16/05/2006	30/06/2014	AfDB	Completed
1303	Rural Finance Project -RFP	8 725 450	6 519 214	-	951 599 873 000*	381 637	14/09/2006	16/04/2008	30/06/2014	IFAD directly supervised	Completed

Project ID	Project name	Total project cost (US\$)	IFAD Financing (US\$)	Co-financer Amount (US\$)	Government (US\$)	Beneficiaries (US\$)	Board Approval	Loan Effectiveness	Current Project Completion Date	Cooperating Institution	Project Status
1504	Livestock and Horticulture Development Project LHDP	15 942 244	8 004 707 (DSF grant)	4 947 689 (AfDB)	812 134	2 177 714	17/12/09	03/03/2010	31/03/2015	IFAD directly supervised	On-going
1643	National Agricultural Land and Water Management Development Project (Nema)	64 970 000	20 279 999** (DSF grant)	8 200 394 (to be determined) + 17 710 000 AfDB + 15 000 000 IsDB	2 613 249 (Government)***	1 166 358	10/12/2012	20/12/2012	31/12/2019	IFAD directly supervised	On-going
Total		196 790 933	73 128 513	99 528 013	18 343 285	5 791 122					

* The exact amount is to be confirmed (amount transferred to Government from an RFCIP credit line)

** An additional IFAD contribution of 14.1 million (50% loan on HC terms+ 50% DSA grant) is to be submitted to EB for approval in April 2015.

*** Government contribution to the IFAD-funded part. There is also a Government planned contribution to IsDB co-financing (US\$ 2.9 million) and to AfDB co-financing (US\$ 3.13 million).

Source: IFAD financial systems (PPMS/Flexcube and GRIPS).

List of regional and interregional grants to The Gambia (2004-2014)

Grant Number	Grant title	Grant Recipient	Dates	Grant Goal	Grant objectives	Financing amount (US\$)	Countries involved	Comments
717	Assisting the Government of the Gambia to Combat Desert Locust	Food and Agriculture Organization (FAO), Italy	2004-2006	To strengthen the national capacity to fight desert locust invasions by improving animal and human health as well as by promoting environmental protection		1 190 000 (120,000 for The Gambia)	Algeria, Burkina Faso, Chad, Mali, Morocco, Mauritania, Niger, Gambia, Sudan, Senegal	The project financed the purchase of 10 motorbikes 125 cc, entomological and research kits, encampment equipment, communication devices such as radio Codan mobiles, telephones equipped with GPS.
848	Enhancing the local natural resources exploitation for livestock development	International Trypanotolerance Centre, Banjul	2006	1) to enhance the local natural resources exploitation (Moringa Oelifera and Bamboo spp) for the livestock and market oriented rural development		150 000	Gambia, Guinea, Sierra Leone	A resaearch on the cultivation of bamboo and moringa has been carried out especially on their employment as fodder, food, fuel, fertilizer, building material, medicinal plants and other uses in The Gambia. These results are report in the PCR.
878	Building Inclusive Financial Sectors in Western and Central Africa	United Nations Capital Development Fund (UNCDF)	2007-2013	To improve the access of poor rural population in Western and Central Africa to appropriate and sustainable financial services	1)To support the implementation of IFAD's Regional Strategy and Action Plan in Rural Finance in Western and Central Africa 2) To participate in the development of the BISFA programme	900 000	Cameroon Chad Gambia Ghana Guinea Mali Mauritania Senegal	UNCDF Financial inclusion Practice Area (FIPA) has supported the Rural Finance Project to develop the ToRS to hire a pool of experts to support the implementation of the project..
1378	Sharing lessons , sharing skills ,	IED Afrique, Senegal	2012-2014	To help projects to systematize and take full	To promote the creation and sharing of high quality appropriate and well-	250 000	Cameroon, Gambia, Guinea, Mali.	

Grant Number	Grant title	Grant Recipient	Dates	Grant Goal	Grant objectives	Financing amount (US\$)	Countries involved	Comments
	building a business model for knowledge sharing			advantage of knowledge created as a result of their experiences in project implementation and to help them learn from both successful and unsuccessful cases	focused content on development issues in the region thought learning workshop and documentation activities; to guide project staff and stakeholders in the use of existing management systems including M&E system for mainstreaming the gathered and learning for discussion and use within project and in the region			
2000000122	Dissemination and implementation of the Voluntary Guidelines on Responsible Governance of Tenure of Land, Fisheries and Forestry in selected Western African Countries	Initiative Prospective Agricole et Rurale (IPAR), Sénégal	2013-2016	To strengthen access and security of tenure of smallholders in selected West African countries (Gambia, Mali, Mauritania and Senegal) by promoting and mainstreaming the principles of the VGs at the appropriate levels.	To contribute to Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forestry (Vgs)awareness raising with a special emphasis on the stakes concerning the smallholders and the vulnerable groups; to ensure that institutions, civil societies organizations, NGOs and other key partners can use VGs for organising and/or contributing to Policy Dialogue Platforms to improve the land tenure situation of smallholders and the vulnerable groups; to support and facilitate the implementation of land tenure assessment and actions plans at country level which include concrete measures based on the VGS/	500 000	Gambia, Mali, Mauritania, Senegal.	IPAR is expected to articulate its intervention around the country programme of each of selected countries. In The Gambia it aims to create linkages with the NEMA project.
2000000120	Promoting improved policies in favour of family farming in developing countries	World Rural Forum , Arkaute, Spain.	2013-2015	To improve the legal status, rural conditions and sector policy that affect women and men family farmers	In Africa the objective is the recognition of the role of family farming as well as the increase in private investments	500 000	Burundi, Burkina Faso, Ivory Coast and Gambia in Africa; Costa Rica, Nicaragua, Ecuador, Colombia in Latin America; The Philippines, Indonesia, Nepal in Asia.	

Grant Number	Grant title	Grant Recipient	Dates	Grant Goal	Grant objectives	Financing amount (US\$)	Countries involved	Comments
2000000180	Creating Opportunities for Rural Youth (CORY) in West and Central Africa	Centre for Entrepreneurs hip Educational Development (CEED), Canada.	2014-2017	To enable young rural women and men to create sustainable farm and non-farm business by building their entrepreneurial capacities for enhanced peer learning and their access to complementary business development services	i) To research document and share learning from the Project through practical knowledge products, communities of practices and events aiming at scaling up of successful youth led venture creation and business development ; ii) to build the capacity of rural youth organizations to develop and deliver entrepreneurial innovation (tools: experimental training, mentorship, advisory and partnership services); iii) capacity building of local financial institutions to provide micro-credit and to develop and deliver youth inclusive financial instruments.	1 950 000	Benin, Cameroon, The Gambia, Nigeria.	
2000000276	Technical Support to six Ex-post impact evaluations using Mixed Methods approach	Royal Tropical institute, The Netherlands	2013-2014	Increase the use of evidence in policy making and understanding of what works , why and under what conditions in rural poverty reduction by improving the evaluation capacity	i) to generate global public goods in six (selected) countries where IFAD operates, ii) contribution to assess the general impact in these six countries towards reducing absolute and relative poverty and the evidence gathered though impact evaluation to provide lessons specific to the effectiveness of the interventions put in place.	500 000		N/A
2000000474	Adapting small-scale irrigation to climate change in West and Central Africa	Food and Agriculture Organization (FAO), Italy	2015-2018	The goal of this grant is to improve sustainability and adaptation of small-scale irrigation systems across key agro-ecology systems in the WCA region.	The objectives of the grant are i) to define required climate change adaptation, in terms of design, operation and costing, for small-scale irrigation infrastructure in the main WCA contexts; ii) assist small-scale farmers in WCA region in climate-proofing small-scale irrigation schemes.	1 200 000	Chad, Mali, Mauritania, Niger, Liberia, Sierra Leone, Gambia, and Ivory Coast	
Total						8 640 000		

Key evaluation questions

Question 1: What have been the performance and results of the IFAD portfolio in the Gambia, including:

- a. the extent to which predefined objectives and outcomes have been attained with a focus on watershed management, agricultural value chains and rural finance;
- b. the impact that has been achieved regarding household incomes and assets, improvement of production and food security, human and social capital, environment, institutions and policies, and empowerment of rural poor people with a focus on women and youth.

Question 2: What have been the factors affecting the success of the portfolio, or lack thereof, including the extent to which:

- a. the situation in the Gambia was adequately analysed, including agriculture, livestock and fisheries, markets, rural infrastructure and rural finance, nutrition and gender issues, and the working of public institutions, and the interventions were appropriately targeted using this analysis;
- b. sufficient technical expertise was made available (either internal or through partnership) to strategically manage the interventions under the portfolio;
- c. optimal use was made of the available resources;
- d. Institutional arrangement, partner cooperation and staff turnover have influenced the portfolio performance;
- e. an appropriate participatory monitoring and evaluation system was developed and implemented to optimally support implementation.

Question 3: What is the alignment and coherence within the IFAD-supported portfolio, including the extent to which:

- a. its objectives, outcomes and activities have been relevant to the needs of the poor rural Gambian population in agriculture, food security and rural finance;
- b. its objectives have been aligned with those of the government in the Gambia and its activities have taken IFAD good practices and lessons learned into account;
- c. successful innovations were identified, replicated and scaled up.

Question 4: What has been the performance of the COSOP portfolio and the non-lending activities, including the extent to which:

- a. COSOP objectives were aligned with IFAD as well as government strategic objectives;
- b. partnership building, aid coordination; policy dialogue and knowledge management have been effective and efficient
- c. IFAD has made optimal use of its comparative advantages

Evaluation matrix

<i>Intended results</i>	<i>Performance indicators</i>	<i>Sources of verification</i>
1. Portfolio performance		
1.1 Project relevance		
1.1.1 Was the project design appropriate, coherent and consistent?	<ul style="list-style-type: none"> • Indicators national policies • IFAD (sub)sector objectives and strategic priorities • Project objectives • Management arrangements • Financial allocations 	<ul style="list-style-type: none"> • Government documents: National development plans, PRSP, PAGE, GNAIP, gender policy, water, health policy and youth policy. • COSOP and relevant IFAD sector and sub sector policies • Project design and other documents
a. Was the project design appropriate to achieve the objectives?		
b. Were project objectives realistic and consistent with Gambia's national development objectives and plans?		
1.1.2 Was the project design consistent with needs of key stakeholders; were inputs/knowledge taken into account?	<ul style="list-style-type: none"> • Intended project outcomes • Indicators from need analyses 	<ul style="list-style-type: none"> • National and international statistics, core indicators, agricultural, poverty and livelihood analyses • Interviews with Government, project staff, executing agencies, co-financiers
a. Was project design consistent with needs at the onset?		
b. Were there important changes in the scale and nature needs and were adaptations made?		
c. What were the main factors contributing to relevance?		
1.2 Project effectiveness		
1.2.1 To what extent (qualitative and quantitative) have the project objectives been or will be attained?	<ul style="list-style-type: none"> • Project objectives • Intended project outcomes 	<ul style="list-style-type: none"> • Project supervision reports, evaluations of completed projects, Project Completion Reports (PCRs), Mid-term reviews (MTRs) • PSU periodic reports, RIMS/client surveys, M&E data • Field observations; interviews with Government, project staff, executing agencies, co-financiers, beneficiaries • Data on changes in policy framework, political situation, institutional set-up, economic shocks, civil unrest
a. What was the influence of the design on project effectiveness?		
b. Have there been changes affecting (future) effectiveness?		
c. What were the main factors contributing to relevance?		
1.3 Project efficiency		
1.3.1 What is the relationship between costs and outcomes?	<ul style="list-style-type: none"> • Planned and achieved project outcomes and financial indicators • Financial data from other IFAD operations 	<ul style="list-style-type: none"> • Systematic grading of IFAD supported infrastructure • Supervision reports, evaluations, PCRs, MTRs, audits, M&E data, financial reports, PSU periodic reports, RIMS • MFD-CBG reports, V-Apex report, VISACA reports • Interviews with IFAD Rome, project staff, executing agencies, co-financiers, private sector
a. What are the quality and costs of project investments and how do they compare to local costs and other operations?		
c. What are the non-monetary benefits?		
1.3.2 Has efficient use been made of other resources?	<ul style="list-style-type: none"> • Planned and achieved project outcomes • Work plans and implementation schedules 	
a. Were appropriate human resources identified and used?		
b. Were there delays or postponements and how have these impacted the implementation and outcome?		

Intended results	Performance indicators	Sources of verification
c. How much additional costs have been incurred resulting from possible extensions?	<ul style="list-style-type: none"> Human resources data and training plans 	
1.4 Rural poverty impact		
1.4.1 To what extent were changes brought about in the size and distribution of household incomes / assets incl. intra-household distribution and market access?	<ul style="list-style-type: none"> Planned/achieved outcomes Plans and outcomes of health and education awareness activities Planned and achieved project outcomes Disaggregated monitoring data Warning systems, contingency plans; climate related budgets 	<ul style="list-style-type: none"> Supervision reports, evaluations, PCRs, MTRs PSU periodic reports; RIMS; client surveys; M&E data Annual internal evaluation proceedings Data on VISACAs; MFD-CBG, V-Apex and NGO reports Interviews with beneficiaries, project staff, government, executing agencies, development actors in similar interventions Direct field observations; case studies, Community scorecards Government policies/strategies; IFAD Climate change strategy Climate and environmental assessments
1.4.2 How have the projects contributed to human and social capital and empowerment incl. social cohesion, local institution building and mainstreaming of youth?		
1.4.3 How have the projects contributed to improvements in agricultural productivity and food security incl. cropping intensity, diversification and access to food and child malnutrition?		
1.4.4 What was the impact of the intervention of natural resources, environment and climate change, incl. related government policies?		
1.5 Sustainability		
1.5.1 Will project impact continue after project closure, and why/why not? Is resilience adequately covered?	<ul style="list-style-type: none"> Participatory exit strategies Planned and achieved project outcomes M&E data Government work plans and budgets Implementing partner work plans and budgets Local maintenance plans 	<ul style="list-style-type: none"> Supervision reports, evaluations, PCRs, MTRs NFI, CU and VISACA/VISACA Apex reports Reports by external technical service providers (Central Bank, NACCUGG, GAWFA) RIMS and client surveys and M&E data Interviews with beneficiaries, project staff, government, executing agencies Climate and environmental assessments Direct field observations
1.5.2 Are institutions established with IFAD support likely to continue providing benefits and service to the rural poor?		
1.5.3 Will government and implementing partners remain committed to support after the projects' closure?		
1.5.4 Are the beneficiaries adequately trained, prepared and committed for ownership, maintenance and repair?		
1.5.65 Has there been depletion of natural resources as a result of project activities?		
1.6 Innovation, replication and scaling up		
1.6.1 What innovations have been promoted and what was their origin? How innovative are they, where they shared, were they built on lessons learned and did they translate into actions?	<ul style="list-style-type: none"> MOUs with strategic partners Lessons learned and exchange notes Knowledge management captured 	<ul style="list-style-type: none"> Supervision reports, evaluations, PCRs, MTRs, audits and financial reports PSU periodic reports NGO reports Interviews with project staff, government, executing agencies, strategic partners RIMS and other M&E data Project design documents on innovations and scaling up
1.6.2 Have these innovations been or will they be replicated and scaled up and, if so, by whom?		
1.6.3 Did COSOP and project design have an explicit strategy and define pathways for scaling up, and was an ultimate scale target included?		
1.6.3 Were proactive efforts made to identify and develop strategic partnerships for innovation?		
1.6.4 Did the M&E system capture and report on innovative activities for potential		

Intended results	Performance indicators	Sources of verification
scaling up?		
1.7 Gender equality and women's empowerment		
1.7.1 How effective were projects in promoting gender equality and women's empowerment and fully mainstreaming gender?	<ul style="list-style-type: none"> • Disaggregated data in M&E • Gender budgets • IFAD and government gender policy indicators 	<ul style="list-style-type: none"> • Project design documents, supervision reports, evaluations, PCRs, MTRs • Annual internal evaluation proceedings • Interviews with project staff, government, executing agencies, strategic partners • RIMS and other M&E data • Project design documents on innovations and scaling up • IFAD and government gender policy and strategy
1.7.2 What percentage of budget was invested in gender specific activities and women's empowerment?		
1.7.3 Were gender disaggregated data captured in the M&E system? Were adaptive measures taken?		
1.7.4 What was the impact of the interventions on gender equality and was it sustainable?		
1.7.5 What were the systematic strengths and weaknesses of IFAD and the government in promoting gender equality?		
1.8 Performance of partners		
1.8.1 Was the design process participatory and were experiences, lessons learned and MTR outcomes incorporated?	<ul style="list-style-type: none"> • Lessons learned from previous interventions • Outcomes from quality insurance processes • Government audit reports • Documented complaints • Partnership agreements 	<ul style="list-style-type: none"> • Project design documents, supervision reports, evaluations, PCRs, MTRs, MIS data on loan and grant agreements • Documents / evaluations and lessons learned from previous projects • Interviews with project staff, government, NGOs and civil society • M&E related framework documents • RIMS and other M&E data
1.8.2 What was the role and performance of IFAD and its country team; was adequate support provided to GotG?		
1.8.3 Has IFAD been engaged with government in policy dialogue activities at different level?		
1.8.4 Has IFAD created an effective partnership and maintaining coordination among key partners?		
1.8.5 Has the Government assumed ownership / responsibility? Have adequate coordination and resources been provided?		
1.8.6 Has an effective M&E system been put in place and does it generate information on performance and impact?		
1.8.7 What was the quality of NGO implementation?		
2. Non-lending activities		
2.1 Relevance		
2.1.1 Are policy dialogue, partnership-building and knowledge management objectives clearly outlined in the COSOP, in line with needs of the poor and consistent with the strategic objectives of the COSOP and lending operations and Government priorities?	<ul style="list-style-type: none"> • COSOP objectives and resource allocations • Documented input by partners 	<ul style="list-style-type: none"> • COSOP • IFAD documents on non-lending activities • RIMS and other M&E data • Interviews with government and other strategic partners
2.1.2 Do non-lending activities provide sufficient support for the COSOP country programme objectives and the loan portfolio?		
2.1.3 Were resources earmarked for non-lending activities and explicitly outlined in		

Intended results	Performance indicators	Sources of verification
the COSOP		
2.1.4 Was the selected mix of policy dialogue, partnership-building and knowledge management appropriate and relevant?		
2.1.5 Were the advisory services delivered by other partners taken into account in selecting the focus of non-lending work?		
2.2 Effectiveness		
2.2.1 Have non-lending activities achieved their objective and how have they contributed to innovation and scaling up? What was the role of government?	<ul style="list-style-type: none"> • COSOP non-lending objectives • Paris Declaration on Aid Effectiveness • Documented IFAD experiences 	<ul style="list-style-type: none"> • COSOP • IFAD documents on non-lending activities • Interviews with government and other strategic partners • Reports on similar recent IFAD non-lending activities
2.2.2 Have non-lending activities furthered the application of the provisions contained in the Paris Declaration on Aid Effectiveness in terms of ownership, alignment, donor coordination and harmonization, managing for results and mutual accountability?		
2.2.3 Were the COSOP's strategic objectives and project design and implementation properly informed by IFAD experiences?		
2.3 Efficiency		
2.3.1 What were the costs and benefits of the non-lending activities? Could alternative instruments and activities have reduced costs? Was administrative burden minimised?	<ul style="list-style-type: none"> • Budgets and financial data • IFAD benchmarks 	<ul style="list-style-type: none"> • COSOP; IFAD documents on non-lending activities • Interviews with government and other strategic partners • IFAD administrative and financial guidelines
3. COSOP performance		
3.1 Alignment of the strategic objectives		
3.1.1 Were the objectives set out in the COSOP consistent with the overarching objectives of the prevailing IFAD strategic framework and relevant corporate policies?	<ul style="list-style-type: none"> • COSOP Objectives • IFAD strategic framework indicators • Government objectives 	<ul style="list-style-type: none"> • COSOP document • Situation and poverty analyses by IFAD and others • Government policies and strategies including PRSP and agricultural sector framework • IFAD strategic framework • Partner donors' strategies in the Gambia
3.1.2 Were the strategic objectives identified in the COSOP consistent with the Government's strategies and policies?		
3.1.3 Were the strategic objectives clearly defined and suitable for achieving sustainable rural poverty reduction? Was the focus on women and youth adequate?		
3.1.4 Did the poverty analysis (economic and sector work) provide an adequate basis for the development of overall strategy?	<ul style="list-style-type: none"> • Poverty analysis data 	
3.1.5 Are the strategic objectives aligned with the priorities of relevant bilateral and multilateral donors?	<ul style="list-style-type: none"> • Objectives donor partners 	
3.2 Coherence of the main elements of the COSOP		
3.2.1 Did the strategy succinctly articulate IFAD's comparative advantage and competencies in the country?	<ul style="list-style-type: none"> • Indicators from IFAD policies 	<ul style="list-style-type: none"> • COSOP Document

Intended results	Performance indicators	Sources of verification
3.2.2 Were the target groups and geographic priorities clearly identified and mutually consistent?	<ul style="list-style-type: none"> Indicators from government policies 	<ul style="list-style-type: none"> IFAD Policies Gambia policy and strategic documents. Interviews with Government staff and IFAD managers
3.2.3 Were the main partner institutions the correct ones for meeting the country strategy objectives?		
3.2.4 Were objectives defined/resources allocated for policy dialogue, partnership-building and knowledge management?		
3.2.5 Was the country programme coherent between lending and non-lending activities?		
3.3 Country programme management and COSOP management		
3.3.1 Did IFAD and Government of The Gambia select appropriate supervision and implementation support arrangements?	<ul style="list-style-type: none"> COSOP objectives Documented implementation support Budgets and work plans Staff appraisals 	<ul style="list-style-type: none"> COSOP Document IFAD Policies Results management framework Gambia policy and strategic documents. Interviews with Government staff and IFAD managers
3.3.2 How did country presence support the COSOP strategic objectives and was it the most suitable country presence?		
3.3.3 Were lessons learned and recommendations set forth in independent evaluations properly reflected in the country strategy?		
3.3.4 Did both IFAD and the Government make sufficient administrative/human resources available for the country strategy?		
3.3.5 Were skills and competencies of CPM and CPO sufficient to promote the policy dialogue and partnership-building objectives?		
3.3.6 What is the quality of the COSOP information system and were management actions in connection with it?		
3.3.7 Was the COSOP M&E performed properly/timely and were the recommendations implemented on time?		
3.4 Effectiveness		
3.4.1 To what extent were (or will be) the main strategic objectives of the COSOP achieved?	<ul style="list-style-type: none"> COSOP Objectives Budgets Indicators from COSOP revision 	<ul style="list-style-type: none"> COSOP Document COSOP review and internal update IFAD Policies. Interviews with Government staff and IFAD managers
3.4.2 What context changes have influenced the fulfilment of the strategic objectives? Was the COSOP adapted mid-course?		
3.4.3 Did the Fund devote sufficient attention and resources to promoting effectiveness?		

Preliminary list of intended outcomes on rural poverty impact

	Outcomes	Indicators
PIWAMP	1. Watershed Development	
	1. Yield increased in the production of millet, sorghum, maize and upland and lowland rice	1. Yield increase: upland rice from 1 t/ha to 1.7 t/ha; Maize from 1.2 t/ha to 1.8 t/ha; Millet from 1.1 t/ha to 1.65 t/ha
	2. Increase in area of land recovered for and under cultivation. Increased yields and land under cultivation will improve the availability of food crops for local communities improving both their household food security and also incomes.	2. Km of contour bunds, km of grass plantation, meters of spillways, km of cause ways and bridges; number of gullies constructed
	2. Capacity building	
	1. More communities with access to improved inputs and land for cultivation, leading to increased yields, quality and quantity of crops produced.	1. Number of workshops, training sessions and awareness campaigns held
	2. Increase in number of staff with improved skills to support communities. Communities adopt improved techniques in production thus resulting in increased crop production.	1. Number of courses held and staff, service providers and beneficiaries trained
	3. Project management	
	1. All consultancy services undertaken in a timely manner and enhancement of implementation of the project and results achieved	1. Positions filled and number of consultants recruited and quality of outputs and reports submitted
	2. Information available to feedback and improve project implementation and lesson learning	1. Frequency, quality and number of reports submitted
LHDP	A. Production, processing and marketing of livestock and horticulture products;	
	A.1. The productivities of existing horticultural gardens and livestock activities improved	1. Improvement of productivities for 120 communities– 40 communities in horticulture (35 run by women, 5 run by youth) and 80 communities in livestock (small ruminants and poultry); the total beneficiary number is estimated at 10,390 beneficiaries, among which 5,250 women and 500 youth
	A.2. The processing and marketing both of vegetables and animal products and by-products improved;	2. Improvements of processing and marketing for 120 communities– 40 communities in horticulture (35 run by women, 5 run by youth) and 80 communities in livestock (small ruminants and poultry); the total beneficiary number is estimated at 10,390 beneficiaries, among which 5,250 women and 500 youth
	A.1.+ A.2	1. Targeted assistance to kafos: R&D, market studies, technical and/or marketing assistance have been used to improve market access and remove constraints.

		2. Value-chain integration/scaling up: more beneficial supplier-buyer agreements and improvements through a choice from new infrastructure (wholesale market, produce-processing facility, slaughtering/packing facility, spot improvements to a feeder road, etc.) or the scaling of promising initiatives (e.g. PIWAMP's pilot composting/biogas facilities, drip irrigation, power tillers and other mechanized equipment, piggeries for the tourist industry).
	B. Capacity building	
	1. Capacity of kafos and extension services strengthened	1. The grassroots capacity to develop and manage these potentially high-value economic activities, including the handling of credit improved. 2. The quality of extension services regarding crops and livestock for rural ultra-poor improved.
	C. Project management and monitoring and evaluation	
	1. Monitoring and evaluation system improved	1. Improved and effective M&E system fully operational
RFCIP	A. Rural Finance Development	
	1. Accelerate and streamline expansion of rural microcredit services, including support for policy and regulatory framework	1. The Rural Finance Unit of the Central Bank of the Gambia strengthened and enabled to perform effectively its policy and regulatory functions; staff trained. 2. VISACA network institutionally strengthened: 43 new VISACAs built and 18 existing ones strengthened and their staff trained; 3. Adequate financial instruments provided to supplement/complement VISACA lending operation; 2 credit lines of US\$ 300,000 established; Farmer Partnership Fund established. 4. Increase in support by VISACAs to income generating activities of members
	2. Promote rural savings and credit activities	
	3. Provide resources to remove infrastructural constraints that inhibit HFS	
	4. Institutional strengthening and capacity building of key actors in the rural finance sector	
	5. The operation of VISACAs enhanced and promote income-generation	
	B. Agricultural Support	
	1. Assist producer groups and kafos to increase their production of crops and livestock	1. Livestock supported focusing on small ruminants, poultry and other short cycle species 2. Support on feed gardens and compost pens 3. Access to locally based training, organisation of vaccination campaigns and marketing support (building stalls for vegetable owners and distributing market information) 4. Support integrated pest and soil fertility management in uplands (millet) 5. Support to multi-purpose gardening (vegetables, root crops and fodder)
	2. Address the environmental constraints to production increases	
	3. Disseminate improved environmentally friendly technologies	
	C. Kafo Capacity Building	
1. Kafos and villages strengthened in their organisation,	1. 70 VISACAs, with 40,000 individual clients of 40 000 and 40% female clients, supported with training and participatory	

	planning, implementing and M&E capacities	research 2. Number of successful proposals for the HFS prepared and submitted by Kafos support by RFCIP
	D. Support to the project management	
	Support provided to project management and M&E	1. Internal evaluations carried out by the Ministry of Agriculture
RFP	A. Institutional strengthening of MFIs (VISACAs/NBFIs)	
	A1. Refinancing VISACAs – VISACA network expanded and consolidated	1. Number of functional VSACAs per region and how many of them are financially self sufficient 2. Evolution of VISACAs savings and deposits per region
	A2. Institutional strengthening V-Apex	3. Total number of profitable VISACAs and evolution of profitability 4. Number of VISACA members with sufficient knowledge 5. Extent of satisfaction with VISACA services. 6. Number of VISACAs receiving service from VISACA Apex body. 7. Total number of loans extended to VISACAs 8. Proportion of VISACAs fully subscribed to APEX body 9. Resources allocated and available to sustain Apex body – not in project docs (added)
	A3. Institutional strengthening NFIs through NACCUGG and GAWFA	1. Proportion of Non-Bank Financial institutes (NFIs) and Credit Unions (CUs) fully subscribed to NACCUGG and GAWFA 2. Proportion of profitable NFIs and CUs and evolution of profitability 3. Number of NFIs and CBUs that received capacity development support and number of members that have sufficient knowledge
	B. Institutional strengthening of Support Institutions and Local Technical Service Providers TSPs) (MFD-CBG, GAMFINET, MFPC)	
	1. Enhance the capacity of the MFD-CBG to regulate and supervise the operations of the MFIs in The Gambia	1. Number of institutions that received capacity development support 2. Number of NBFIs that received services from TFPs
	2. Build the capacity of the MFPC to become a center of excellence in microfinance training.	3. Proportion of TSP contracts renewed.
	3. Support a major redesign of GAMFINET	
	4. Build the capacity of the TSPs	
	Cross-cutting	
	1. Food insecure households reduced by 50%	1. Proportion of mentored households that attained food security (32 groups in 32 communities planned, 50 actually mentored)

		<ul style="list-style-type: none"> 2. Proportion of mentored groups that have an increased asset base 3. Evolution of child malnutrition in the mentored households 4. Number of financial products developed for mentored groups
	C. Implementation (PSU and external service provider)	
	1. Creating an autonomous PSU and backstopping microfinance	1. internal M&E by MoA or on-going M&E after the project
NEMA	A. Watershed development	
	1. Improved productivity of scarce agricultural lands	<ul style="list-style-type: none"> 3. No of watersheds developed and managed by the communities. 4. Up to 12 400 ha of lowland areas brought under command for improved rice productivity. 5. No of women rice farmers reporting improved yields in lowland from 0.7 t/ha to 1.8 t/ha. 6. Up to 2 000 ha of tidal areas developed with water control and drainage structures for rice production. 7. No of women rice farmers reporting annual yield increases in irrigated tidal areas from 1.5 t/ha to 6.5 t/ha (by age). 8. At least 3 100 ha of degraded lowland reclaimed for production. 9. 4 000 ha of upland areas with improved cropping potential. 10. No of women vegetable farmers reporting improved yields, such as tomato from 0.8 t/ha to 9.0 t/ha and onion from 0.7 t/ha to 8.0 t/ha 11. No of youth vegetable farmers reporting average yields of at least 18.0 t/ha for tomato and 16.0 t/ha for onion
	2. Improved farm-to- market access roads.	<ul style="list-style-type: none"> 1. 85% of producers in project area with year-round access to farmlands and markets. 2. Access roads/tracks serving 2,500 ha of farmland constructed or upgraded. 3. 16,550 workers employed temporarily under labour-based construction of infrastructure within watersheds.
	B. Agricultural commercialization	
	1. Strengthened producer capacity.	<ul style="list-style-type: none"> 1. At least 20,000 producers adopting and practicing ecologically sound approaches.* 2. At least 72 producer organisations enabled with technical and business skills.
	2. Agricultural enterprise promotion.	<ul style="list-style-type: none"> 1. 36 youth trained and starting businesses (by sex and age). 2. 300 women kafos supported with market-oriented enterprises (by age). 3. 60 start-up agricultural service enterprises capitalized and operational, creating 300 jobs.
	3. Technical support services	<ul style="list-style-type: none"> 1. At least 20 service-providers with strengthened capacity in agricultural business promotion. 2. At least 50% of women and youth kafos express satisfaction of the quality of services provided.

C. Project facilitation		
	1. Effective and operational national M&E mechanisms in place to support proactive sector development.	1. Delivery and use of M&E at national and regional levels. 2. National M&E system fully operational by PY2.
	2. Knowledge products generated to inform sector policy and planning.	1. At least 15 knowledge products produced and disseminated. 2. Strategies drafted on National Rice Development and Agricultural Land and Water Management.

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