



International  
Trade  
Centre

## EVALUATION REPORT

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# Midterm Evaluation of the Youth Empowerment Project in The Gambia

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Independent Evaluation Unit

December 2019

## **MIDTERM EVALUATION OF THE YOUTH EMPOWERMENT PROJECT IN THE GAMBIA**

ITC is a joint agency of the World Trade Organization and the United Nations. ITC is the only development agency that is fully dedicated to supporting the internationalization of micro, small and medium-sized enterprises (MSMEs). Formed in 1964, ITC is the focal point for trade related technical assistance within the United Nations system.

For all of ITC's interventions, evaluation is a key instrument to ensure accountability against expected results and to support organizational learning. Evaluations inform ITC's decision-making in policy, programme and project management, with the purpose of improving performance and enhancing ITC's contributions towards achieving the UN Sustainable Development Goals (SDGs).

The ITC Independent Evaluation Unit has carried out this evaluation under its 2019 Work Programme and is responsible for this publication.

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## Acronyms

ADB	African Development Bank
AU	African Union
EU	European Union
EUTF	European Union Trust Fund
GCCI	The Gambia Chamber of Commerce and Industry
GLFS	Gambia Labour Force Survey
GTTI	The Gambia Technical Training Institute
ICT	Information and communication technology
IEU	Independent Evaluation Unit
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
ITC	International Trade Centre
LFPR	Labour force participation rate
LGA	Local Government Administration
MOTIE	Ministry of Trade, Industry, Regional Integration and Employment
MOYS	Ministry of Youth and Sports
MSME	Micro, Small and Medium-Sized Enterprise
NACCUG	National Cooperative Credit Union of The Gambia
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
SDG	Sustainable Development Goals
SKYE	Skills for Youth Employment
TOC	Theory of Change
TVET	Technical and Vocational Education and Training
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNEG	United Nations Evaluation Group
WTO	World Trade Organization
YEP	Youth Empowerment Project

## Executive Summary

### CONCISE SUMMARY

#### Description of the object of evaluation

1. International Trade Centre (ITC) has been implementing the Youth Empowerment Project (YEP) funded by the European Union Emergency Trust Fund (EUTF). The project commenced on 1 January 2017, and it is expected to end on 31 December 2021. The total budget for the project is Euro 13.0 million (USD 15.0 million equivalent). A project steering committee co-chaired by the Permanent Secretaries of the Ministry of Trade, Industry, Regional Integration and Employment (MOITE) and Ministry of Youth and Sports (MOYS) provides strategic guidance for the project implementation. This report is the midterm evaluation of the project conducted in line with the ITC's agreement with EUTF, and it follows ITC's Evaluation Policy and Guidelines.
2. **The project objectives.** YEP was designed to tackle the root causes of irregular migration through increased job opportunities and income prospects for youth. The specific objectives are to (i) improve employability, and self-employment opportunities for youth, (ii) creating and sustaining jobs for the youth and reintegrate migrant returnees, (iii) increased employment opportunities along selected value chains, and (iv) promotion of the “Tekki Fii – Make it here”: Make it in The Gambia concept.

#### Evaluation purpose, objectives, and scope<sup>1</sup>

3. The evaluation was conducted to assess development effectiveness with twin objectives of accountability and organizational learning. The specific objectives were to (i) assess the extent the project had progressed towards achieving its intended results and provide an indication of the extent to which may achieve the intended impact (summative component); (ii) serve as a basis for solving any problems identified during the evaluation by providing recommendations for remedial actions where the project might not be on track (formative component); (iii) provide lessons learned, identify good practice; and (iv) build trust and legitimacy among stakeholders and ensuring accountability towards partners and funders by verifying the project's relevance, effectiveness, efficiency, potential for impact and potential sustainability. The midterm evaluation covered the period from 1 January 2017 to 30 September 2019.

#### The major findings of the evaluation

4. Overall, the evaluation concludes that at midterm the project performance is *satisfactory*.<sup>2</sup>
5. **Relevance:** The project relevance is assessed as *satisfactory*. The project design addresses the needs of the Gambian youth who are prone to migrate to Europe in search of a better life despite dangerous journey. It supports value chain in promising sectors with high employment potential such as agro-business, tourism, information, and communication technology, and technical and vocational education and training (TVET) sectors through interventions through six work streams of market linkages, compliance with market regulations, production system, entrepreneurship support including access to finance, skill development, and strategic direction. It is aligned with Outcome 7.1 of the Gambia's National Development Plan (2018-2021)<sup>3</sup>, which recognizes youth empowerment as one of the eight priority areas, Goal 18 of the Agenda 2063 of the African Union

<sup>1</sup> The evaluation adopted a mixed-method approach, and the evaluation design had inception, data collection and analysis, and reporting phases. It applied the UNEG Norms and Standards and OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, long-term change/potential impact, sustainability, and synergies. It involved an in-depth review of documents, focus group discussions with 168 students, 46 TVET graduates, 26 MSMEs, and 25 mini-grant/mini-loan recipients.

<sup>2</sup> ITC Evaluation Guidelines of February 2018 uses a six-point scale to assess the project performance. A highly satisfactory project demonstrates an overwhelmingly positive results, with no flaws. A satisfactory project signifies that the project project had some strong results, and without material shortcomings. A moderately satisfactory project has had a clear preponderance of positive results (i.e., it may exhibit some minor shortcomings though positive aspects outweighed these). A moderately unsatisfactory project would have either minor shortcomings across the board, or an egregious shortcoming in one area that outweighs other generally positive results. An unsatisfactory project would have largely negative or unattained results, clearly outweighing positive results. A highly unsatisfactory project would have delivered material negative or unattained results and with no material redeeming positive results. ITC Evaluation Guidelines are see <http://www.intracen.org/itc/about/how-itc-works/evaluation/>

<sup>3</sup> The Republic of the Gambia (2018). *The Gambia National Development Plan (2018-2021)*. See <https://www.thegambiatimes.com/wp-content/uploads/2018/02/1.-The-Gambia-National-Development-Plan-2018-2021-Full-Version.pdf>

revised National Youth Policy of 2015, National Employment Policy, and Objective 2 of the National Gender Policy. It is consistent with the Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021 as well as ITC's mandate of the internationalization of micro, small, and medium enterprises (MSMEs). It continues to remain in conformity with ITC's Strategic Plan 2018-2021, and it is expected to contribute to the quality and regulatory framework, knowledge, and skills, value-added in trade, business support ecosystem, youth entrepreneurship. The project design is built on ITC's reputation of supporting youth and trade with expertise in building capacity in countries in need and helping them to trade regionally and globally. Although the project document is not explicitly aligned with specific SDGs and their indicators, the project contributes to the 2030 Agenda, most notably *SDG 1: End poverty in all forms everywhere*, *SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*, *SDG 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all*, and *SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development*.

6. The project complements youth empowerment-related work of other development partners with its experience and expertise in implementing specific programmes and projects focused on the economic empowerment of women, promoting youth entrepreneurship, connecting poor communities to value chains, and promoting green trade. The project design did not contain an explicit theory of change (TOC) and succinct definition of sustainable jobs, but it adopted a work stream based on a value chain approach that emphasized more on input-output relationships and less on the achievement of outcomes and potential impact. YEP's interventions are guided by the youth and trade roadmap.
7. **Effectiveness:** The project's effectiveness is assessed as moderately satisfactory in achieving project outputs and progressing towards achieving the outcomes. The project started collecting job-related data only since 2019, and the database is yet to be completed. It is of concern since it implies the quality of the result-based management and monitoring system is necessary if we want to be in a position of demonstrating results at the near end of the project. However, the reported figures provide only a partial picture of actual achievements. The jobs created through value chain work streams are, however, to be fully compiled, analysed, and reported. The income-related information is planned to be collected towards the end of 2019. In the absence of empirical data, actual progress is difficult to measure and evaluate. The project reports to have created 932 jobs and sustained 132 jobs.<sup>4</sup> Anecdotal evidence suggests that the project is yet to deliver significant impact on employment because some of the stakeholders' participation in YEP have initiated activities only recently. However, positive effects are reported on micro, small, and medium enterprises (MSMEs). Based on available data, while the project's achievement of output targets is generally on track (10 achieved on likely to be achieved and seven lagging or significantly lagging), the result-based management and monitoring system is not providing sufficient evidence indicating likelihood of results at intermediary outcome and outcome levels at the end of the project. It is expected that with full development of the value chains, the project is likely to contribute to the outcomes at its completion, although the magnitude of contribution remains less clear at this stage. Furthermore, through the project activities ITC has been effective in supporting business development along the value chains.
8. Despite these technical measuring shortcomings, efforts are many, and results are real. As of 30 September 2019, YEP had trained 1,835 individuals, supported 521 MSMEs, helped 2,424 entrepreneurs, and reached 260,663 youths through various communication channels such as Facebook, Tekki Fii Campaigns, and various project events. Information on the status of the beneficiaries of YEP remains to be fully documented. The MOTIE has shown strong ownership of the project. On qualitative measures, YEP has enhanced the knowledge and skills (86%), provided greater confidence in their ability to undertake income-generating activities and employment (69%), given inspirational new ideas and work opportunities (40%). The project has partnered with more than 50 state and non-state actors along with the six work streams. The need for a large number of partners for the project is partly driven by low absorptive capacity in several partners along the value chain work stream. Some of the partners have demonstrated strong linkages with active players in the industry, and it has helped the graduates to get jobs successfully. The mini-grants introduced under the project have had a positive impact (although not formally assessed); it has been expanded under the Tekki Fii programme since September 2019. Concerning the

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<sup>4</sup> However, it does not categorize jobs as sustainable, and the definition of sustained jobs was not available.

performance of mini-loans, the assessment must be dampened since it is less than satisfactory, with a 51% repayment rate reported by the Social Development Fund. Overall, access to finance for youth continues to remain a significant impediment for MSME growth, which is a primary vehicle for sustainable job creation in the private sector.

9. **Efficiency:** The project efficiency is assessed as **satisfactory** in delivering planned outputs and outcomes towards the anticipated project objective. The project estimate suggests that 65-70% of the trust fund proceeds have been used or committed. YEP has been able to leverage in-kind contributions from the implementing partners, thereby keeping the project costs manageable, although the partners' contributions have not yet been monetized. The level of women's involvement in the project has been modest. Overall, the beneficiaries' satisfaction with the project is high. However, the due diligence process for accessing mini-loan and mini-grants are considered too cumbersome for the youth with limited knowledge, literacy, and skills. Finding a guarantee for mini-loan remains a challenge for some of the borrowers. The project steering committee meetings have been held regularly with the required quorum and guided the project management in implementing YEP's agreed annual work plan.
10. **Impact:** The lack of comprehensive data on employment and income does not permit a proper assessment of the project's long-term change or potential change. The project has not reached a maturity timeframe for impact to emerge in many cases, particularly in creating sustainable jobs that can continue even after the project completion. However, anecdotal evidence suggests that some of the beneficiaries have been able to increase their family welfare through increased income.
11. **Sustainability:** The sustainability of project benefit is likely to be moderately satisfactory. There is a substantial gap in the capacity of MSMEs and individual youth to remain sustainably employed or engaged in business. The TVET institutions will likely continue to offer skill development training even after YEP funding ceases. However, creating jobs for MSMEs would require significant business expansion, for which many would not be ready by the project completion date. The services of actors in the value chain across the six work streams are likely to continue but on a smaller scale without YEP support. The project at present does not have a clear exit strategy at this stage about the ways to sustain gains made under the project.

### Lessons learned and good practices

12. Several lessons have emerged from the evaluation for ITC, donor, and project management. Key lessons are:
  - (i) A project implemented by ITC with a strong presence on the ground is likely to be implemented successfully because of proximity to the beneficiaries and stakeholders. It also helps to maintain professional relationships with different stakeholder groups in public, private, and non-government sectors. Implementation becomes smoother, and outstanding challenges and issues are resolved on time. Otherwise, it can be challenging in countries with low absorptive capacity.
  - (ii) At the time of project design, or at least at the end of the inception phase, it is important to develop a robust TOC that can provide sufficient guidance, a roadmap to achieve project outcomes, and progress towards achieving the intended impact, and a robust monitoring system.
  - (iii) The TVET institutions need to continue and maintain active industry linkages with potential employers. Such arrangements are likely to contribute to (i) creating a realistic learning environment conducive to the offering of market-relevant skills development programme, and (ii) enhance the employability of the TVET graduates. Also, to remain market-relevant, the institutions need to invest in staff development and improvement and expansion of physical infrastructure when strong demand exists.
  - (iv) Creating and sustaining jobs requires a holistic approach that involves strong industry linkages, access to finance and technology, entrepreneurship skills, and value addition to products or services. At the same time, without access to finance, MSME growth (and hence employment) remains underachieved.
  - (v) The strong ownership of the government is necessary to institutionalize the new initiative.



- (vi) Externally funded projects need to have a clear exit strategy with roles and responsibilities defined in the project design document as well as the implementation manual so that all stakeholders are aware and keep their expectations realistic.

13. Three good practices that can be applied are:

- (i) The projects perform better when implementing partners have strong ownership demonstrated by their stake in the project. It is good to avoid free riders.
- (ii) It is always good to maintain a good professional relationship with the policymakers and keep them abreast of progress and development regularly so that guidance, when needed, and support, when required, becomes smoother and timely. It also enhances a sense of ownership of the project by the relevant government agencies.
- (iii) Successful project implementation requires that project management takes action to minimize the turnover of qualified project team members by creating an environment that fosters collegiality, mutual trust, and respect for each other.

### **Recommendations and conclusions, including implications of the evaluation for ITC**

14. The project evaluation based on findings and lessons offers a set of recommendations for the government, YEP, ITC, and EU Delegation in The Gambia. These are:

#### **For the Government of The Gambia**

- (i) To create a catalytic effect, the MOTIE should constitute a small *knowledge application team* within the Ministry that is charged with the responsibility to capture good practices from YEP and introduce to other youth empowerment projects in the country. This can be achieved through periodic knowledge-sharing events with YEP and YEP partners. The team should also contribute towards institutionalizing the YEP model within the government as a "programme" that addresses the persistent challenge of high unemployment of youth. The Ministry may seek advice from the YEP team on the formation of an active knowledge application team.
- (ii) The government should seek active collaboration with other development partners, including the African Development Bank (ADB), International Fund for Agricultural Development (IFAD), and bilateral agencies to adapt the YEP framework for youth empowerment in the areas not reached out by YEP. ITC can play a significant role in contributing to support post-harvest operations, skills development, MSMEs' business development, developing market linkages leading to the export of viable commodities, and creating sustainable jobs beyond the farm gate.

#### **For YEP**

- (i) Align the YEP work programme along with the SDG 1, SDG 4, SDG 8 and SDG 17 and revisit the definition of sustainable employment. YEP has categorized the 4,000 sustainable job creation targets in two parts – jobs created (2,000) and jobs sustained (2,000) while the project logframe seeks to create 4,000 jobs. It appears to be a departure from the original intent. To retain prospective migrants, the jobs need to be sustainable. The project team could further strengthen collaboration with other UN entities and EUTF on an acceptable definition of sustainable jobs in line with the 2030 Agenda for Sustainable Development.
- (ii) Consolidate the work plan of YEP so that the project can deliver intended outcomes. Having tried and tested capacity of different implementation partners over last three years, the project should be able to select a set of strategic partners with proven capacity to deliver services. The consolidation of the work plan should be based on prioritizing and documenting what works and what does not work (stocktaking exercise) to determine the pathways to consolidate project delivery to achieve project outcomes. It should be an in-house exercise by the project team at the sector level. Project management could tackle cross-cutting priorities. The exercise should result in the identification of strategic partners that can effectively and efficiently deliver targeted outputs within specified timeframe. Furthermore, the consolidation of YEP's work plan should also streamline the implementation of different ITC project activities other than YEP to gain operational and cost efficiency.
- (iii) Continue to engage with SMEs in the value chain (small and medium), including exporters that have the potential to grow and create jobs in the value chain. The project team should work

with industry leaders and the Gambia Chamber of Commerce and Industry (GCCCI) and seek strategic partnership for further strengthen collaboration.

- (iv) Further strengthen the capacity of TVET institutions and other key actors in the sector value chain that have the potential to create sustainable jobs. Sector team leaders should identify the critical needs of major institutions and identify resource requirements. If the demands are beyond the scope of YEP, efforts should be made to coordinate with other development partners to strengthen the relevant agencies.

### **For ITC**

- (i) Ensure that the YEP team can take on additional responsibility and reduce the input or level of efforts of ITC Geneva staff and consultants. The team size and the level of expertise in YEP have consistently increased over the project implementation period, and it has been recognized by the government and the project implementation partners. Going forward, there would not be a need for the same level of input from ITC Geneva or external consultants. To gain time and cost efficiency, on a selective basis, the project could identify and recruit specialist consultants from within Africa, preferably in the neighbourhood of the Gambia. YEP management should coordinate with the ITC Geneva staff to streamline external input and free up resources for the local team to work more efficiently. There is an inherent perception among some of the influential stakeholders that YEP is engaging too many external experts and consultants.
- (ii) ITC project team (in Gambia and Geneva) should explore potential opportunities to seek additional financing with EU Delegation as well as other development partners beyond 2021.
- (iii) ITC should consolidate the work plan of YEP to gain project efficiency, result-based management, and monitoring system to ensure evidence and where possible attribution of results.
- (iv) Collaborate with the MOTIE and support the development of a project proposal for scaling up and mainstreaming the YEP approach to other parts of the country once the impact of the YEP model is established.

### **For EU Delegation**

- (i) Consider further support for youth empowerment and programme it for 2022-2025.

### **Conclusions**

15. The project has a group of dedicated professionals both in Banjul and Geneva who have supported the YEP work plan in ensuring initiatives for youth empowerment are on track, and the project objective and outcomes remain achievable. The project has been relevant for the Gambia in addressing one of the significant development challenges. The project stakeholders are overall happy with the support they have received from YEP. The sector roadmap based value chain approach is promising, and its success will be determined by the empirical evidence that emerges in terms of actual benefits derived by the stakeholders in terms of employment, income, and overall social development. The project has demonstrated that due to weak institutional capacity and inadequate resources in the government agencies, the ownership and engagement with donor supported initiatives are stronger. However, donor supported projects such as YEP has demonstrated some of the pathways to create jobs and incomes but tackling the root causes of irregular migration requires a multi-pronged holistic approach well beyond the scope of a specific project. The support for youth empowerment in the Gambia needs to continue beyond 2021 under the government's leadership so that the efforts piloted under the YEP approach can be mainstreamed in the government programme.

### **Implications for ITC**

16. In 2020, ITC should collaborate with the MOTIE and support the development of a project proposal for scaling up and mainstreaming the YEP approach to other parts of the country once the impact of the YEP model is established.

**Table 1 Summary table of findings, supporting evidence and recommendations**

Findings: identified problems/issues	Supporting evidence/examples	Recommendations
<b>For the Government The Gambia</b>		
<p>Youth unemployment remained high at 36.7% in 2018, and the problem is deep-rooted among the female youth. YEP's intervention has the potential to demonstrate what works in empowering youth. However, the coverage of YEP is limited, and needs are vast. There is a strong justification for mainstreaming the feasible aspects of YEP into the government's youth empowerment programme. The first step would be to enhance learning and trial it within the system.</p>	<p>YEP has demonstrated that it can work with a wide range of implementing partners. Several partners are committed to the purpose and are likely to continue to be involved. At present, there is no established mechanism for this to materialize.</p>	<p>1. To create a catalytic effect, the MOTIE should constitute a small <i>knowledge application team</i> within the Ministry that is charged with the responsibility to capture good practices from YEP and introduce to other youth empowerment projects in the country. This can be achieved through periodic knowledge-sharing events with YEP and YEP partners. The team should also contribute towards institutionalizing the YEP model within the government as a "programme" that addresses the persistent challenge of high unemployment of youth. The Ministry may seek technical advice from the YEP team on the formation of an active knowledge application team.</p>

Findings: identified problems/issues	Supporting evidence/examples	Recommendations
<p>As stated above, youth unemployment remains stubbornly high, and there are no meaningful, sustainable jobs or income opportunities for the youth. YEP has a limited scope for sustainable job creation.</p>	<p>The national youth programs are scattered and under-resourced.</p>	<p>2. The government should seek active collaboration with other development partners, including the African Development Bank (ADB), International Fund for Agricultural Development (IFAD), and bilateral agencies to adapt the YEP framework for youth empowerment in the areas not reached out by YEP. ITC can play a significant role in contributing to support post-harvest operations, skills development, MSMEs' business development, developing market linkages leading to the export of viable commodities, and creating sustainable jobs beyond the farm gate.</p>
<p><b>For YEP</b></p>		
<p>The concept of Sustainable development for economic growth and poverty reduction is evident in the project document. However, the project is not explicitly aligned with the 2030 Agenda on Sustainable Development. As a UN entity, it must be adequately aligned with relevant SDGs, at least with SDG 4 and SDG 8. YEP has categorized the 4,000 sustainable job creation target into two parts – jobs created (2,000) and jobs sustained (2,000) while the project logframe seeks to create 4,000 sustainable jobs. The division of the target appears to be a departure from the original intent. To retain prospective migrants, the jobs need to be sustainable.</p>	<p>The proper alignment of the project with SDGs will contribute to harmonization and reporting on SDGs.</p> <p>Providing a working definition of the term “sustainable jobs” will also contribute to harmonization of reporting across countries.</p>	<p>3. Align work plan of YEP along with the SDG 1, SDG 4, SDG 8 and SDG 17 and revisit the definition of sustainable employment. The project team could further strengthen collaboration with other UN entities and EUTF on an acceptable definition of sustainable jobs in line with the 2030 Agenda for Sustainable Development.</p>

Findings: identified problems/issues	Supporting evidence/examples	Recommendations
<p>Several activities are ongoing, and their effectiveness remains to be assessed. The project needs to streamline the number of partnerships to a manageable level and continue to remain focussed on delivering project outcomes and envisaged impact. It is time to take stock of what works and what does not in each sector and work streams of the value chain.</p> <p>ITC is implementing other projects involving some of the common design features in the Gambia (e.g. SheTrade).</p>	<p>The value chains that YEP has selected have a high potential for creating impact both in terms of employment and income for the beneficiaries. However, their viability in the Gambian context remains unknown at this stage in the light of weak governance, inadequate capacity, and shortage of funds.</p> <p>ITC has a comparative advantage of implementing similar activities and projects and can contribute to gains in project efficiency by consolidating activities across the projects.</p>	<p>4. Consolidate the work plan of YEP so that the project can deliver intended outcomes. Prioritize documenting what works and what does not work in a stocktaking exercise to determine the pathways to consolidate project delivery to achieve a given targets. Use the approach to consolidate the annual work plan. This can be an in-house exercise by the project team at the sector level. Project management could tackle cross-cutting priorities. The exercise should result in the identification of strategic partners that can effectively and efficiently deliver targeted outputs regularly. The consolidation of YEP's work plan should also extend to streamline similar activities implemented under other ITC projects in the Gambia.</p>
<p>The potential for microenterprises to increase employment remains small, because most of them are run as a family business or sole proprietors employing minimal external casual workers when needed. There is a need to work with small and medium-sized enterprises (SMEs) as well so that new sustainable jobs can be created.</p>	<p>SMEs have the potential to create new jobs with a better chance of increasing the size of the operation.</p>	<p>5. Continue to engage with SMEs in the value chain (small and medium), including exporters that have the potential to grow and create jobs in the value chain. The project team should work with industry leaders and the Gambia Chamber of Commerce and Industry (GCCCI) and seek active strategic partnership for further collaboration.</p>

Findings: identified problems/issues	Supporting evidence/examples	Recommendations
<p>Several implementing partners do not have adequate capacity and facilities to accommodate the demand for services. The classroom size at the TVET institutions tends to be significant, and many do not provide enough equipment, which limits the learning abilities. Also, the capacity of other service providers tends to be limited, thereby constraining the scope of work.</p>	<p>The majority of partner institutions are aspirational and commit to supporting youth. However, they are constrained by the investment required for improvement.</p>	<p>6. Strengthen the capacity of TVET institutions and other key actors in the sector value chain that have the potential to create sustainable jobs. Sector team leaders should identify the critical needs of critical institutions and identify resource requirements. If the demands are beyond the scope of YEP, efforts should be made to coordinate with other development partners to strengthen the relevant agencies.</p>
<p><b>For ITC</b></p>		
<p>The capacity of the YEP team in Banjul has improved substantially with the engagement of qualified professionals. They have worked with international ITC staff, and most have acquired skills to conduct the programme with less input from the international staff or consultants.</p> <p>The team size and the level of expertise in YEP have consistently increased over the project implementation period, and it has been recognized by the government and the project implementation partners. Going forward, there would not be a need for the same level of input from ITC Geneva of external consultants.</p> <p>There is an inherent perception among some of the influential stakeholders that YEP is engaging too many external experts and consultants.</p>	<p>With improved implementation capacity, the staff has demonstrated their ability to perform and deliver. It would save project costs and free up resources for undertaking development interventions. There are African experts closer to the Gambia if needed and would be available at a lower unit cost.</p> <p>To gain time and cost efficiency, on a selective basis, the project could identify and recruit specialist consultants from within Africa, preferably in the region of The Gambia.</p>	<p>7. Ensure that the YEP team can take on additional responsibility and reduce the input or level of efforts of ITC Geneva staff and consultants. YEP management should coordinate with the ITC Geneva staff to streamline external input and free up resources for the local team to work more efficiently.</p>

Findings: identified problems/issues	Supporting evidence/examples	Recommendations
The government has accorded youth empowerment as one of the eight priority areas for the 2018-2021 National Plan. There is a national commitment and ownership for the interventions to succeed.	The government may not be able to allocate sufficient resources despite according high priority to youth empowerment.	8. ITC project team (in Gambia and Geneva) should explore potential opportunities to seek additional financing with EU Delegation as well as other development partners beyond 2021.
ITC is implementing SheTrades in The Gambia, and may implement other projects in the country. Where activities are similar, there is a possibility of efficiency gain by joining hands across the projects.	ITC has a comparative advantage in implementing similar projects that addresses MSME development through value chain approach and it is well placed to consolidate activities in ITC implemented projects.	9. ITC should consolidate the work plan of YEP to gain project efficiency, of the result-based management and monitoring system, to ensure evidence of results, and, where possible, attribution of results.
Additional support would be needed to institutionalize the gains of YEP in the future. However, the support should be based on a clear roadmap to achieve sustainable job growth for Gambian youth.	YEP has demonstrated value chain approach to youth empowerment. ITC has a comparative advantage in implementing and scaling up similar projects.	10. In 2020, ITC should collaborate with the MOTIE and support the development of a project proposal for scaling up and mainstreaming the YEP approach to other parts of the country once the impact of the YEP model is established.
<b>For EU Delegation</b>		
The youth empowerment challenge is enormous for the country with limited resources.	The Gambia may not be able to fund the youth empowerment programme with an internal budget, thereby risking youth forced to migrate in search of decent jobs.	11. Consider further support for youth empowerment and programme it for 2022-2025.

## I. Introduction

1. In 2020, the world population is expected to reach 7.79 billion, of which 16% and 31% would be in the age groups of 15 to 24 and 15 to 34 years, respectively.<sup>5</sup> Globally, the proportion of the youth population in the two age groups in Africa will account for 19% and 34%, respectively, in 2020. The situation of young people globally is considered to be vulnerable.<sup>6</sup> The youth-related issues are prominent across all 17 Sustainable Development Goals (SDGs) recognizing the fact that an active engagement of youth in development efforts is central to achieve the 2030 Agenda for Sustainable Development which embraces the assurance that "no one will be left behind"<sup>7</sup>. The World Youth Report 2018 has recognized that an active engagement of youth in sustainable development efforts is central to achieving sustainable, inclusive and stable societies by the target date, and to averting the worst threats and challenges to sustainable development, including the impacts of climate change, unemployment, poverty, gender inequality, conflict, and migration.<sup>8</sup> The World Youth Report also notes that the situation of young people in the vulnerable or marginalized groups including indigenous people, persons with disabilities, migrants and refugees, people living in poverty, and girls and young women underlines the fact that the 2030 Agenda will not be a success unless it is based on the ideals of inclusiveness and shared prosperity.<sup>9</sup>
2. In 2018, The Gambia, one of the smallest countries in Africa, had a mainly young population where about 1 million of the estimated population of 2.35 million was below 15 years. The population aged 15- 64 years comprised of 1.2 million persons, of which 39.1 % were young people aged 15 to 24 years – one of the highest proportions of the young population globally. Like in many developing countries, the young population in The Gambia is also prone to problems like high unemployment, lower female labour force participation, and high rural unemployment, which is more pronounced for young females.<sup>10</sup>
3. The Gambia's total youth labour force participation rate in 2018 was 44% comprising 54.4% males and 45.6% females and slightly higher rate in urban (51.4%) than in rural (48.6%) areas. The youth unemployment rate was 41.5%, which was more pronounced for females (55.3%) compared to males (44.7%) and at a much higher rate in rural (69.4%) than in urban (30.6%) areas. Baase and Brikama were the two local government areas (LGAs) with the highest youth unemployment rates of 24.6% and 21.7%, respectively.<sup>11</sup> In the absence of reasonable jobs and/or income opportunities, the Gambian youths have opted to migrate in search of better opportunities, mainly to Europe, against all the odds, including illegal and dangerous journeys.
4. The International Trade Centre (ITC) launched the Youth Empowerment Project (YEP) in January 2017 with EUR 11.0 million funding support from the European Union Emergency Trust Fund (EUTF) for Africa. The project was intended to be implemented over four years (1 January 2017 – 31 December 2020). In December 2018, YEP received an additional EUR 2.0 million from the EUTF to support the "Building a future - Make it in The Gambia" initiative through a contract rider. Accordingly, the end date of YEP was extended to 31 December 2021, with a total project budget of EUR 13.0 million.
5. YEP was designed to support the development of the local economy by (i) enhancing employability and self-employment opportunities of youth, with a focus on vocational training and the creation of micro and small-sized enterprises; and by (ii) creating and improving employment opportunities in selected sectors through value addition and internationalization. ITC implements the project in collaboration with the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE), and the Ministry of Youth and Sports (MOYS) of The Gambia. The three-year "Building a future - Make it in The Gambia" project<sup>12</sup> aims to (i) improve economic development and prospects for

<sup>5</sup> United Nations (2019). *World Population Prospects 2019*, Population Division, New York. Accessed on 23 November 2019 at <https://population.un.org/wpp/Download/Standard/Population/> The Gambia has adopted the African Union definition of the youth encompassing 15 to 35 years age group.

<sup>6</sup> United Nations (2018). *World Youth Report: Youth and the 2030 Agenda for Sustainable Development*, New York.

<sup>7</sup> United Nations (2015b). General Assembly, preamble, para. 2.

<sup>8</sup> United Nations (2018). *World Youth Report: Youth and the 2030 Agenda for Sustainable Development*, New York.

<sup>9</sup> *ibid.*

<sup>10</sup> Gambia Bureau of Statistics (GBoS) [The Gambia] (2018). *The Gambia Labour Force Survey 2018*, Banjul, The Gambia: GBoS Republic of the Gambia. *The Gambia Labour Force Survey (GLFS 2018) Analytical Report*

<sup>11</sup> The unemployment rate refers to the percentage of the population unemployed in the 15-64 years age group.

<sup>12</sup> The project started implementation with GIZ International Services, The Instituto Marquês de Valle Flôr (IMVF), Enabel, and the International Trade Centre (ITC).



The Gambia's youth, including returning and/or potential migrants by promoting attractive employment and/or income-generating opportunities; and (ii) support the Government in its attempt to nurture perception shift for the Gambian population moving away from a 'future through migration' to a 'future in The New Gambia'. The focus of the project consists of a market-led approach in creating employment opportunities and simultaneously upskilling the workforce to meet labour market demand.

6. The EUTF Operational Committee adopted the Action Document prepared by ITC, and the Delegation Agreement was signed between ITC and the European Union (EU) in October 2016. ITC serves as the implementing agency for the project in collaboration with the main counterpart, MOTIE, and other relevant implementation partners. The project's scope includes support for skills training, entrepreneurship promotion, and financial support and technical capacity building for companies in the sector and related business support structure in selected value chains. ITC is also expected to coordinate the overall communication and sensitization efforts under the Action. Tourism and creative arts were also identified as new focus areas aside from the traditional sectors such as agriculture, agribusiness, construction, food preparation, and tailoring.
7. The independent midterm evaluation of YEP is consistent with the ITC Evaluation Policy (2<sup>nd</sup> edition, 2015). It is undertaken to enhance corporate accountability, promote organizational learning, and extend strategic partnership in achieving ITC's development objectives. It also acts as an agent of change and feeds into management decision-making, including any mid-course correction needed to steer the project during the remainder of its term. The report documents key findings draw lessons and offers a set of recommendations for the project management, ITC, EU Delegation in The Gambia, and other potential development partners of The Gambia with a stake and/or interest in supporting youth empowerment agenda in the country.

## II. Objectives and the Scope of Evaluation

8. The evaluation examined project design and expected results, and took stock of achievements against the envisaged targets, and identified emerging operational challenges. The evaluation also guides the second half of the project. As stated in terms of reference for the evaluation (Appendix 1), the evaluation had four Specific objectives outlined in Table 1.

**Table 1: Specific Objectives of the Youth Empowerment Project, The Gambia**

Specific Objective
✚ Assess the extent the project had progressed towards achieving its intended results and provide an indication of the extent to which may achieve the intended impact (summative component);
✚ serve as a basis for solving any problems identified during the evaluation by providing recommendations for remedial actions where the project might not be on track (formative component);
✚ provide lessons learned, identify good practice; and
✚ build trust and legitimacy among stakeholders and ensuring accountability towards partners and funders by verifying the project's relevance, effectiveness, efficiency, the potential for impact, and potential sustainability.

9. Also, the evaluation analysed the project implementation concerning four relevant principles and criteria that guide implementation of the EUTF general strategy for YEP. These are:
  - Local ownership and partnership;
  - Speed and flexibility;
  - Holistic, integrated and coordinated approach; and
  - Complementarity with and subsidiarity to other EU instruments and tools and/or donor interventions.
10. The scope of the evaluation included project design, the assessment of project implementation from 1 January 2017 to 30 September 2019, and lessons drawn. It included all activities carried out by the project at all locations covered as of 30 September 2019 or the earliest date feasible.

11. To address the above-stated purpose and scope, the evaluation process adopted the OECD-DAC criteria<sup>13</sup>, the United Nations Evaluation Group (UNEG) Norms and Standards<sup>14</sup>, and adhered to principles of human rights and gender equality<sup>15</sup>. The primary focus of the evaluation was on the project's relevance, coherence, effectiveness, efficiency, impact, and sustainability.<sup>16</sup> The evaluation followed ITC's Evaluation Policy 2015 and the ITC Evaluation Guidelines 2018.<sup>17</sup>

### III. Project Context

12. **Definition of youth.** In The Gambia, youths are defined in at least three ways. The country had defined youth as individuals in the age group of 13 to 30 years (2009-2018). The definition of youth, according to the United Nations International Labour Organization (ILO), encompasses people in the 15 to 24 years, age group. The African Union (AU) defines youth as individuals in the 15 to 35 years age group. This made the comparability of youth statistics confusing from one programme to another. The Gambia labour force survey conducted in 2012 (reported in 2013) provides the number of youths by all three definitions. The Gambia adopted the AU definition in 2018, and the subsequent labour force survey report defined youth in 15 to 35 years of age group. The evaluation has adopted the AU definition adopted by the government.
13. **Youth labour force.** The Gambia Labour Force Survey (GLFS) 2018<sup>18</sup> found that the total youth labour force participation rate of 44% (377,326 persons) in 2018, with a notable variation by area, region, and gender. The highest percentage of youth labour force participation was noted in Brikama (38.3%) and lowest in Kanifing (19.1%). The youth employment to population ratio was significantly lower in rural compared to urban areas represented by 45.3% and 54.7%, respectively. Similarly, the female youth employment rate stood at 45.6%, much lower than for the males (54.4%). The service sector alone accounted for 26.4% of youth employment. Underemployment was prominent in both rural and urban areas, 54.7% and 43.3%, respectively.
14. **Skill mismatch.** The relationship between educational attainment and employment of youths pointed out that the educated workforce was not responsive to labour market demand. It suggested a mismatch in demand and supply of labour. This could be due to a lack of relevant opportunities, shortcomings in human resource planning, and inadequate labour market information. A major impediment to youth securing jobs is the education system had been high pass rates at both the university and high school levels— but little focus on skills development.<sup>19</sup> A tracer study conducted in 2015-2016 carried out to assess the labour market outcomes of the Gambia Technical Training Institute (GTTI) training programmes<sup>20</sup>. It revealed that the graduate employment rate was only 57.9%, and it identified that mediocre quality of training which limited employability of the graduates and need for improvement of the quality of learning materials, equipment used, training imparted to the staff, and work-based experience for the teaching staff. No other follow-up studies are available to confirm any improvement in the employability of the TVET graduates.
15. **Transition.** The political transition in 2016 has provided a new impetus for the project and the government to address youth employment challenges. With the change in government, youth have high expectations for a change in the country, primarily increased opportunities for decent work. The lack of decent employment opportunities had led to a dramatic rise in youth migration toward Europe.<sup>21</sup> The capacity to coordinate and harmonize support for youth empowerment within the

<sup>13</sup> Organization for Economic Cooperation and Development (2019). *DAC Criteria for Evaluating Development Assistance*. Paris: OECD. See <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>.

<sup>14</sup> United Nations Evaluation Group (2016). *Norms and Standards for Evaluation*. New York: UNEG. See <http://www.unevaluation.org/document/detail/1914>

<sup>15</sup> United Nations Evaluation Group (2014). *Integrating Human Rights and Gender Equality in Evaluations*, New York: UNEG. See <http://www.uneval.org/document/detail/1616>

<sup>16</sup> The revised evaluation criteria were approved in November 2019. For details refer to <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>17</sup> International Trade Centre (2015). *ITC Evaluation Policy*. Geneva: ITC. See [http://www.intracen.org/uploadedFiles/intracenorg/Content/About\\_ITC/How\\_ITC\\_Works/Evaluation/ITC-Evaluation-Policy-2015-Final.pdf](http://www.intracen.org/uploadedFiles/intracenorg/Content/About_ITC/How_ITC_Works/Evaluation/ITC-Evaluation-Policy-2015-Final.pdf); and International Trade Centre (2018). *ITC Evaluation Guidelines* Second Edition. Geneva: ITC. See [http://www.intracen.org/uploadedFiles/intracenorg/Content/About\\_ITC/How\\_ITC\\_Works/Evaluation/ITC%20Evaluation%20Guidelines%20for%20WEB%205.7.18.pdf](http://www.intracen.org/uploadedFiles/intracenorg/Content/About_ITC/How_ITC_Works/Evaluation/ITC%20Evaluation%20Guidelines%20for%20WEB%205.7.18.pdf)

<sup>18</sup> Gambia Bureau of Statistics (GoBS) 2018. *The Gambia Labour Force Survey 2018*, Banjul.

<sup>19</sup> International Peace Institute (2018). *Toward a New Gambia: Linking Peace and Development*, Issue Brief, April.

<sup>20</sup> Gambia Technical Training Institute (2018). *The Gambia Technical Training Institute: Tracer Study Report 2015-2016*, Banjul.

<sup>21</sup> *Ibid.*

government remains underdeveloped, and this requires continued support from the public and private institutions in short to medium term.

16. **The collapse of the tour operator 'Thomas Cook.** The tourism sector, in particular, had relied heavily on the influx of tourists from Europe in particular. With the recent collapse of one of the major tour operators has meant significant challenges to the tourism industry, including finding alternate ways to keep up the tourist numbers.
17. **Limited evidence on outcomes and impact.** The project management has tried various activities, and these are at different stages of implementation. The results have not been adequately assessed and documented. The project works with many governmental and non-state actors/partners engaged by the project (Appendix 2).

#### IV. The Youth Empowerment Project (YEP)

18. **Objective, outcome, and outputs:** The overall objective (impact) of the project is to increase job opportunities and income prospects for youth in The Gambia. This is to be achieved by tackling the root causes of irregular migration through increased job opportunities and income prospects for youth in the country (stated as a specific objective or outcome statement). The project design envisages three key outputs (reported as results):
  - a. R1: Improved employability and self-employment opportunities for youth;
  - b. R2: Increased employment opportunities along selected value chains; and
  - c. R3: Promote the concept “Tekki Fii – Make it here”: Make it in The Gambia.
19. **Approach.** Table 2 provides an overview of the YEP results areas, which includes a new result (R3) as part of the project top-up. Figure 1 (adopted from the TOR for the evaluation) shows the broader approach taken by the project to accomplish the three key results. Table 3 summarizes key outputs under each of the three result areas.

**Table 2: Project Results and Outputs**

Result 1 (R1): Improved employability and self-employment opportunities for youth	Result 2 (R2): Increased employment opportunities along selected value chains	Result 3 (R3): Promote the concept “Tekki Fii – Make it here”: Make it in The Gambia
1.1 Skills <b>upgraded through technical and vocational training programmes</b>	2.1 Improved compliance of the Gambian products to international standards and market requirements	3.1 The activities, opportunities, and results of the Action are <b>widely communicated</b> upon national and international levels
1.2 Entrepreneurship <b>promoted among youth through business skills training and support programmes</b>	2.2 Improved MSME <b>productive capacities</b>	
	2.3 Market linkages activated	
	2.4 Improved <b>strategic direction</b> and national ownership for job-centered growth	

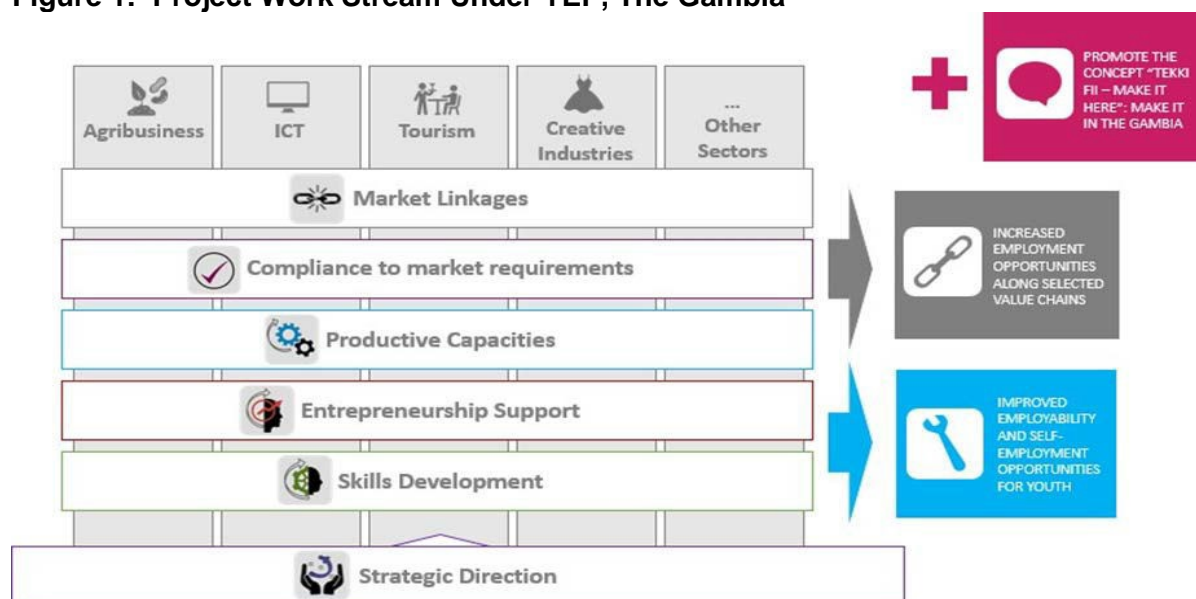
20. **Implementation principles.** The project aimed to create synergies, effectiveness, and sustainability and fostered a common agreement based on five principles (Table 3).

**Table 3: Principles Guiding the Youth Empowerment Project, The Gambia**

Principle
<ul style="list-style-type: none"> <li>✦ <u>The market-led approach</u> in partnership with the private sector to enhance the skills development offering through technical and vocational education and training (TVET) aligned with demand-side requirements to improve productive capacities to cater for local, regional, international markets</li> </ul>
<ul style="list-style-type: none"> <li>✦ <u>Build on existing infrastructure</u> to leverage existing youth development systems, structures, and services and to deploy technical assistance through national institutions and human resources wherever possible and, at the same time, maximize knowledge transfer and local capacity building by involving national institutions and authorities in project activities.</li> </ul>
<ul style="list-style-type: none"> <li>✦ <u>Youth-centred and youth-led</u> to empower and encourage youth to participate in the implementation and decision-making process of the project in different capacities, including steering committees, technical working groups general consultation process.</li> </ul>
<ul style="list-style-type: none"> <li>✦ <u>Short-term gains and long-term benefits</u> by demonstrating quick results and, at the same time, creating momentum and addresses vast expectations of the project.</li> </ul>

21. The primary thrust of the project is to create employment opportunities of interest to youth in high potential value chains while increasing the employability and incomes of youth in these sectors. It also designed to tackle both demand and supply-side skills in the priority sectors. Figure 1 shows the project implementation modality along with the five key sectors identified in consultation with the national stakeholders - agribusiness, information, and communication technology (ICT), tourism, creative industries, and other service sectors. The project is implemented along with the six work packages (supporting market linkages along the value chain, compliance with market requirements, increasing production capacities, enhanced entrepreneurship support including access to finance, market-led skills development, and strategic directions).

**Figure 1: Project Work Stream Under YEP, The Gambia**



22. **Intended project beneficiaries.** The project is intended to benefit four groups of beneficiaries directly: (i) Gambian vocational training and technical institutes, (ii) Gambian micro, small, and medium enterprises (MSMEs), (iii) business support institutions, and (iv) the Gambian youth particularly prone to migration. The final beneficiaries of the project are intended to be youth population in The Gambia in the 15 to 35 years age group and Gambian enterprises, women, and rural population. Table 4 shows the number of youths in the target age group. The youth population in 2018 had increased by about 29.5% compared to 2012. Likewise, the youth population accounted for 36.7% in 2018, which showed an increase from 35.9% in 2012, with net growth in the unemployment rate by 2.22% between 2012 and 2018 (Table 4).

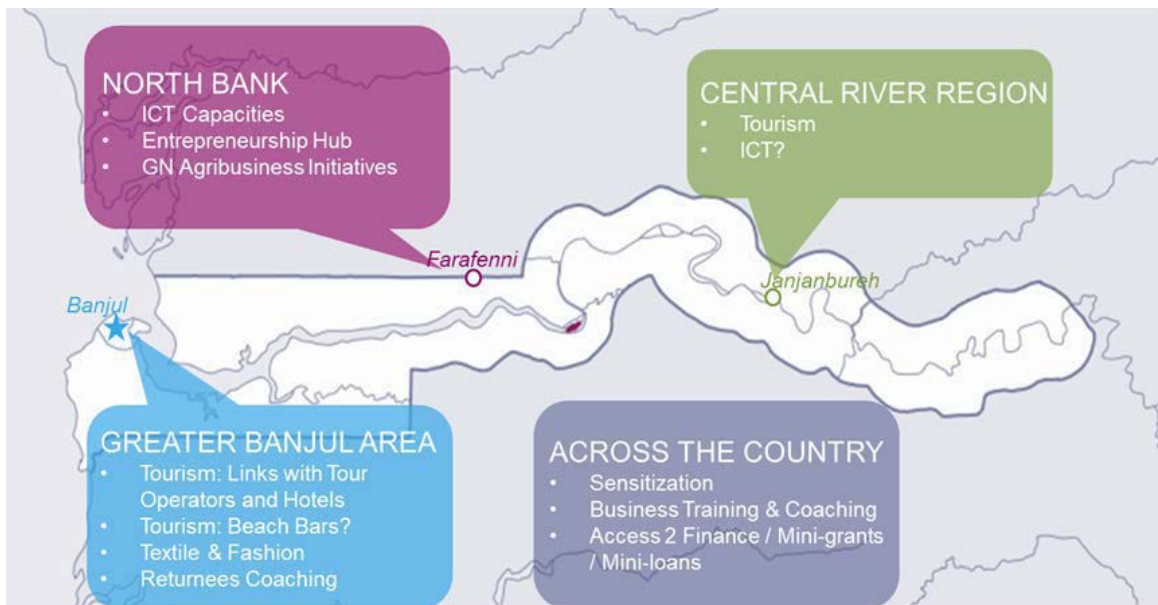
**Table 4: Youth Population (15-35 years age group) in 2012 and 2018 by Gender**

Gender	2012 Labour Force Survey			2018 Labour Force Survey		
	Male	Female	Total	Male	Female	Total
Number	296,506	367,774	664,280	394,177	463,112	857,289
Percentage	44.6	55.4		46.0	54.0	
Increase in 2018 over 2012				97,671	95,338	193,000 (+29.5%)
Total Population	1,851,162			2,335,507		
Youth Population (%)	35.9%			36.7%		

Source: Gambia Bureau of Statistics, Labour Force Survey, 2013 and 2018, Banjul.

23. ITC launched the project in February 2017, and until September 2019, it has supported 1,835 youths, enhanced education capacities of six institutions, and assisted 521 MSMEs. Also, it developed an overall Youth and Trade Roadmap<sup>22</sup>, and sector-specific youth and trade roadmaps for (i) nuts and agro-processing, (ii) information and communication technologies, and (iii) tourism sectors. Another sector roadmap for the Creative Industries is in the final stage and has been validated by stakeholders in September. A TVET roadmap is in the process of finalization with the funding support from the EU under another project. These roadmaps provide sector-specific blueprints for job creation and to strengthen and expand skills and entrepreneurship services in keeping with market needs.<sup>23</sup> The project envisages to support the formalization of MSMEs and enable them to grow. It has a differentiated focus for the rural and urban areas - the former (rural) supported through agribusiness value chains and agro-processing while the later (urban) interventions are designed to support as ICT, fashion, tourism, and agro-processing. By design, the project support in urban areas is geared to the enterprises in the Greater Banjul Area due to the concentration of relevant enterprises. On the other hand, rural support covers Mansakonko, Kerewan, Kuntaur, Janjanbureh, and Basse LGAs. The geographical focus areas are depicted in Figure 2.

**Figure 2: Map of The Gambia, with specific actions targeted at regions/villages:**



24. The project has partnered with both private and public institutions for skills development, entrepreneurship, business services including marketing and access to finance, and training of trainers' programmes. Key partners are listed in Table 5.

<sup>22</sup> International Trade Centre (2018). *Strategic Youth and Trade Development Roadmap of The Gambia*. Geneva: ITC.

<sup>23</sup> ITC/YEP. 2019. Youth Empowerment Project Q3 Update (July – September 2019), Banjul.

**Table 5: Partner Institutions of the Youth Empowerment Project**

Government Partners	Not for Profit Partners
<ul style="list-style-type: none"> <li>➤ Banjul North Technical and Vocational Education and Training Centre</li> <li>➤ The Food Safety and Quality Authority</li> <li>➤ The Gambia Investment and Export Promotion Agency</li> <li>➤ Deutsche Gesellschaft für International Zusammenarbeit</li> <li>➤ Gambia Songhai Initiative</li> <li>➤ The Gambia Tourism and Hospitality Institute</li> <li>➤ The Gambia Tourism Board</li> <li>➤ The Gambia Telecommunications and Multimedia Institute</li> <li>➤ The Gambia Technical Training Institute</li> <li>➤ The Management Development Institute</li> <li>➤ The Ministry Of Higher Education, Research, Science and Technology of The Gambia</li> <li>➤ The Ministry of Trade, Industry, Regional Integration &amp; Employment of The Gambia</li> <li>➤ The Ministry of Youth and Sports of The Gambia</li> <li>➤ National Accreditation and Quality Assurance Authority</li> <li>➤ The National Agricultural Research Institute</li> <li>➤ The National Centre of Arts and Culture</li> <li>➤ The National Enterprise Development Initiative</li> <li>➤ The National Youth Council</li> <li>➤ The National Youth Service Scheme</li> <li>➤ The President's International Award</li> <li>➤ The Gambia Standards Bureau</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Association of Small Scale Enterprises in Responsible Tourism</li> <li>➤ Czech Bikes for Gambian Schools</li> <li>➤ Connie Tucker Legacy Foundation</li> <li>➤ The Gambia Chamber of Commerce and Industry</li> <li>➤ The Gambia Youth Chamber of Commerce</li> <li>➤ The Global Youth Innovation Network Gambia Chapter</li> <li>➤ The Information Technology Association of The Gambia</li> <li>➤ Leadership Gambia Institute</li> <li>➤ National Association of Cooperative Credit Unions of The Gambia</li> <li>➤ Social Development Fund</li> <li>➤ Start-up Incubator Gambia</li> <li>➤ The Gambia Quality Association</li> <li>➤ Women Initiative Gambia</li> <li>➤ The Young Men's Christian Association</li> <li>➤ Earth Builders Association</li> </ul>
	For-Profit Partners
	<ul style="list-style-type: none"> <li>➤ Bridging Gaps Advisory</li> <li>➤ Fashion Weekend Gambia</li> <li>➤ Gambia Horticultural Enterprises</li> <li>➤ Insight Global</li> <li>➤ Realtech</li> <li>➤ Sterling Consortium</li> <li>➤ Flex Fusion Entertainmnet</li> <li>➤ Black Lynx</li> </ul>

Source: YEP, Banjul.

25. The project is also expected to deliver benefits indirectly to other individuals or MSMEs with new tools or capacities, leading to gainful employment and or income. Besides, other indirect beneficiaries are envisaged to be the youth entrepreneurs or MSMEs who had benefitted from the training of trainers (ToT) programmes supported by the project. The MSMEs are involved in the sectors' value chains as well.
26. The project design is inclusive in nature, and it address cross-cutting issues such as gender, migrant youths, returnee migrants, weak and vulnerable rural communities dependent on subsistence agriculture, and environmental considerations including climate change adaptation, deployment of appropriate technology (including ICT where relevant) and sustainable management and use of the River Gambia ecosystem. The project also envisaged women's participation in exports of value-added agricultural commodities such as sesame, cashew, and horticultural products by facilitating access to market information and export market.

## V. Evaluation Approach and Methodology

27. The evaluation commenced with the preparation of the terms of reference by the Independent Evaluation Unit (IEU) of ITC, which was finalized based on a consultative process Involving relevant stakeholder groups. The lead evaluator prepared a draft inception report based on the review of documents and briefings from IEU and the project management, and it was revised based on feedback from stakeholders. The Independent Evaluation Unit (IEU) of ITC approved the inception report on 9 October 2019 and circulated to project stakeholders. The report contained a detailed

evaluation design including a TOC, evaluation questions, evaluation matrix, tentative mission schedule, and data collection instruments. The evaluation team complied with the ethical code of conduct outlined in terms of reference for the evaluation. It adopted a participatory approach and conducted a discussion with the relevant stakeholders in The Gambia and at ITC Geneva as well as other key informants associated with the project. The evaluators have had no involvement in the project in any form and at any stage of project design and implementation.

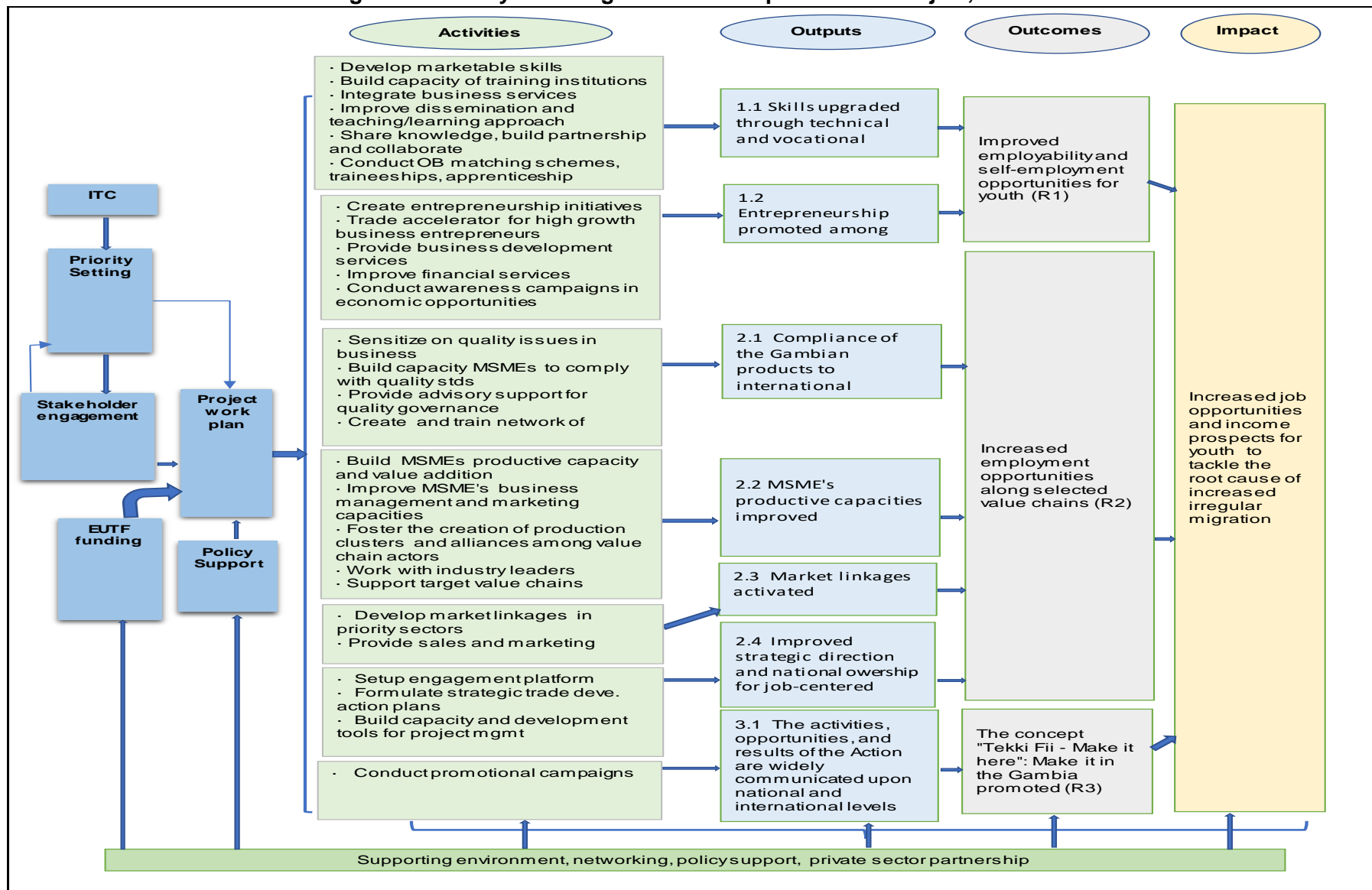
## A. Theory of Change

28. The Action Document<sup>24</sup> It did not explicitly contain a TOC for the project, but it presented the logical framework in a narrative form. The information from the Action Document was adopted to develop a reconstructed TOC shown in Figure 3. The general objective of the project is to increase training and employment opportunities for populations prone to migration or returnees to The Gambia. More specifically, the project was designed to tackle the root causes of irregular migration through increased job opportunities and income prospects for youth. The Action Document envisaged that the project would improve skills, foster entrepreneurship, and create employment along selected value chains. The project envisages three results areas, as outlined in Table 2 above. Table 2 also contains key outputs. Two outputs are associated with the first outcome (improved employability and self-employment for youth), four outputs under the second outcome (increased employment opportunities along selected value chains). The third outcome (the concept of "Tekki Fii – Make it here" Make it in the Gambia promoted) is expected to be achieved through one composite output.
29. Figure 3 contains key activities as envisaged in the Action Document for the project, and envisaged activities are presented in sequential order spread over the four-year project duration for the original project. The activities of capacity building through training, partnerships, networking, coordination, and job matching schemes, among other things. The project is based on three assumptions for the success, and these include: (i) suitable partners for skills development are found nationally and internationally; (ii) local vocational training institutions in the country deliver the expected number of training in time; and (iii) there is no negative political influence in the process.
30. The Action Document identified three main risks in light of the prevailing conditions at the time of project development. These are (i) delay in issuing contracts and disbursement of funds leading to delays in implementation; (ii) limited absorption capacity of the local counterparts resulting in delays in implementation; and (iii) unfavourable political decisions. The project at the outset envisaged four mitigation measures to address perceived risks such as (i) networks of local, regional and eventually international experts will be exploited and their skills are disseminated in the country to national experts through training and coaching; (ii) engagement of local stakeholders; (iii) institutional support to private sector bodies, education institutions and trade and investment support institutions are included in the work plan; and (iv) maintain some flexibility of implementation plans to the extent possible to adjust to capacities and needs in the country. The project also emphasizes cross-cutting issues of gender mainstreaming and stakeholder engagement, including a partnership with other development partners.

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<sup>24</sup> Action Document for EU Trust Fund to be used for the decision on the Operational Board for The Gambia Youth Empowerment Scheme Ref. **T05-EUTF-SAH-GM01**.

**Figure 3: Theory of Change of Youth Empowerment Project, The Gambia**





## B. Evaluation Criteria and Evaluation Questions

31. The terms of reference for the evaluation required the application of OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, potential impact, and sustainability.<sup>25</sup> The evaluation also took note of the approval of revised OECD-DAC evaluation criteria approved in November 2019 following global consultation, which includes 'coherence' as additional criteria, and this new criterion has been included alongside the relevance of the assessment.<sup>26</sup> Other cross-cutting issues of human rights and gender equality [HR&GE], environment, governance, and innovation also were assessed within the framework of broad evaluation criteria. The evaluation followed the principles outlined in the ITC Evaluation Guidelines,<sup>27</sup> UNEG Norms and Standards for Evaluation<sup>28</sup>, and the Ethical Guidelines for Evaluation.<sup>29</sup>
32. Appendix 3 provides a narrative of each of the evaluation criteria applied in this midterm evaluation. The terms of reference for the evaluation contained a list of guiding questions for the evaluation, and the evaluation refined some of the questions taking into account project status and context in line with the TOC (Table 6). The evaluation questions formed the basis for developing an evaluation matrix and data collection instruments.

**Table 6: YEP Evaluation Questions and Sub-Questions<sup>30</sup>**

Criteria and focus Guiding evaluation questions	
<b>Relevance and coherence</b>	
<b>Coherence with SDGs; Alignment with beneficiaries' needs, governmental and partners' plans;</b>	<ul style="list-style-type: none"> <li>• Is the project coherent with the sustainable Development Goal (SDG) targets?</li> <li>• To what extent does the project respond to the new trade and development strategies of The Gambia, including The Gambia National Youth Policy, the National Employment Policy, and the National Development Plan, the United Nations Development Assistance Framework (UNDAF) for The Gambia?</li> <li>• What is the extent to which the project is aligned with or contributes to national policies or strategies on human rights and gender equality?</li> <li>• Is there any complementarity between the project and other donor interventions (including the EU)? How well does the project complement other related projects/programmes in the country, including projects in the relevant sectors?</li> <li>• Are the project's specific and overall objectives relevant to beneficiaries' needs and priorities?</li> <li>• To what extent does the project support relevant strategies of the Trade and Investment Support Institutions (TISIs) and implementing partners?</li> <li>• Is the project able to adjust to changing needs and circumstances in a "transition country" context?</li> </ul>
<b>Conformity with ITC's mandate and strategy; alignment with ITC's comparative advantages</b>	<ul style="list-style-type: none"> <li>• Are the objectives and design of the project in line with ITC's mandate, corporate objectives, and strategic plan?</li> <li>• To what extent does the project build on ITC's strengths and comparative advantages, in particular regarding its positioning against competitors?</li> </ul>

<sup>25</sup> Organization of Economic Cooperation and Development (2019). *Development Assistance Committee (DAC) Criteria for Evaluating Development Assistance*. Paris: OECD. See <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>26</sup> <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>27</sup> International Trade Centre (2018). *ITC Evaluation Guidelines* Second Edition. Geneva: ITC. See [http://www.intracen.org/uploadedFiles/intracenorg/Content/About\\_ITC/How\\_ITC\\_Works/Evaluation/ITC%20Evaluation%20Guidelines%20for%20WEB%205.7.18.pdf](http://www.intracen.org/uploadedFiles/intracenorg/Content/About_ITC/How_ITC_Works/Evaluation/ITC%20Evaluation%20Guidelines%20for%20WEB%205.7.18.pdf)

<sup>28</sup> United Nations Evaluation Group (2016). *Norms and Standards for Evaluation*, New York: UNEG

<sup>29</sup> United Nations Evaluation Group (2008). *UNEG Ethical Guidelines for Evaluation*, New York: UNEG

<sup>30</sup> Source: Terms of reference for the Independent Midterm Evaluation of the Youth Empowerment Project, IEU, ITC, June 2019; and Inception Report of the Midterm Independent Evaluation of the Youth Empowerment Project in The Gambia, September 2019.

Criteria and focus Guiding evaluation questions	
<b>Rationale, coherence, and adaptability of the intervention design and implementation</b>	<ul style="list-style-type: none"> <li>• Does the programme have a comprehensive, consistent, and well-defined intervention logic, including causal effects that lead from activities to intended objectives?</li> <li>• Is there any innovative characteristic promoted by the project that may benefit other Aid-for- Trade interventions?</li> </ul>
<b>Effectiveness</b>	
<b>Project's ability to achieve its specific and overall objectives</b>	<ul style="list-style-type: none"> <li>• Are the activities leading to causal effects as defined in the intervention logic?</li> <li>• What has been achieved in Results 1, 2, and 3 leading towards the project's specific and overall objectives?</li> <li>• How does the project manage innovation, and these are successfully promoted innovations documented and shared?</li> </ul>
<b>Strength and effects of internal and external partnerships</b>	<ul style="list-style-type: none"> <li>• What kind of coordination and support mechanisms are placed to support partnerships and achieve common goals?</li> <li>• How effective is the effectiveness of implementation arrangements between the project and the implementing partners?</li> <li>• Is the project management effective in leveraging political, technical, and administrative support from its national partners for the project to achieve its outcomes?</li> <li>• How effective is communication between the ITC, implementing partners, the private sector, donors and agencies, and related government line ministries? How effective are the schemes designed by the project (i.e., the Mini-grant, Mini-loan, and the Skye Fund)?</li> </ul>
<b>Contextual factors, scaling up and adjustments</b>	<ul style="list-style-type: none"> <li>• Has the project been in a position to adapt to major changes in the overall context that have affected or are likely to affect the project's implementation and overall results?</li> <li>• Was the project able to scale up activities? Was the project ready to mobilise resources to address gaps or weaknesses?</li> </ul>
<b>Efficiency</b>	
<b>Adequacy of human and financial resources</b>	<ul style="list-style-type: none"> <li>• Does the project team have the necessary staffing, skills, and expertise?</li> <li>• Is ITC HQ efficient in supporting the local project office? Is the local project office efficient in supporting project activities? Is there a clear understanding of the roles and responsibilities of all parties involved?</li> <li>• Have project resources (funds, human resources, time, expertise, etc.) been allocated on time?</li> <li>• What is the extent to which the allocation and use of resources to targeted groups take into account the need to prioritize women and individuals/groups who are marginalized or discriminated against (i.e., vulnerable communities, or persons with disabilities)?</li> </ul>
<b>Timeliness and quality of outputs</b>	<ul style="list-style-type: none"> <li>• Are the anticipated activities and outputs being delivered on time according to the work plan and the expected outcomes?</li> <li>• Were the outputs produced at a reasonable cost and with acceptable quality?</li> <li>• Are the project tools adapted to the needs/problems that the project seeks to address? Do the project tools address the specific issues of the targeted sector/sub-sectors?</li> </ul>
<b>Quality and adequacy of planning, monitoring, and evaluation system</b>	<ul style="list-style-type: none"> <li>• Does the project have a monitoring system in place, which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation? Is the monitoring system being used for efficient project management and accountability?</li> <li>• Does the monitoring framework include measurable gender indicators appropriate to the intervention? Does the monitoring framework collect sex-disaggregated?</li> <li>• Do the Implementing Partners participate in the monitoring system?</li> </ul>

<b>Potential Impact (Long-term Change)</b>	
<b>Project's ability to achieve intended specific and overall objectives</b>	<ul style="list-style-type: none"> <li>• What is the likelihood of the project achieving its planned objectives upon completion?</li> <li>• Are the implementing partners likely to build on the results of the project to achieve impact?</li> <li>• Is there any evidence of changes in gender relations (e.g., access to and use of resources, decision-making power, division of labour, migration, etc.)?</li> <li>• What is the likelihood that the intervention led to changes in the environment and natural resources protection and rehabilitation through trade support interventions? What activities have been taken into consideration of climate adaptation and resilience, and what are the results?</li> </ul>
<b>The extent to which the project interventions contribute to, or can be reasonably expected to contribute to, positive long-term change for key stakeholders, including target populations</b>	<ul style="list-style-type: none"> <li>• To what long-term changes have the intervention contributed/can be plausibly assumed to contribute in the future? This may include contributions to SDGs?</li> <li>• To what long-term changes have the project contributed to poverty reduction?</li> <li>• To what long-term changes have the project contributed to improved trade?</li> <li>• To what long-term changes have the project contributed to social cohesion and social benefits?</li> <li>• To what long-term changes have the project contributed to environmental improvements or effects of climate change?</li> <li>• To what extent have any unintended long-term effects (positive or negative) arisen as a result of the implementation of the intervention?</li> </ul>
<b>Sustainability</b>	
<b>The extent to which partners and beneficiaries are enabled, committed and likely to contribute to ongoing benefits</b>	<ul style="list-style-type: none"> <li>• How have in-country stakeholders, including the private sector, been involved in project ownership? What is the level of readiness of implementing partners to develop their strategies to ensure the sustainability of results?</li> <li>• To what extent has the project established national ownership and partnership? What is the likelihood of project results will be anchored in national institutions?</li> <li>• Beyond project resources, to what extent do TISIs or Implementing Partners invest in the project?</li> <li>• Are government and related national institutions likely to maintain the project financially once external funding ends?</li> <li>• Does the project have an exit plan to ensure a proper hand-over to the national government and institutions after the project ends?</li> </ul>
<b>Synergies</b>	
<b>The extent to which the activity was planned and implemented in synergy with other development/humanitarian actors in the context</b>	<ul style="list-style-type: none"> <li>• To what extent was the intervention design coherent with the policies and priorities of its funding organisation(s)?</li> <li>• To what extent is the project aligned with other EUTF projects in The Gambia?</li> <li>• To what extent did the intervention design take into account international commitments to human rights, gender, and other equity considerations?</li> <li>• To what extent was the intervention designed for complementarity with the activities of other development/humanitarian partners operating in the context?</li> <li>• To what extent were the comparative advantages of the implementing agency/partnership applied in design and implementation, to achieve maximum benefit?</li> <li>• To what extent was the intervention linked into relevant co-ordination systems in the context (e.g., sector working groups, the cluster system)?</li> <li>• To what extent was the intervention co-ordinated during implementation with activities of other partners operating in the context?</li> <li>• To what extent did synergies during implementation support or constrain the achievement of the intervention's results?</li> </ul>

33. The evaluation adopted a mixed-method approach by applying qualitative and quantitative data collection methods and analytical techniques. The qualitative methods included document review, key informant interviews with relevant government officials, training institutes, project staff, project partners, and other individuals knowledgeable about the youth empowerment in The Gambia,

including some of the project steering committee members. The evaluation team conducted focus group discussions with currently enrolled 168 TVET students at four training institutes and carried out telephone interviews with beneficiaries comprising 46 TVET graduates, 26 MSMEs, and 25 mini-grant/mini-loan recipients. Appendix 4 contains a list of guiding questions/questionnaires relevant to each group. The evaluation team pre-tested the data collection instruments and incorporated changes based on feedback from the stakeholders. It also received data on the status of mini-grants and mini-loan from the Social Development Fund (SDF) and the National Cooperative Credit Union of The Gambia (NACCUG) and project-related data from YEP. To establish the consistency and credibility of data, the evaluation triangulated information/data from more than one source where feasible.

34. Additional in-person or Skype/telephone meetings were held with responsible officers based at the EU Delegation (The Gambia and Senegal) and ITC headquarters in Geneva. The team leader for the evaluation conducted a field visit to The Gambia from 4 to 18 October 2019, and the team member (national consultant) conducted additional interviews and focus group discussions with relevant stakeholders from 5 to 29 October 2019 (intermittently) under the guidance of the team leader. Appendix 5 and Appendix 6 contain the lists of documents reviewed, and field mission accomplished for the evaluation, respectively. Appendix 7 indicates a list of persons interviewed. The YEP management provided logistic support in the field to facilitate data collection, but none of the project team members participated in the fieldwork. The evaluation team shared emerging observations from the field visits and document review with the project team on 18 October 2019. The evaluation team attended the project steering committee meeting on 4 December 2019 in Banjul and presented evaluation findings and recommendations to the committee. The report reflects additional feedback and perspective gained during the discussion and other meetings held with the YEP project team.

### **C. Limitations**

35. The evaluation was conducted at one point in time and relied on available data and supporting evidence available at the time of the evaluation. The performance data from some of the YEP partners in sector value chains have not been adequately captured in the database maintained by YEP. As a result, the progress of the project reflected in this report may not be a full reflection of the project achievements. The project collected baseline data, which is planned to be used in a follow-up impact assessment study contracted to an external entity in the Gambia. Only one tracer study conducted by GTTI was available, and data on project impact on income is planned to be collected in the follow-up study commissioned by the project.

## VI. Findings

36. The evaluation findings presented in this section are based on discussions with relevant stakeholders, including core beneficiaries of the project, partners of YEP, government agencies, donor, and ITC. The findings are summative and do not reflect any isolated opinion. The discussion is organized along with the key evaluation questions and criteria outlined in Table 6. Overall, the evaluation concludes that the project performance at midterm has been satisfactory.

### A. Relevance (and coherence)

37. The project design aimed to address the employment and income needs of the Gambian youth, particularly those prone to migrate to Europe in search of a better quality of life. It recognized that youth were not much interested in remaining on the farm and relying on subsistence farming but were looking for decent jobs with reasonable wage rates. The intent was to create job and income opportunities within the country by improving their skills base, both technical and entrepreneurial. As a result, the project strategically focussed on non-traditional sectors in the Gambia, such as agro-processing, tourism, ICT, and TVET. The project complemented the government's efforts to support youth empowerment by creating opportunities within the Gambia. At midterm, project relevance is assessed **satisfactory**.

38. **Coherence with international and national priorities.** The project document envisaged its contribution to the *Global Initiative on Decent Jobs for Youth* launched in February 2016, which was seen as a UN system-wide effort to support the achievement of the 2030 Agenda for Sustainable Development in the area of youth employment.<sup>31</sup> While an explicit link between the 2030 Agenda and the project is not evident, the concept of Sustainable development for economic growth and poverty reduction is evident in the project document. The Gambia is one of the 193 countries that have officially adopted the Sustainable Development Goals (SDGs). Those that are of direct relevance to the project include SDG 1 (End poverty in all forms everywhere); 4 (Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all); SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all); and 17 (Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development). Table 7 summarizes relevant targets and indicators associated with SDGs.

**Table 7: SDGs with Direct Relevance to the Youth Empowerment Project, The Gambia<sup>32</sup>**

SDG	Target	Indicator
<b>Goal 1:</b> End poverty in all forms everywhere.	<ul style="list-style-type: none"> <li>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</li> <li>1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</li> </ul>	<ul style="list-style-type: none"> <li>1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)</li> <li>1.2.1 Proportion of population living below the national poverty line, by sex and age</li> <li>1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</li> </ul>
<b>Goal 4:</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	<ul style="list-style-type: none"> <li>4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and</li> </ul>	<ul style="list-style-type: none"> <li>4.3.1: Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex</li> </ul>

<sup>31</sup> The objective of the initiative is to facilitate increased impact and expanded country-level action on decent jobs for youth through multi-stakeholder partnerships, the dissemination of evidence-based policies, and the scaling up of effective and innovative interventions. ITC is a core member of the initiative via the Youth and Trade Programme.

<sup>32</sup> Source: <https://sustainabledevelopment.un.org/content/documents/11803Official-List-of-Proposed-SDG-Indicators.pdf>

SDG	Target	Indicator
	tertiary education, including university <ul style="list-style-type: none"> <li>• 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• 4.4.1 Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill.</li> </ul>
<b>Goal 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> <li>• 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</li> <li>• 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</li> <li>• 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</li> <li>• 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</li> <li>• 8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization</li> <li>• 8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products</li> </ul>	<ul style="list-style-type: none"> <li>• 8.2.1 Annual growth rate of real GDP per employed person</li> <li>• 8.3.1 Proportion of informal employment in non agriculture employment, by sex</li> <li>• 8.5.2 Unemployment rate, by sex, age and persons with disabilities</li> <li>• 8.6.1 Proportion of youth (aged 15-24 years) not in education, employment or training</li> <li>• 8.b.1 Total government spending on social protection and employment programmes as a proportion of the national budgets and GDP</li> <li>• 8.9.2 Proportion of jobs in sustainable tourism industries out of total tourism jobs</li> </ul>
<b>Goal 17.</b> Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	<ul style="list-style-type: none"> <li>• 17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed.</li> <li>• 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• 17.7.1 Total amount of approved funding for the Gambia to promote the development, transfer, dissemination and diffusion of environmentally sound technologies</li> <li>• 17.17.1 Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships</li> </ul>

39. The project is also aligned with the Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021, more specifically with outcome 2.5, which envisages the promotion of women and youth empowerment to reduce gender disparities, gender-based violence, access to decent employment opportunities, and ensure participation in national development.<sup>33</sup> High youth unemployment features prominently in the UNDAF document, and it accords high priority to youth empowerment.
40. Gambia's national development plan (2018-2021) recognized youth empowerment as one of the eight priority areas, and it also features in the 2063 Agenda (Goal 18) of the African Union, which explicitly calls to engage and empower youth and children. In particular, the project is aligned with the Outcome 7.1 of the national development plan which seeks gainful employment opportunities created and entrepreneurship skills developed for the Gambian youth. The project is also aligned with The Gambia's revised National Youth Policy of 2015, which provides an appropriate framework for promoting the enjoyment of fundamental rights by the youth and the protection of their social, economic and political wellbeing to enhance their active participation in the national development process.<sup>34</sup> It is also consistent with the National Employment Policy, which recognizes youth unemployment as a significant and growing problem for the country.<sup>35</sup> Similarly, the project objective is aligned with Objective 2 of the National Gender Policy, which seeks to encourage the creation of increased employment opportunities for the youth.<sup>36</sup>
41. The project design envisaged complementarity with UN Capital Development Fund (UNCDF) and with other development partners' initiatives including complimentary action with the Upper River Region Livelihood Improvement through Institutional strengthening, Food Security and Environmental Management (URRLIFE) Project, National Youth Service Scheme (NYSS) apprenticeship, Songhai Initiative, NYC-IOM Migration Response Project including the community initiatives, NEDI/GCAV Business Planning Clinics, and Smart Business Incubation Hub. At the time of project formulation, these initiatives were all relevant to the project. The project design also envisaged YEP to serve as a platform for EU and other multilateral and bilateral donors to develop complementarity. This materialized under the EU funded Tekki Fii programme implemented by YEP, The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Instituto Marquês de Valle Flôr (IMVF), and the Belgian Development Agency - Enabel. YEP has been undertaking responsibility for Promoting the concept "Tekki Fii – Make it here": Make it in The Gambia within both The Gambia and international market. Also, under another ITC project, YEP is collaborating with UNCDF which works with the Central Bank of the Gambia and financial service providers helping them to develop/provide better financial products to MSMEs.
42. The focus of YEP in four key sectors is appropriate and compliments programme of other line ministries. These sectors are agribusiness value chain, tourism, ICT, and creative industries. The evaluation considers the choice of sectors appropriate. The project support for promoting the value chain of each of the sectors, specifically market linkages, compliance with market requirements with a focus on quality and product standardization, enhancing the productive capacity of MSMEs, youth's skills development, and entrepreneurship support is deemed relevant towards creating and sustaining jobs.
43. The project was approved at the time of a political transition from a dictatorship to a civilian government (late 2016), which raised the expectations of the population, including youth, to deliver income opportunities. In the absence of any other tangible project or programme for youth, YEP gained prominence and support. The project's mandate and approach aligned with the emerging challenges. The aspiration of the Gambian youth is well captured in the National Youth Policy, and YEP's support in helping The Gambia achieve its policy goal is appropriate. YEP was designed in line with ITC's Youth and Trade Programme that aims at connecting young entrepreneurs to international markets. ITC is a core member of the Global initiative on decent jobs for youth that was launched in February 2016.<sup>37</sup>

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<sup>33</sup> The United Nations (2016). *Gambia United Nations Development Assistance Framework (UNDAF) 2017-2021*, Banjul.

<sup>34</sup> Government of the Gambia (2015). *Revised National Youth Policy*, Banjul.

<sup>35</sup> Ministry of Trade, Regional Integration, and Employment. *The National Employment Policy and Action Plans, 2003-2008, and 2010-2014*. March 2010.

<sup>36</sup> Ministry of Women's Affairs (2010). *Gambia National Gender Policy 2010-2020*, Banjul

<sup>37</sup> The Youth and Trade Programme also has partnerships with Child and Youth Finance International (CYFI) and Youth Business International (YBI), allowing for better and increased support to young entrepreneurs.

44. The project design is aligned with the European Union's (EU) consensus on development, which states:

"The EU and its Member States will step up efforts to address the root causes of irregular migration and forced displacement and to promote the better management of migration in partner countries in all its aspects. They will consolidate migration as a key part of EU foreign policy dialogue, including through the elaboration of tailor-made responses and strengthened partnerships transparently and democratic."<sup>38</sup>

45. The consensus document also recognizes that creating decent jobs, particularly for women and youth is essential for inclusive and sustainable growth; the importance of MSMEs also features prominently in the document. The project is also in line with the objectives of the Economic Partnership Agreement Development Program (EPADP), the EU initiative for West Africa providing a framework for the implementation of activities related to the Economic Partnership Agreement (EPA).<sup>39</sup> It is also one of the three national projects funded by EUTF.<sup>40</sup> The project also took into account the 2030 Agenda on Sustainable Development via ITC's Youth and Trade Programme. It complemented IOM's efforts in reintegrating returning migrants with the provision of imparting skills development training for gainful employment. The project built on ITC's comparative advantage in the area of MSMEs, value chain development, training tools, and e-learning modules, and resident technical expertise.

46. The project continues to remain relevant at midterm because of the continuing challenges of youth unemployment for both men and women. The skilled human resource base is low. Gambia's human development index (HDI) remained stagnant between 2016 and 2019, and the country ranked 173<sup>rd</sup> in 2016 (out of 188 countries) and 174<sup>th</sup> in 2019 (out of 189 countries).<sup>41</sup> The financial sector is underdeveloped, and capital constraints have posed significant challenges for investment in infrastructure. The country ranked 149<sup>th</sup> in a list of 155 countries in ease of doing business.<sup>42</sup>

47. **Conformity with ITC's mandate and strategy.** The project is aligned with ITC's mandate of internationalization of MSMEs with a focus on enhancing the capacity of SMEs in The Gambia to support the enterprises so that they can produce quality products and help them to access the international market. It also resonates well with ITC's responsiveness to focus its efforts on youth employment and women's economic empowerment and implementing specific programmes focused on the economic empowerment of women, promoting youth entrepreneurship, connecting poor communities to value chains, and promoting green trade.<sup>43</sup> The project continues to remain in conformity with ITC's Strategic Plan 2018-2021<sup>44</sup>, and it is expected to contribute to the quality and regulatory framework, knowledge, and skills, value-added in trade, business support ecosystem, youth entrepreneurship.<sup>45</sup> The project has built on ITC's reputation of supporting youth and trade with expertise in building capacity in countries in need and supporting them to trade regionally and globally. The project benefits from ITC's knowledge base, expertise, and tools for MSME growth, including youth empowerment. In The Gambia, ITC has a comparative advantage over other agencies, and the project continues to benefit from it. The project's support for production capacity, entrepreneurship, market linkages, consistent quality assurance, and skills development continues to remain relevant for the project.

48. **Rationale, coherence, and adaptability of the intervention design and implementation.** The logical framework outlined in the project document guides achieving intended outcomes and impact. It also offers project management with adequate flexibility in responding to market signals. YEP's communication and dissemination strategy and partnership approach are seen as major strengths in attracting other development partners in jointly implementing youth empowerment initiatives in the Gambia. YEP's outreach and support in rural areas are also seen as a significant strength in

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<sup>38</sup> European Union (2017). European Union's Consensus on Development, Brussels, accessed at [https://ec.europa.eu/europeaid/sites/devco/files/european-consensus-on-development-final-20170626\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/european-consensus-on-development-final-20170626_en.pdf)

<sup>39</sup> Project document for YEP.

<sup>40</sup> The other two projects are Tekki Fii in which YEP is a partner and Strengthening Management and Governance of Migration and Sustainable Integration of Returning Migrants in the Gambia.

<sup>41</sup> United Nations Development Programme (2016). *Human Development Report*. New York: UNDP. See <http://hdr.undp.org/en/content/2019-human-development-index-ranking>

<sup>42</sup> [https://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report\\_web-version.pdf](https://www.doingbusiness.org/content/dam/doingBusiness/media/Annual-Reports/English/DB2019-report_web-version.pdf)

<sup>43</sup> International Trade Centre (2015). *Strategic Plan 2015-2017*. Geneva: ITC.

<sup>44</sup> International Trade Centre (2018). *Strategic Plan 2018-2021: Trade Routes to Sustainable and Inclusive Development*, Geneva

<sup>45</sup> The current ITC Strategic Plan has a target to build market-relevant skills for 100,000 youth and work with local institutions supporting young entrepreneurs



the project design in empowering rural youths through skills development and participation in agro-processing and tourism value chains.

49. The project design would have benefitted from a further clear working definition of sustainable jobs as well as an explicit ex-ante TOC to guide the project in achieving intended outcomes and impact. It would also have helped to monitor progress towards outcomes and impact as well as formed the basis to guide the project management decisions. Also, upon receiving additional financing of Euro 2.0 million for Tekki Fii related activities, it would have been useful to assimilate the impact of YEP branding on Tekki Fii and vice versa in terms of enhancing a project and programme visibility both within and outside the Gambia.

## B. Effectiveness

50. The project effectiveness assessment documented whether the project interventions were achieving its objectives. The evaluation analyzed the project's ability to achieve its specific and overall objectives, assessed strengths and effects of internal and external partnerships. It elaborated on the contextual factors, scaling up, and adjustments where feasible. The macroeconomic data based on 2012 and 2018 labour force surveys suggest that the unemployment rate in the Gambia has regressed for youth.<sup>46</sup> The project reports progress against the annual output targets stipulated in the project log frame. Still, several project partners have not completed their reporting requirements, and some of the interventions have not had the required time to generate impact. The results reported in the project's annual reports and quarterly progress reports may not necessarily be the reflection of actual progress on outcome to date. The project has started collecting job-related data since 2019, and income data at the beneficiary level is yet to be collected and planned to be documented in a separate study commissioned by the project. Overall, based on the available evidence, the evaluation determines that the project's effectiveness in achieving intended outcomes and outputs is *moderately satisfactory*.
51. **Project achievements based on the log frame.** The project's annual progress reports for 2017, 2018, and the first three quarters of 2019 narrate achievements in different areas. The third quarter of the 2019 progress report includes quantitative achievements made by the project in the three key results areas. Data extracted from the report are presented in Table 8. The evaluation notes that the project document did not specify targets for impact level indicators. The unemployment data based on labour force participation survey (Table 4) shows that the unemployment rate increased in 2018 in comparison to 2012. Also, none of the national documents report on the median income of the youth, and it is not monitored, although the project document stated a target of 20 to 30% increase in median income of the base year 2012 (Dalasi 18,000 per year). Furthermore, the progress reports have focussed more on input-output relationships and less on the intended outcomes and impact.
52. At the outcome level, the project expected that 50% of the TVET graduates would be employed at the end of the project. Upon graduation, the implementing partners report back on placements. However, the actual progress is yet to be established because some of the partner agencies have not yet completed their reporting requirements. Data recently obtained from the project for six of the eight training institutes suggest that, on average, 30.4% of the graduates are employed, ranging from 22% for the Insight Training Centre graduates to 100% for those from Five Star Security (Appendix 8, Table A8.1). It is assumed that the rest of the graduates are self-employed, although it has not been appropriately documented. The discussion of the evaluation team with some of the implementing partners suggest that the employment of TVET graduates tend to vary by trade and their guesstimate is that about 60-65% tend to find a job or start self-employment within 12 months of training and others take longer time to find employment. Also, concerning median income, there is a general understanding that TVET-trained graduates end up eventually end up getting a somewhat higher income. Still, not many employers are willing to offer higher wages to TVET graduates unless they cannot find skilled workers.
53. As of 30 September 2019, the project trained 1,835 individuals, supported 521 MSMEs, helped 2,424 entrepreneurs, and reached 260,663 youths through various communication channels such as Facebook, Tekki Fii Campaigns, and various project events.<sup>47</sup> These figures are only partial reflection of actual achievements, which would be known only after data from all sources are

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<sup>46</sup> [https://github.com/sdsna/2019GlobalIndex/blob/master/country\\_profiles/the%20Gambia\\_SDR\\_2019.pdf](https://github.com/sdsna/2019GlobalIndex/blob/master/country_profiles/the%20Gambia_SDR_2019.pdf)

<sup>47</sup> Source: YEP Progress Report, Quarter 3, 2019, Banjul.

combined. Also, it should be noted that some of the activities have started more recently and would not have reached the stage of delivering income and employment benefits at the time of this evaluation.

**Table 8: YEP Progress against the Targets, Up to September 2019<sup>48</sup>**

**Note:** **Green** indicates on track or exceeded the overall target, **orange** indicated lagging target, and **red** implies substantially falling behind.

Results Area	Project Target	Cumulative Achievement	Achievement	Status
		(as of 30 Sept 2019)	(% of Project Target)	
<b>Overall objective: Impact – Increased job opportunities and income perspectives for youth</b>				
% national youth (15-35 years) unemployment	n.a.	36.7% (2018)	36.7% (2018) <sup>49</sup>	
% of the yearly median income of youth	20-30% increase over baseline Dalasi 18,000)	n.a.	n.a.	n.a.
<b>Specific objective: Outcome – Tackle the root causes of irregular migration through increased job opportunities and income prospects for youth.</b>				
% of TVET graduate that are employed <sup>50</sup>	50	n.a.	n.a.	n.a.
# of sustainable jobs created / jobs consolidated for youths directly and indirectly through business ventures (disaggregated by sex, age groups, and location)	4,000	Created: 928 <sup>51</sup> Sustained 132	Created: 23% Sustained 3.3% of total target and 14.2% of jobs created	
% change income of youth supported directly and indirectly by YEP	20-30 end of the project	n.a.	n.a.	n.a.
<b>R.1 Improved employability and self-employment opportunities for youth</b>				
<b>R.1.1 Skills upgraded through technical and vocational training ouprogrammes</b>				
Number of training institutions that improved training programmes and/or operational performance	13	9	69	
Number of youths completing a project funded technical and/or vocational training programme or apprenticeship	4,600	1,835	40	
Number of young returning migrants supported through skills training	300 <sup>52</sup>	37	12	
<b>R.1.2 Entrepreneurship promoted among youth through business skills training and support programmes</b>				

<sup>48</sup> Source: YEP Progress Report, Quarter 3, 2019, Banjul.

<sup>49</sup> The national unemployment rate increased from 35.9% in 2012 to 36.3% in 2018 based on corresponding labour force survey data.

<sup>50</sup> According to the project management, data is available from the implementing partners but are not reported in the quarterly progress or annual narrative reports. There is no indication to ascertain if the 928 jobs that are created will be sustainable.

<sup>51</sup> There is no indication to ascertain if the 928 created jobs would be sustainable. The reported figures are only partial reporting on the project's achievements. Reporting on jobs has started in 2019, but these figures only cover the results that are recorded quarterly (e.g., placement of TVET graduates). Data from the MSME/sector development, access to fiancé, and entrepreneurship support are not included here as they w be collected at the end of the year through surveys against baseline data.

<sup>52</sup> It is noted that some of the targets were revised upward as a result of \$2 million top-ups from EUTF, which commenced only in 2019.

Results Area	Project Target	Cumulative Achievement	Achievement	Status
		(as of 30 Sept 2019)	(% of Project Target)	
Number of youths benefitting from entrepreneurship services and business advisory support	4,400	2,424	55	
Number of young returning migrants supported through entrepreneurship support	150	68	45	
Number of youth centres refurbished and offering improved services	2	0	0	
<b>R.2 Increased employment opportunities for youth in selected value chains</b>				
<b>R.2.1 Improved compliance of Gambian products to international standards and market requirements</b>				
Number of MSMEs sensitized on programmes on quality improvement and food safety	250	250	100	
Number of Trainers trained in quality-related programmes	30	108	360	
Number of MSMEs certified	20	0	0	
<b>R.2.2 Improved MSME productive capacities</b>				
Number of MSMEs demonstrating improved business practices (e.g., sales/production volumes, etc.)	500	521	104	
Number of production centres strengthened or created	1	0	0	
<b>R.2.3 Market linkages activated</b>				
Number of participating enterprises on market linkage activities	270	651	241	
<b>R.2.4 Improved strategic direction and national ownership for job-centered growth</b>				
Number of stakeholders participating in sector development initiatives	100	326	326	
Number of strategic trade development action plans developed	4	4	100	
Number of public-private youth platforms created/strengthened	3	5	167	
<b>R.3 Promote the concept “Tekki Fii – Make it here”: Make it in The Gambia</b>				
<b>R.3.1 The activities, opportunities, and results of the Action are widely communicated upon national and international levels</b>				
Number of Gambian citizens reached by the Tekki Fii campaign - Number of migrants or potential migrants reached by information campaign on migration and risks linked to irregular migration	350,000	260,663	74	
Number of international media pieces published concerning the Tekki Fii campaign	50	2	4	

54. The project has about two years to meet the project targets. Of the total 17 targets, 10 targets (59%) were on track or had exceeded at the end of September 2019, two lagging (12%), and five (29%) were substantially falling behind. Of the 10 targets on track or had exceeded, seven have already been met, and the other three are likely to be achieved over the next two years or earlier. It is

important to note that some targets can be realized only at the end of the intervention period, such as certification, while some had revised targets (footnote 43). The evaluation notes that the job creation data are partial count as per YEP's monitoring and evaluation framework. The target for the number of young returning migrants supported through skills training was revised upward in the first quarter of 2019 while a larger number of returnees are enrolled in training including at GTHI. The indicators associated with the number of youth centres, production centre, and media pieces were added at the time of top up in early 2019. The project management considers that the target for the certified MSMEs is on track to be achieved in 2020 and 2021. While 16 of the 17 output-related logframe targets are consistent with the original intentions of the project, one target was revised in the third quarter. Under the first result area, the targeted number of training institutions that improved training programmes and/or operational performance" was revised upward from 10 to 13. Likewise, in some areas, achievements have far surpassed the targets. In particular, three targets are noteworthy, and these include several trainers trained in quality-related programmes (R2.1), number of participating enterprises on market linkage activities (R2.3), number of stakeholders participating in sector development initiatives (R2.4), and the number of public-private youth platforms created/strengthened (R2.4).

55. *Youth empowerment* is one of the eight strategic priorities of the government in the 2018-2021 development plan. However, at the national level, youth empowerment achievement in 2018 was characterized as 25% on track and 75% constrained.<sup>53</sup> The physical achievements of YEP also featured prominently in the government's annual progress report for the national development plan.<sup>54</sup> The report acknowledged that gains in youth empowerment were modest in 2018. In terms of achievements, and inclusive entrepreneurship programme was developed and made available as a result of coordinated efforts of NEDI, GSI-Songhai, GYCC, GYIN, and YEP. It recognized that the project continued many initiatives and launched new ones to achieve its objective of creating and improving 4,000 jobs, upskilling of 4,600 youths, and empowering 4,400 youth through entrepreneurship support and access to finance.
56. Table 8 shows three key result areas for the project: (i) improved employability and self-employment opportunities for youth; (ii) increased employment opportunities along selected value chains; and (iii) the concept "Tekki Fii – Make it here": Make it in The Gambia, is promoted. The first result is expected to be supported by two outputs (i) upgrading skills through technical and vocational training programmes; and (ii) promoting entrepreneurship among youth through business skills training in the programme. As a part of the first output, the project performance shows that:
- The project had targeted initially to support 10 technical and vocational education and training (TVET) institutions, which was revised in Quarter 3 of 2019 to 13. As of September 2019, the project had supported nine (9) institutions (69%). The project is on track and likely to meet the target without difficulty.
  - Against a target of 4,600 youths completing a project funded technical and/or vocational training programme or apprenticeship, the actual achievement had been 1,835, which represents 40% of the target. The target is likely to be met unless constrained by the training delivery capacity of the TVET institutions. Aside from the achievements, project data shows that 400 youths are currently enrolled in different activities, some of which could take up to nine months. Also, 670 additional individuals will commence their participation. The project has already contracted the implementation partners for their services. These figures are not included in the achievement data reported in Table 8.
  - They supported 37 young returnee migrants through skills training against a target of 300 (12% progress). The progress at the outset appears low due to an increase in the target resulting from \$2 million top-up for the project. The evaluation takes note that 30 returnees are enrolled in GTHI's hospitality training programme. The target is less likely to be met because returnee migrants are not willing or interested in attending training that requires a 6- to 12-month commitment. According to the stakeholders interviewed, the priority of the returnee-migrants is to repay their own or family's debt, and hence they prefer to find immediate income sources.<sup>55</sup> According to the YEP, while there is a memorandum of

<sup>53</sup> Ministry of Finance and Economic Affairs (2019). *The Annual Progress Report (APRP of The Gambia National Development Plan (2018-2021))*. The Quadrangle, Banjul: MoFEA.

<sup>54</sup> *ibid.*

<sup>55</sup> Some of the returnees also require psychosocial counseling as well, and they are not ready to attend formal training.

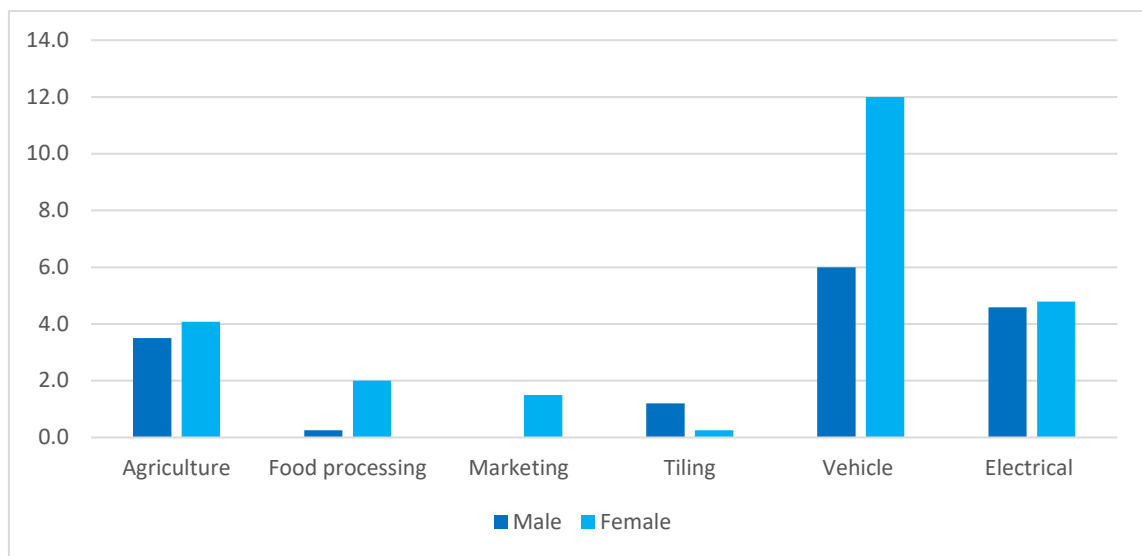
understanding between YEP and IOM Gambia, the number of referral cases for YEP-organized training or capacity development activities are f.

57. The second output of the first result area, "entrepreneurship promoted among youth through business skills training and support programmes" is tagged to three sub-outputs of which one is on-track, one somewhat lagging, and one lagging far behind. The project provided entrepreneurship and business advisory services to 2,644 youths against the target of 4,400 for the project (55%). The output includes the provision of a multitude of services, including marketing, production management, bookkeeping, and financial management services. In addition, the project has supported 68 returning migrants up to September 2019 against a target of 150 for the project. However, the employment status of the migrants supported by YEP is yet to be documented. The evaluation does not find an adequate framework for achieving the targets of 50%, or the returnee migrants would opt for setting up their enterprises because most of them lack start-up capital, physical facilities for their business, and limited market linkages. The project is yet to refurbish two planned youth centres (third output). The delay has been caused by the slow preparedness of the local communities to take over the responsibility to manage the youth centers, and the longer time is taken for the project to procure refurbishment services. According to the project management political difficulties at community level have been resolved and works at the youth centres in Farafenni and Janjanbureh have started in early and late November, respectively. The centres are planned to be refurbished within 3-4 months and brought to full operation by the end of 2020. It is assumed that the youth centres would be able to generate income, but based on the current market environment reflected by interviews conducted with stakeholders in Janjangbureh and Farafeni during the field mission their business case appears weak. There is an inherent perception that YEP will continue to partially support youth centres' operational costs.
58. The second results area of the projects seeks two sets of outputs: (i) improved compliance of Gambian products to international standards and market requirements; and (ii) an improved MSME production capacities. As of September 2019, the project has already achieved the number of MSMEs sensitized programmes on quality improvement and food safety, and substantially exceeded the target set for training of trainers in response to high demand. However, none of the planned 20 MSMEs had achieved certification standards. The evaluation understands that certification requires quality improvement and standardization process. Selected MSMEs are still undergoing training. However, since the target is realistic and represents only 8% of the MSMEs sensitized on quality improvement and food safety, it is likely to be achieved during the next two years. Likewise, the second output of the same result area (R2.2) envisaged improved MSME productive capacities, and the evaluation notes that the target of 500 MSMEs demonstrating improved business practices (sales/production volume, etc.) was achieved by September 2019. However, in the absence of relevant data, it is not feasible to substantiate the extent to which the MSMEs have improved their business practices.
59. The project is yet to create or strengthen one production centre (R2.2). This was considered but not deemed sufficient enough for achieving the objectives of supporting the whole value chain. The target associated with R2.2 may have to be dropped. As seen in Table 8, the project has exceeded the achievement of the target associated with the number of participating enterprises on market linkages activities primarily through sensitization and industry linkages (R2.3). The project has fully achieved and exceeded in two of the three specific targets associated with improved strategic direction and national ownership for job-centered growth (R2.4). The project has attracted interests from a large number of stakeholders partly due to YEP brand promotion. The production of Youth and Trade Roadmap for The Gambia as well as sector roadmaps for ICT, tourism, and agro-processing sectors. The project has also created or strengthened five public-private youth platforms against a target of three.
60. The third result area is associated with the EU-supported Tekki Fii initiative, and the project is on track (74% progress up to September 2019) to raise awareness about the initiative among the migrants or potential migrants through information campaigns. The initiative has just taken off with some billboards located in and around the Greater Banjul area. It is, however, less clear the extent to which the campaigns have been successful in averting irregular migration of the youth out of The Gambia. As of September 2019, the actual achievement has been only 4% (2 out of 50 envisaged).
61. Overall, project achievement has been satisfactory in all three results areas (R1, R2, and R3), which are outputs. The project disseminates its achievements through its website (<https://yep.gm/>) as well as through social media (e.g., Facebook, YouTube) and on YEP partners' websites. The project

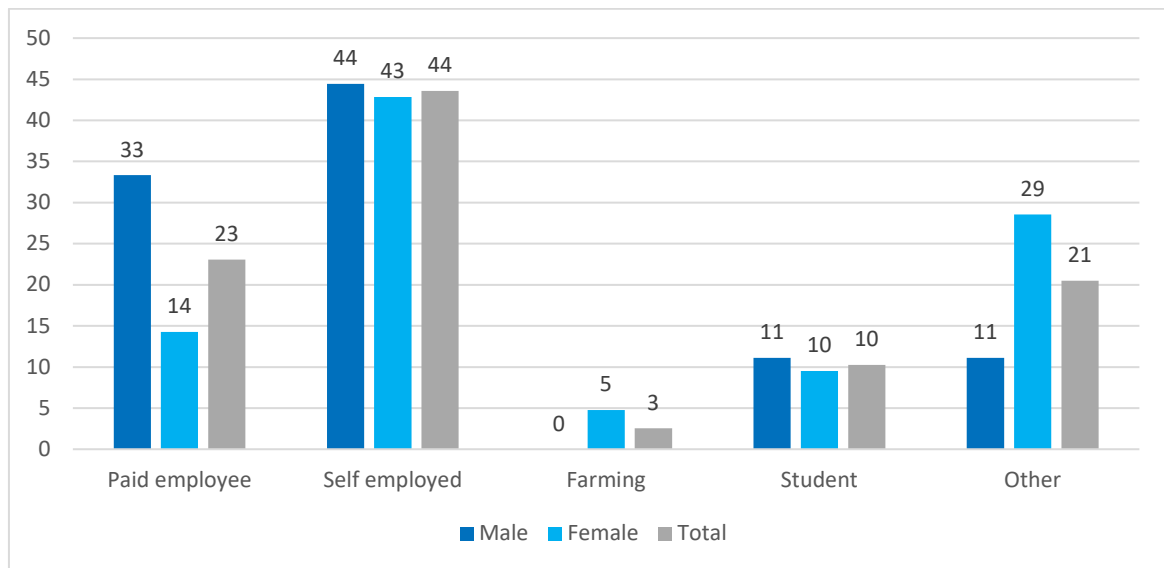
has been promoting innovation through innovation clinics as well as by supporting start-up incubators. However, due to the lack of a robust TOC and a well-defined roadmap for attaining project outcomes, the focus on achieving outcomes and progress towards achieving impact has received less attention. The project could have defined proxy indicators to the set of impact and outcome indicators and monitored and reported progress along those lines in addition to output progress in the quarterly and annual progress reports.

62. The project effectiveness findings are also assessed by conducting interviews with a relevant group of stakeholders. The evaluation interviewed 46 TVET graduates (23 males and 23 females) with an average of 25 years of age ranging from 23 to 32 years. About 52% of males and 30% of females had received training in the electrical area while 13% of males and 39% of females had taken raining in agriculture. Training received by the respondents ranged from less than a week up to 12 months. Graph 1 shows the training duration by gender for each trade area. Those receiving training in food processing were slightly older (average 32 years) compared to those who had graduated in other trades. About 44% of the respondents were self-employed (44% male and 43% female), as shown in Graph 2. Approximately 33% of males and 14% of females reported being in paid employment, which is consistent with the cultural norm that outside employment of women is discouraged, particularly in rural areas.

**Graph 1: Duration of training or event by type of training and gender (months)**

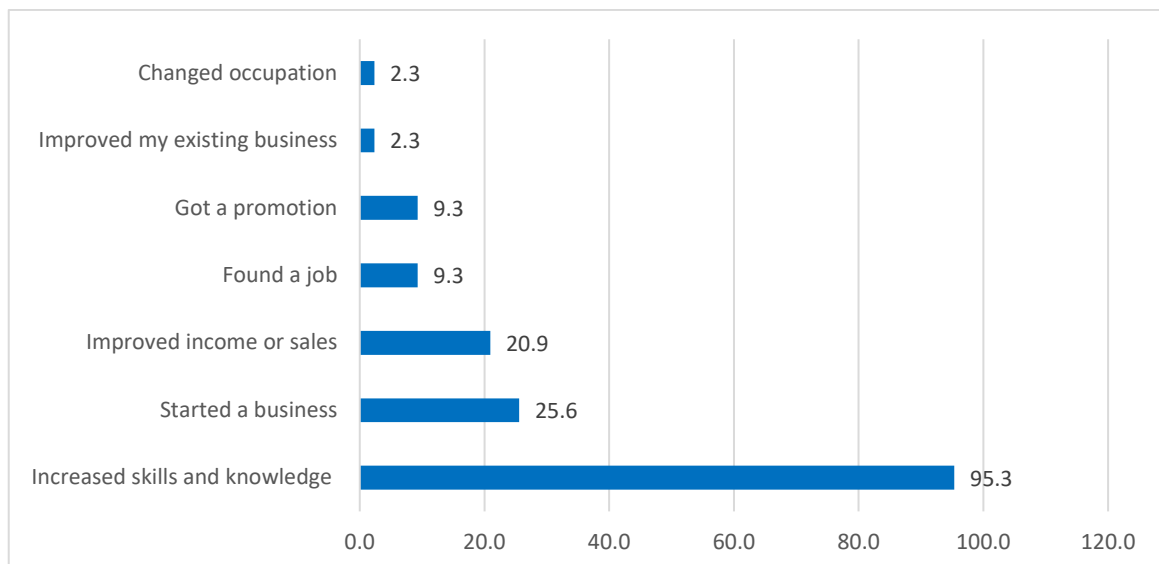


**Graph 2: Occupation of the respondents by gender (%)**



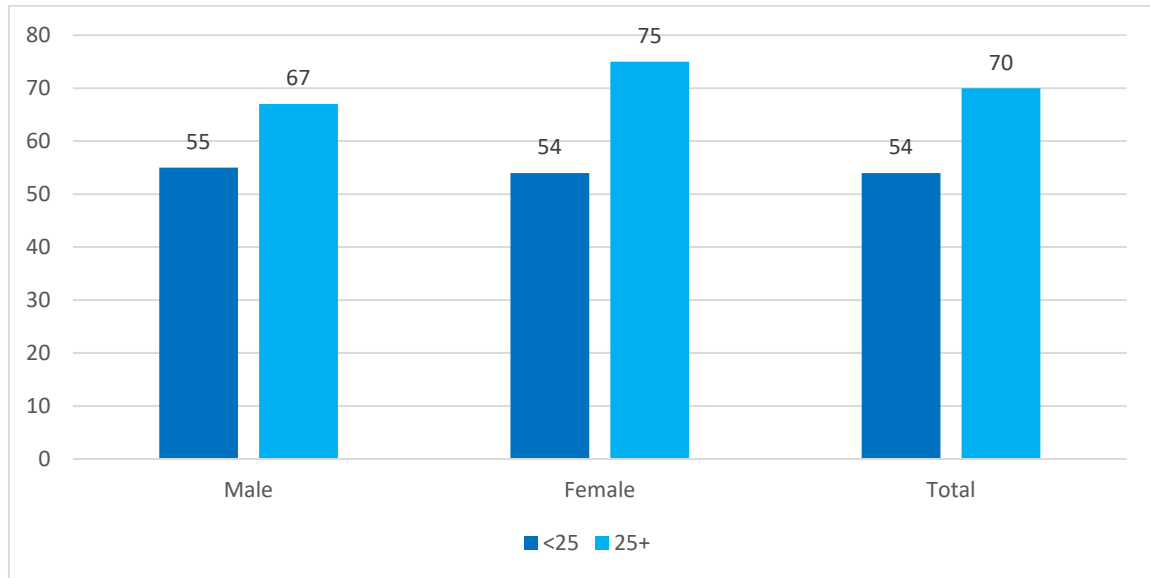
63. According to 96% of the respondents (23 males and 21 females), the training or participation in YEP-organized capacity development activities led to changes in their work or livelihood conditions and improvement in their knowledge and skills. Similarly, 26% of them had started a business, and 21% had improved their incomes or sales.<sup>56</sup> Improvements of exiting business or change in occupation were rare (only one respondent in each of the two categories). One in 11 (9.3%) respondents found a job, and the same number was promoted due to improved skills and knowledge. Their responses are summarized in Graph 3. While not much variation in responses to changes in income is noted by gender among the respondents (61% male and 63% females), they varied considerably by age group. A higher proportion of older respondents (Above 25 years) reported having an increase in income than their younger counterparts (below 25 years) (70 vs. 54%) (Graph 4). Similarly, 50% of the female and 67% of male respondents also had experienced an increase in their production levels (Graph 5). Likewise, older respondents also had increases in their production levels (75% vs. 56%).

**Graph 3: Outcomes perceived by trainees (%)**

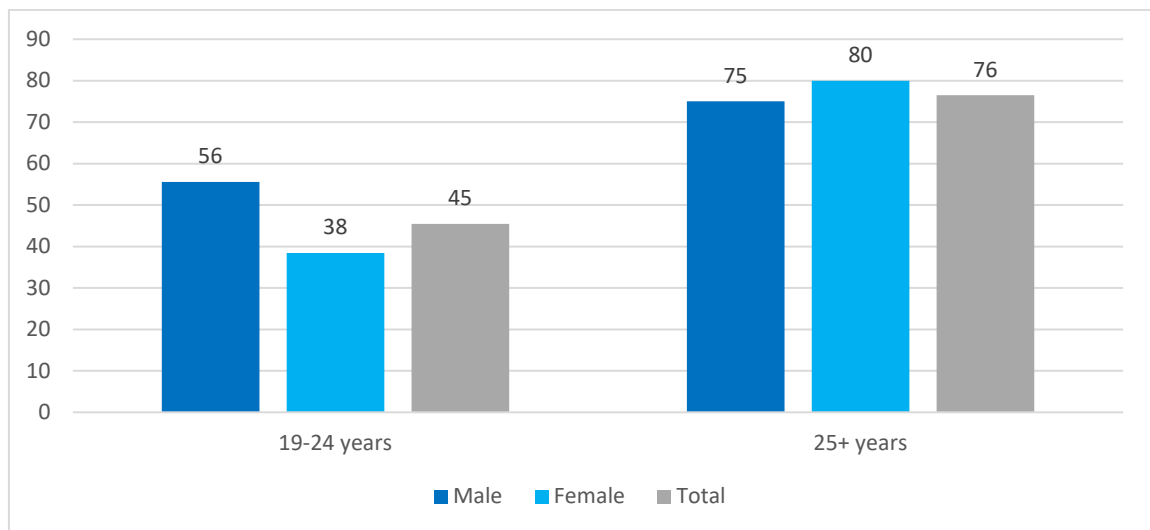


<sup>56</sup> Some respondents treated gross and net income in the same way due to a lack of understanding of the difference between the two.

**Graph 4: Increase in income by gender and age group (%)**



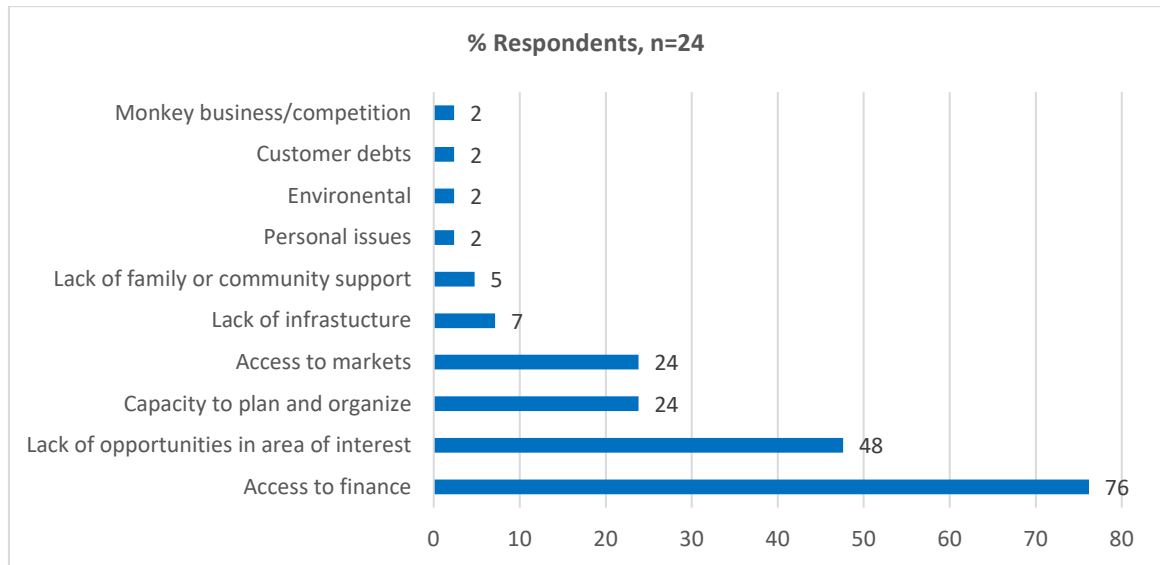
**Graph 5: Increase in levels of production by age and gender (%)**



64. The contributions of YEP capacity development activities include (i) improvement in skills and knowledge (86%), (ii) greater confidence in the participants' ability to undertake income-generating activities and employment (69%), and (iii) inspirational new ideas and work opportunities (40%). Only 2% (1 participant) accessed to a network. The respondents reported access to finance (76%), lack of business opportunities (48%), and capacity to plan and organize (24%) and access to market (24%) as significant challenges in seeking business and income opportunities (Graph 6).

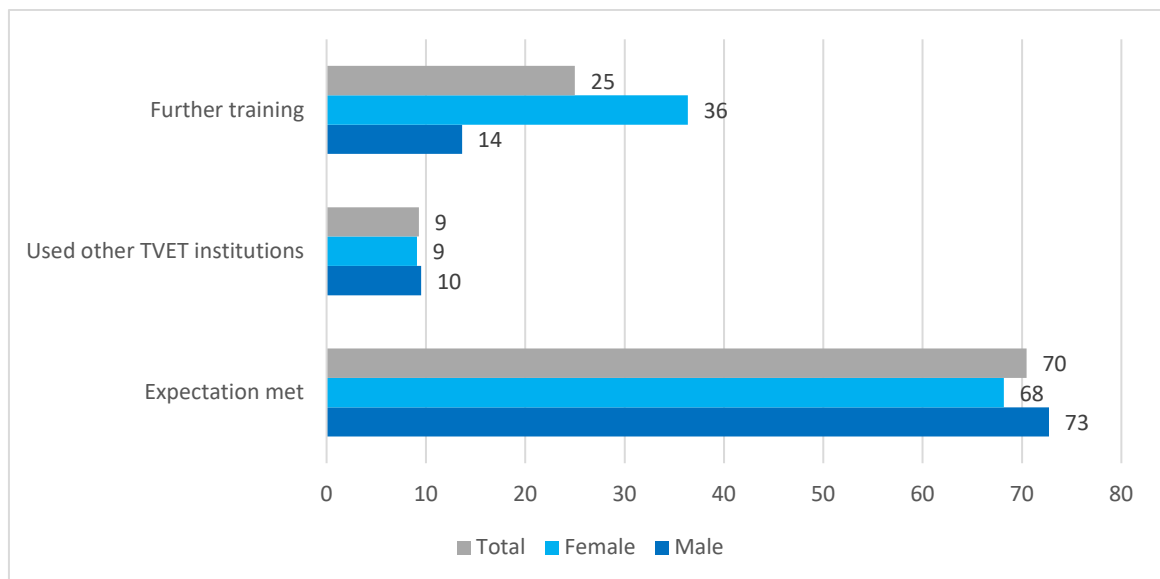


**Graph 6: Obstacles encountered in making changes to MSMEs production system (%)**



65. Seventy percent of the respondents expressed that their expectations had been met by YEP (73% male and 68% female) (as seen in Graph 7). However, very few of them (1 in 11) had attended other training aside from those offered by YEP, and about 36% were enthusiastic about attending further training. However, this presumably rested on the assumption that the training offered will be at no cost to the participants or their families.

**Graph 7: Expectations met and need for further training by gender (%)**



66. **Effectiveness of partnerships.** The project has partnered with both external and national agencies (for a full list of implementing partners refer to Appendix 2). These partnerships have served well in promoting the YEP objectives aimed at supporting youth empowerment in the Gambia. YEP partners include government, not-for-profit, and for-profit organizations. The main benefit of partnerships has been the consolidation of efforts in addressing youth employment and entrepreneurship under the YEP initiatives towards a common goal. The project can use partners' premises for delivering practical training to the aspiring youth in the country, thereby lowering the costs of training delivery. There is a unanimous consensus among the project partners that YEP has provided effective leadership in youth empowerment. The diversity of partners speaks for itself about the project's strength to form alliances with interested agencies. The affiliation with the service providers is based on mutually agreed terms that are output-based. The YEP team members have

played an important role in ensuring smooth communication between and amongst the relevant stakeholder groups.

67. Overall, the implementation arrangement of the project is considered effective. The project steering committee (PSC) (Appendix 9) is regularly updated with the newsletter and quarterly progress reports, as well as periodically convened meetings. There is no evidence of any political influence on the project, and the government has facilitated its smooth implementation. However, there is an inherent perception of some government officials that the project has been engaging too many external consultants and not making adequate use of expertise resident in the government agencies. Still, this assertion is based on individual opinions, and it has not been substantiated. It may have been a reflection of YEP activities conducted in 2017 and part of 2018, but with expanded expertise in the project, the future need for external consultants would be much less than in the past. Also, while the Ministry of Youth and Sports (MOYS) views that since the project supports youth, it should have been placed under the jurisdiction of MOYS rather than MOTIE. However, the evaluation finds that the project is rightly placed under MOTIE due to MSME-trade linkages.
68. The project has maintained a good working relationship with all partners, and it has kept partners' expectations manageable within the available resources. It has also tapped into ITC headquarters' expertise based on needs. The implementing partners speak very highly of the resource persons fielded by the project for different capacity development events. YEP has maintained good communication with the ITC Headquarters as well as with the EU Delegation in the Gambia, and the project has been forthcoming with requested information when required. The project has also kept the UN Resident Coordinator fully abreast of its progress and achievements. On the other hand, there are not many businesses with high absorptive capacity and hence the project had to engage with a large number of partners, although managing them has been challenging at times. The project would benefit from fewer strategic partners selected screened along the value chain with maximum impact in terms of generating sustainable employment for the Gambian youth.
69. Under the Skills for Youth Employment (Skye) Fund, eight training institutions were selected in 2018 to run training programmes for 843 youth (Appendix 8, Table A8.2), and organize industry placements for the trainees to give graduates high chances at finding employment and self-employment after completion of the training.<sup>57</sup> The selected training institutions were (i) Five Star Security; (ii) Insight Training Centre; (iii) Sterling Consortium; (iv) The Fajara Skills Development Centre; (v) The Gambia Technical Training Institute (GTTI); (vi) The Gambia Telecommunications and Multimedia Institute (GTMI); (viii) The Golden Hands Academy; and The Young Men's Christian Association (YMCA). The evaluation asserts that these selected training institutions are appropriate to respond to project requirements.
70. One avenue for access to finance comprised mini-loans administered by the Social Development Fund (SDF). As of 14 October 2019, SDF had approved 35 mini-loans comprising 29 male (83%) and six female (17%) youth applicants for different types of enterprises including agriculture (5), fashion and textile (6), poultry (6), services (6), ICT (3), and others (9) (Appendix 10). Of the 37 applicants, 34 were legally registered, and one was not registered yet. Of the 35 approved mini-loans, 25 had been disbursed in a total amount of 5,226, 025 Dalasi, which accounted for 52% of the investment sought. The share of mini-loan for working capital was 84% of the disbursed amount, and the remaining 16% was disbursed for the purchase of equipment.<sup>58</sup> ITC is providing a partial guarantee and covers SDF's management fee, which keeps the annual interest rate to 10% and reduces the need for collateral to 0 or 75% depending on the type of loan (equipment, working capital, or franchise). Based on SDF records, the repayment rate of mini-loan remains low at 51%, and it is a concern for the financial institution. Hence, the effectiveness of mini-loans remains less than satisfactory.
71. In 2018, the project had signed a contract with the National Association of Cooperative Credit Unions (NACCUG) to implement the mini-grant scheme to facilitate access to finance for the entrepreneurs. As of 30 September 2019, a total of 770 individuals expressed interest and picked up the application forms, of which 691 individuals submitted their applications to NACCUG. Out of 691 applications submitted, NACCUG approved 239, and of the 239 approved grants, five (5) applicants opted not to proceed with the grant-related activities. The remaining 452 applications were rejected for different reasons (i) not suitable for mini-grant (n=171), (ii) had not taken required

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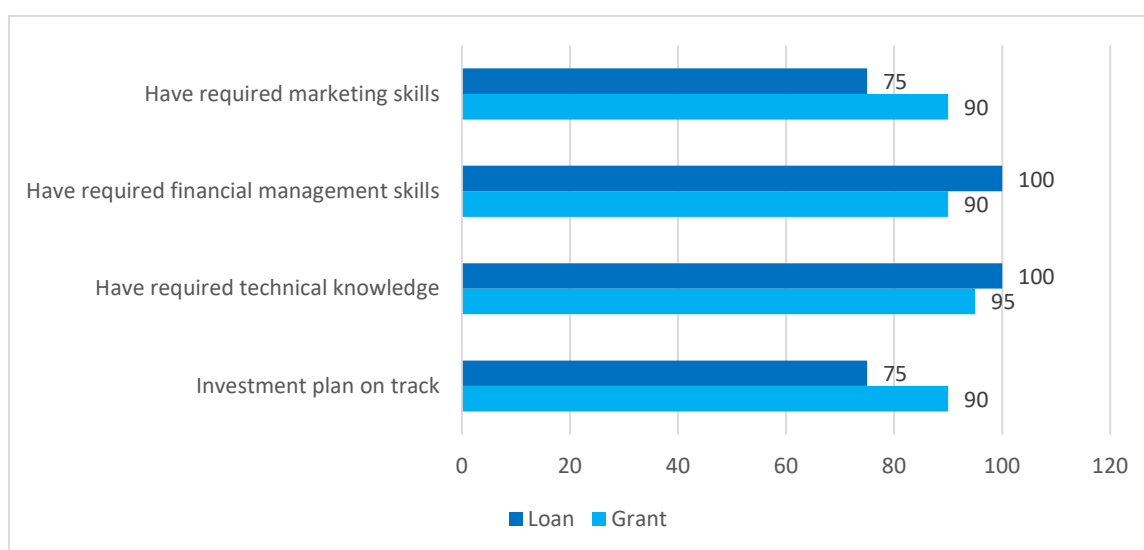
<sup>57</sup> YEP. 2018. Annual Narrative Report, 2018.

<sup>58</sup> Data on mini-loan provided by SDF was inconsistent and hence could not be adequately analysed.

training (n=143), (iii) applicant belonged to wrong region (n=47), (iv) outside the 15 to 35 years of age bracket (n=41), and suitable for mini-loan (n=39), and stated as not applicable (n=11). As of 30 September 2019, NACCUG had disbursed 10.6 million Dalasi to 234 applicants. The sector-wise distribution of disbursed of the mini-grant amount revealed higher concentration in services (38%), poultry (28.2%), agriculture (13.8%), fashion and textile (13.2%), creative industries (3.1%), construction (2%), ICT (0.9%), packaging (0.4%), and other (0.3%). Overall, an average mini-grant amount was 44,45,241 Dalasi. Details are provided in Appendix 11. ITC covers grant volume, financial literacy support, monitoring, etc. According to YEP, the pilot for the mini-grant was deemed successful. In Sep 2019, the YEP mini-grant has been converted into the Tekki Fii mini-grant. Also, there were two additional windows created for the solar and the agro grant, which cater for investments for up to 250,000 Dalasi per grant.

72. In a sample of 25 recipients of mini-grant and mini-loan, interviewed by the evaluation team, 21 (84%) had received mini-grant, and four (16%) had accessed mini-loans. The average size of the mini-grant received by the respondents was 44,859 (n=20)<sup>59</sup> Dalasi (approximately US\$900), while an average mini-loan was 162,000 Dalasi<sup>60</sup> (approximately US\$ 3,200). The mini-grants supported fashion and textile (n=5), poultry (n=5), ICT (n=4), food and catering (n=2), start-up business (n=2), and construction, art-studio, and agribusiness (one each). Similarly, mini-loans covered one each of auto-mechanic workshops, construction, expansion of business, and working capital. Most of the mini-grant and mini-loan recipients had required business preparedness skills, as depicted in Graph 8. This is consistent with the requirement to attend mandatory training before receiving a mini-grant and mini-loan. About 76% of the mini-grant and 50% of the mini-loan recipients prepared their applications by themselves while the remaining sought help from others, including friends and family. Besides, 23 of the 25 recipients had already established their enterprises. All recipients expected to generate positive net income within six months. Of the 23 enterprises, eight had employed one worker, seven had two workers, two had three workers, five had four workers, and one had 10 workers.

**Graph 8: Businesses with having the required skills (%)**



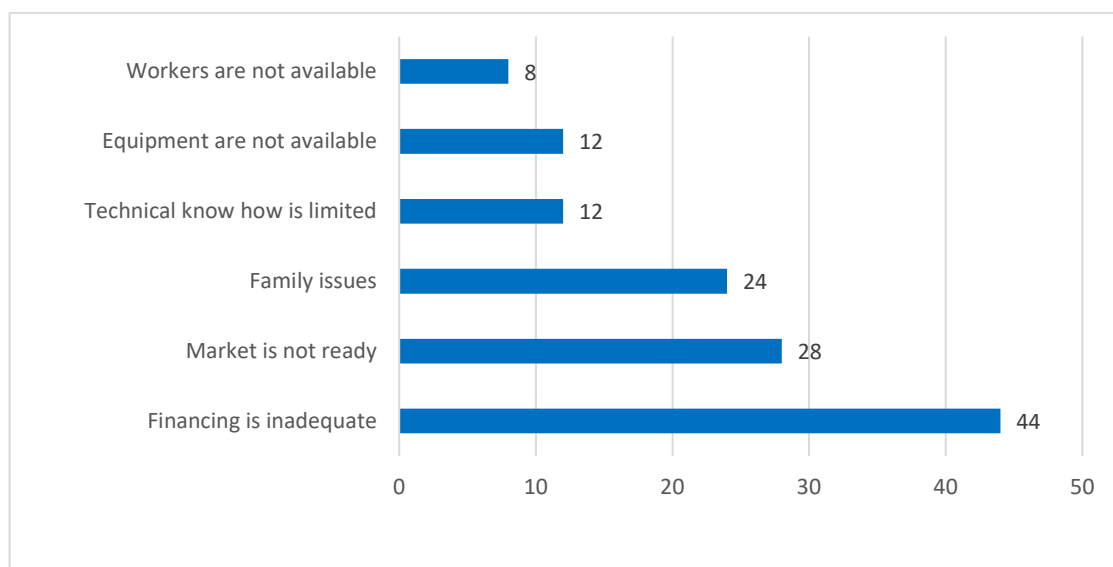
73. Among the 21 mini-grant recipients, five were very satisfied (24%), seven were satisfied (33%), eight were somewhat satisfied (38%), and one was not satisfied (5%). Similarly, of the four mini-loan recipients, one recipient expressed to be very satisfied, one satisfied, one somewhat satisfied, and one unsatisfied. The two unsatisfied recipients (one mini-grant and one-mini loan) had not started their business operations were not satisfied with the progress. The recipients also faced several challenges, but the main issue was the inadequacy of finance, market not ready, and family issues (Graph 9). Other challenges included limited technical know-how, unavailability of equipment, and unavailability of skilled workers. Seventy-six percent of the respondents who had

<sup>59</sup> One of the respondents had reported having received 200,000 Dalasi as a grant. This is not consistent with the mini-grant provisions up to 47,000 Dalasi per grant. Hence, it is treated as an outlier and not included in the computation.

<sup>60</sup> One recipient reported receiving 450,000 Dalasi as a mini-loan, which is outside the provision. Hence, it is treated as an outlier and hence not included in the computation.

accessed finance in the form of mini-grant or mini-loan expressed that they were working to address the challenges but were not specific about the steps they were taking. The remaining six (24%) were seeking help from others. The access to finance for youth in the Gambia is very much limited and, in most instances, restricted.

**Graph 9: Challenges (%)**



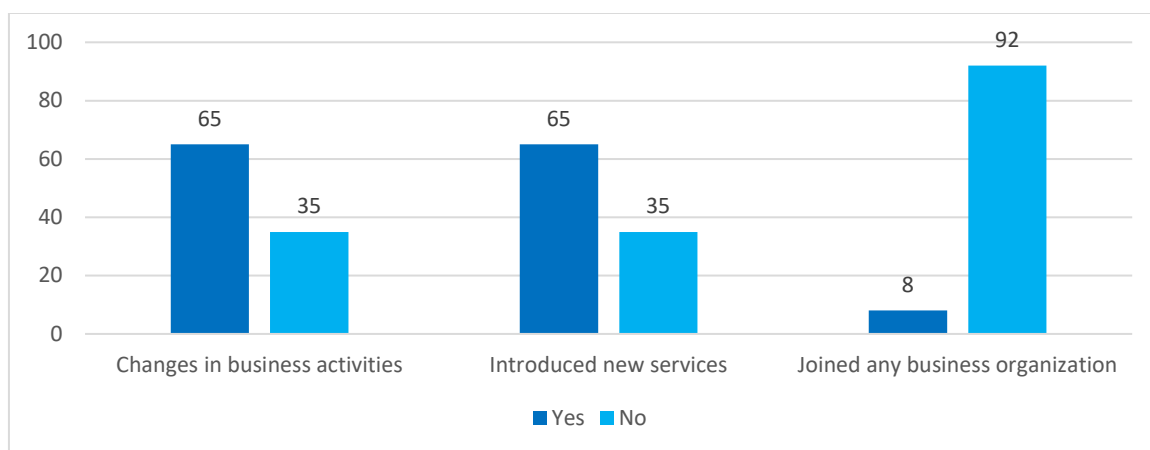
74. All 25 mini-grant and mini-loan recipients revealed that due to their family circumstances and economic hardship, they had used grant or loan proceeds for consumption, which ranged from 20% by one mini-grant recipient to 100% by six mini-grant and one mini-loan recipient.
75. The respondents also suggested that YEP could help them further, aside from direct financial support. The responses included business and marketing skills (including networking, creating websites, marketing linkages, and other administrative and regulatory issues), and further knowledge and skill development for the MSMEs in their trade. In terms of non-financial needs, they expressed that they needed marketing skills (52%), quality improvement (20%), technical assistance (20%), financial management, and business services (16%). The mini-grants and mini-loans were deemed very useful, useful, and somewhat useful by 52%, 36%, and 12% of the recipients, respectively.
76. **Employers' perspective.** The employers of TVET graduates are an integral part of the project, and the evaluation sought their perspective about the graduates and participants of YEP supported activities. Ten employers of TVET graduates also took part in the survey administered for the evaluation, and seven of them had been operating for more than 10 years. The employers represented hospitality, hairdressing, training institutes, and MSME owners. Four of the 10 employer representatives were female. All of them had been working with YEP for less than 9 months.
77. Four of the employers had employed one TVET graduate, three had two, two had three, and one had five graduates. According to them, 80% of the graduates they had engaged were well prepared for the job, while two required more training or close mentorship. The employers found that three of the 10 had better work ethics, five has the same level, and two had inferior work ethics compared to other workers in their workplaces. Also, three of the 10 graduates had been with the same employers for more than three years, while six had been with them for up to one year. The employers of two graduates offered additional benefits – one received transport allowance and one occasional incentive.
78. The employers were generally satisfied with the quality of training offered by the TVET institutions. Some additional suggestions proposed included longer training duration, provision of more training equipment, and offer additional training for the trade. They suggested that increasing the number of skilled workers required expanding training in other regions by establishing more number of well-equipped TVET institutions. According to them, improving the quality of skilled workers needed more qualified trainers and efficient equipment and tools. Half of the respondents also felt that they

had faced competition for well-skilled workers due to a shortage of well-trained workers. Six of the ten employers used incentives in the form of a better salary, a good working environment, and continued motivation to retain skilled workers. Going forward, the employer representatives suggested that to improve the skilled workforce, and there is a need for proper career guidance and market-relevant training offerings of a longer duration by the TVET institutions.

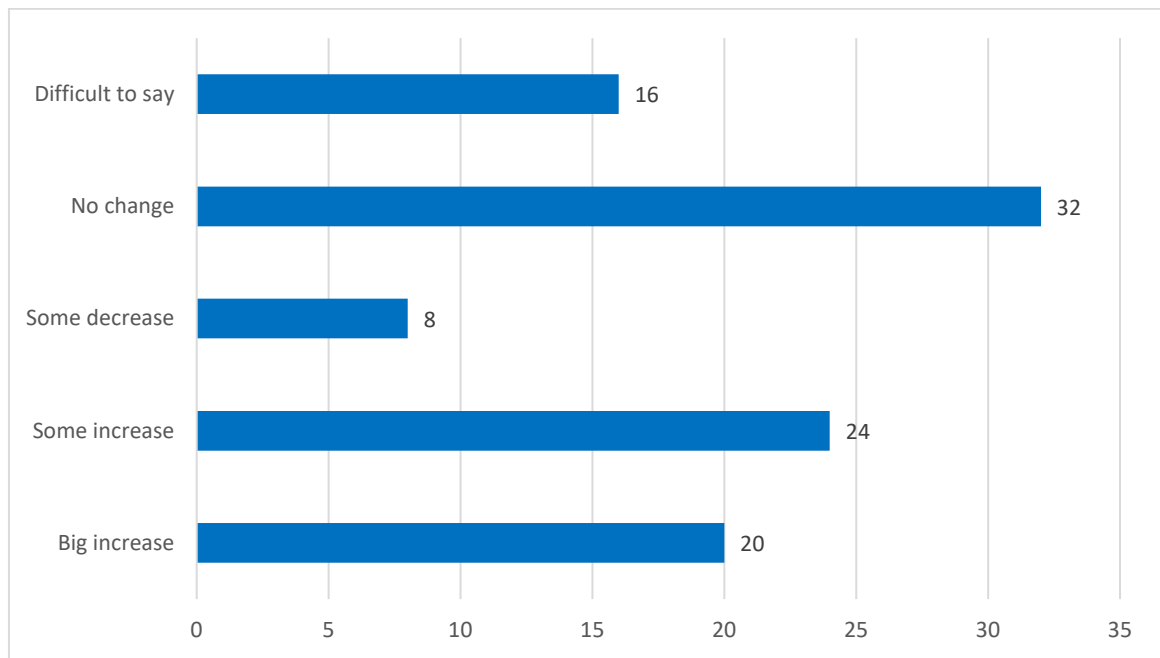
79. **The perspective of MSMEs.** In all, 27 MSME owners or operators (13 male and 14 female) from 19 LGAs participated in the evaluation and responded to the survey. However, not all respondents answered all questions. Ten of 23 respondents (44%) had 1 to 2 years of experience, seven (26%) had 3-5 years of experience, and six (30%) had more than 5 years of experience. Likewise, 18 of the 27 respondents revealed their status; 10 (56%) owned their businesses, 4 (22%) were managers, and another 4 (22%) held other positions in the MSMEs. Not all respondents replied to all questions. Only 17 respondents revealed the nature of the business, and 15 (88%) were sole owners, and 2 (12%) were in partnership business. Thirteen respondents could identify the ownership structure of their MSMEs, and eight of them (62%) reported to be a family-owned business, and the other five had different types of owners. A total of 24 respondents revealed the legal status of their MSMEs, and 12 of them (50%) were registered while the remaining 12 (50%) were not registered. Sixteen respondents knew about the nature of MSME ownership, and according to the 14 were owned by the local Gambians and foreign entities owned the other two. Eighteen respondents revealed the gender of the MSME owners – eight wholly owned by women (44%) and in one each MSE, women-owned 90%, 50%, and 10% of the business. Women did not have an ownership right in the other five businesses and hence wholly owned by men. When asked about the engagement of YEP-TVET graduates in their MSMEs, 22 respondents responded to the question; 13 had one graduate (59%) engaged, and six had more than one graduates engaged, while three MSMEs had no YEP-trained graduates. TVET training offered with the support of YEP lasted from three to nine months, with an average of 6.4 months.

80. In terms of business growth, based on the response from 26 of the 27 MSME respondents, 65% of them have had new clients, and the same proportion also had introduced new products or services into their businesses, and 92% have had acquired capital assets based on their incremental income from MSMEs after they had attended YEP-supported training or other capacity development activities. (Graph 10). Also, 20% of the respondents incurred a significant increase in their business expenses on materials and supplies such as fertilizer, animals, steel, wood, since attending a TVET or YEP training, as they wanted to introduce changes in the way they were running their MSMEs, while 24% had realized small increases (Graph 11).

**Graph 10: Changes made after the YEP activities**

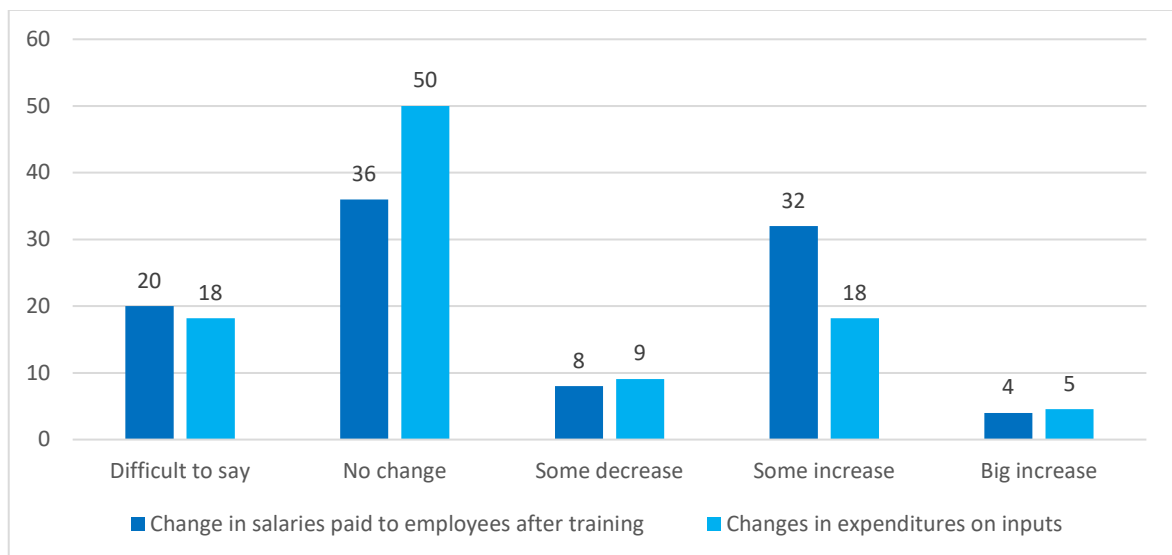


**Graph 11: Changes in business expenditures on inputs (%)**



81. The impact of business growth on employment and employee benefits remained limited. Twenty-five respondents expressed their views, and according to them seven MSMEs (28%) had increased the number of workers while four ((16%) had a fewer number and remaining 14 MSMEs (56%) did not see change in the number of workers as a result of attendance at the YEP supported activities. The fashion and design, food and lodging, and solar and electrical sectors gained jobs while the construction sector lost jobs in the enterprises that participated in YEP. Beauty and salon and security sectors did not see any change. Also, only one MSME (4%) was able to offer a significant increase in wages/salary to their workers, eight (32%) offered a small increase, and 16 (65%) did not offer any increases (Graph 12). It could be the result of a primarily family-focussed business environment characterized by limited awareness, willingness, and absorptive capacity of MSMEs.

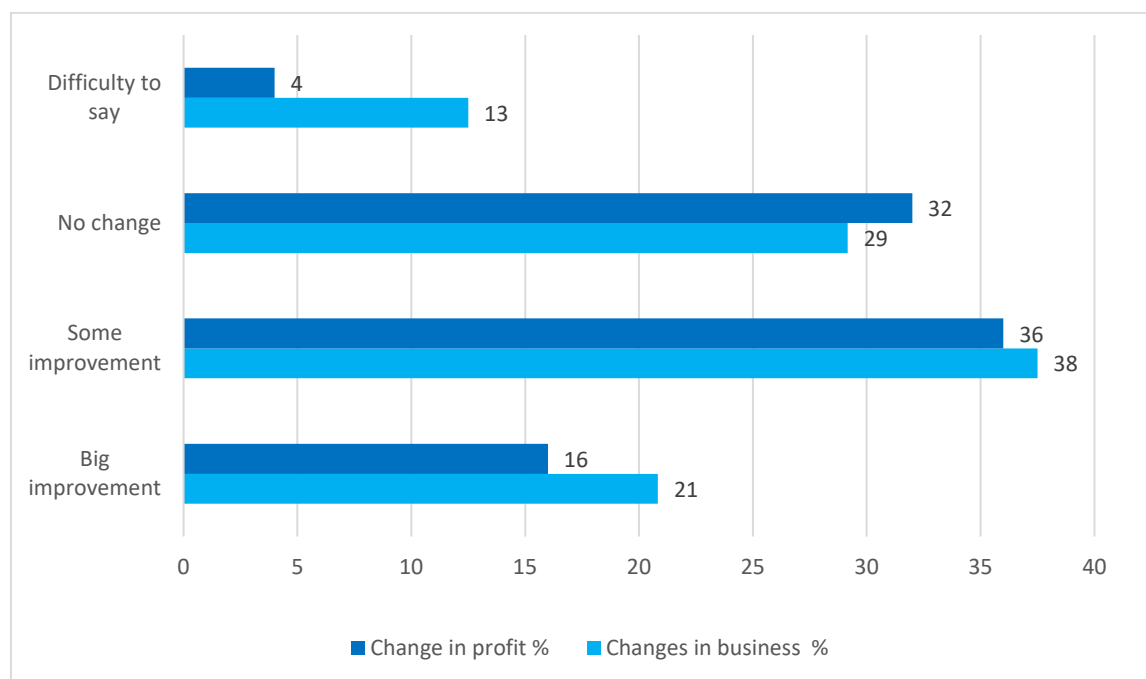
**Graph 12: Changes in MSMEs' expenditures on salaries and other inputs (%)**



82. Overall, 24 respondents responded to the question on the performance of their MSMEs; 21% had realized significant change, and 38% had experienced some improvement, while 41% had no opinion or had not realized any change. Also, 16% of the same 24 respondents had realized significant improvements in profit, 36% had some improvement, and 52% had no change or not aware of the increase in profit (Graph 13).

83. Of those who had a positive experience both in terms of change and profit (n=13), all but one credited knowledge and training received from YEP sponsored events. Furthermore, 34% of them saw new opportunities as a result of their participation in YEP, while 19% had also achieved accreditation from external agencies.

**Graph 13: Changes in overall business performance (%)**



84. A total of 24 (92%) respondents aimed to expand their businesses in the future. They considered various strategies to grow, including exploiting new markets (19%), increasing employee's skills (19%), developing new products (19%), increasing market share (10%), and other means (15%). They also stressed that business expansion faced several challenges such as access to equipment and technology (52%), access to finance (24%), the economic situation of the provinces (12%), and others such as cash flow, shortage of skills, and environmental problems (4% each). To address these challenges, the respondents had different ideas, including change in work practice and keeping up with new skills in the trade (96%), mentoring trainees (42%), and getting certification (19%). None of the 27 MSMEs had entered into the export market up to October 2019.

85. Of the 27 MSME respondents, 26 responded to the question on if YEP had met their expectations. About 73% of them (n=26) answered "Yes", and 27% replied "No". Furthermore, 38% expressed their willingness to undertake further training (n=24). According to them (n=27), YEP could focus in future on providing additional support (26%), financing MSMEs (26%), further training (22%), increasing training duration (11%), improving access to market (7%), and supporting job opportunities (7%).

86. **Contextual factors.** The project has been implemented with a fixed budget, and thus it has been able to implement programmed activities. No additional fund has been mobilized, except \$2.0 million made available for various activities, including supporting the resettlement of returnee migrants and promoting Tekki Fii within and outside of the Gambia. The available resources have been flexibly used for undertaking priority activities. There is no certainty about additional financing for the project at this stage. Thus, it is opportune for the project to ensure gains made to date can be consolidated, and a smooth exit strategy implemented.

87. Overall, the project has been moving in the right direction with a high visibility impact of the YEP brand within the Gambia. It has received adequate attention from relevant government agencies and private sector interest groups. The productive capacity and consistency in the quality of products would require much more intensive efforts to scale-up the operations of MSMEs and produce products for the regional and international markets. It is essential that the project can systematically document outcomes in terms of sustainable jobs created (which, by definition, implies sustained), incomes of the beneficiaries improved. The incentive for potential migrants is

available without too much red tape. The activities of Tekki Fii commenced only in 2019, and hence it is premature to assess YEP's effectiveness in promoting the Tekki Fii brand. There is also a strong call from the private sector to enable a conducive policy environment that would strengthen youth empowerment in the Gambia.

### C. Efficiency

88. The assessment of project efficiency in delivering outputs and outcomes requires to respond to the question of how economically and timely resources are used by the project. The resources would imply both human and financial resources. The evaluation assesses project efficiency as **satisfactory**.
89. **Human resources.** In October 2019, the project had a Project Manager (international), based in Banjul, and 10 national staff/consultants comprising a Project Coordinator/Senior Technical Advisor, a Technical Advisor/Monitoring and Evaluation Specialist, an Operations and Finance Officer, a Communications and Visibility Officer, a Skill Development Advisor, a Tourism and Creative Industries Advisor, two national consultants (entrepreneurship and packaging), and two drivers. The Technical Advisor/Monitoring and Evaluation Specialist is also tasked with sector responsibility for value chain development associated with the poultry, TVET, and agribusiness sectors.
90. The ITC Geneva has been responsive to the project needs, and, based on the approved work plan, it has been fielding technical backstopping missions from the ITC, particularly in the areas of quality improvement, arts and creative industries, value chain development, market linkages, packaging, and administration and finance. The evaluation deems that the current level of staff strength is adequate and does not foresee the need for additional staff at this stage.<sup>61</sup> The availability of experts locally had been challenging, which had led to a greater reliance on international consultants. Still, with the substantial experience, the in-house YEP staff and consultants are in a position to take over their added responsibility with reduced remote input from ITC headquarters and/or external consultants. The weekly team meeting has proven to be effective in taking stock of progress and work planning for the subsequent week. It has also served a platform for all team members to share their experiences, challenges, and actions to address existing and emerging challenges.
91. **Financial resources.** The total funding from EUTF for YEP is Euro 13.0 million, including Euro 2.0 million top-up for additional activities related to the reintegration of returnee migrants and undertaking Tekki Fii promotion activities to support the results area R 3. ITC has received a total of Euro 10.0 million so far in three installments (the first two installments of Euro 3.5 million and the third installment of Euro 3.0 million. According to the YEP management total, the current project expenditure is approximately \$10.0 million, including commitments. About \$240,000 guarantee is likely to be liquidated and would be returned to the project. Overall, budget utilization stands in the range of 65-70%. The project steering committee meets three times a year and work programme and budget for the project are approved during the meeting held at the end of the year or in January. An analysis of the 2017 and 2018 expenditure shows that the project has managed expenditure within the approved annual budget.
92. The project has been able to mobilize in-kind contributions from other external agencies. Some examples are:
- In 2019, PUM (the Dutch expert service) agreed to field 10 mission. Under the YEP poultry programme, they provided training of trainers, development of curriculum, veterinary support including laboratory materials to the Department of Livestock under the Ministry of Agriculture, development of a database for realtime livestock management, support to the consolidation of the cooperatives and marketing. ITC leveraged EUR 86,000 in 2019 with YEP's EUR 20,000 contribution.<sup>62</sup> Also, PUM provided in-kind support for two Gambians to attend training in the Netherlands.

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<sup>61</sup> In December 2019, ITC recruited two additional national staff for the implementation of a different ITC project. Some functions are integrated (e.g. monitoring) and ITC expects achieving synergies and economies of scale but the staff's primary role is to support The Jobs, Skills and Finance (JSF) for Women and Youth Programme in The Gambia.

<sup>62</sup> According to PUM, the average cost per mission is EUR 8,600 (EUR 86,000 for 10 missions). ITC's support covers living allowances for an expert for three weeks.



- UNDP contributed USD 28,000 towards the cost of a feasibility study to establish a technology hub. ITC provided technical expertise. ITC expects additional contributions in 2020. ITC was also successful in leveraging several private sector sponsorships in the IT sector, including for StartupGrind, ITAG events of the Seedstars Gambia.
  - ITC (YEP) partnered with Goethe Institute to support the implementation of some actions under the creative industries roadmap and received about EUR 25,000 equivalent in-kind contribution for several workshops and events training young Gambians on sound and video engineering, event management, media, etc.
  - ITC entered into a partnership with GIZ to provide technical support for the refurbishment of one skills centre in Mansakonko. Through the partnership, ITC developed two new curricula to the students (sponsored under the SkYE fund) in a refurbished and upgraded training environment. Through the partnership with the Landesakademie Baden Wuerttemberg, YEP offered a pilot teachers training to GTTI and three other training institutions covering solar and rural mechanics. ITC covered only the local costs. The partners cover the international experts (every 6 weeks two German experts visit and offer five days training). The total cost/contribution covering the refurbishment of the Mansakonko Annex, teachers training, etc. is estimated at ca Euros 1.2 million Euros (since 2017).
  - ITC/YEP entered into a partnership with the UEFA Foundation. So far, it had received two shipments of free sports equipment (football starter kits). The financial contribution to the Gambia approved by UEFA amounts to Euros 150,000.
  - ITC/YEP received ca. 60 industrial sewing machines and other equipment from Ravensburg, Germany, from a decommissioned factory. It was done through a private association. The equipment and transport are estimated at ca Euros 50,000- Euros 80,000.
93. **Gender and disability.** Even though the project has a strong gender focus, based on the evaluator's observation at different training events such as skills development, entrepreneurship, and quality, women's participation has remained modest. The project has implemented a dedicated mentorship programme for young women entrepreneurs in collaboration with Bridging Gaps Advisory with two cohorts that have already graduated. The project team is gender-balanced and have demonstrated to gender sensitivity in planning work programme and implementing project activities. The project, however, does not maintain the database on the participation of physically challenged persons. The evaluation mission did not come across such individuals during field visits in October 2019. Hence, it is not in a position to ascertain the benefits accrued to the group at this stage.
94. **Timeliness and quality of outputs.** The project team is cohesive, and work planning is based on input from the team. The team takes into account ground reality, operational constraints, and derives an annual work plan based on the overall project log frame for YEP 1 (original project) and YEP 2 (Tekki Fii). The draft work programme is shared with sector or core teams for their input before submission to the project steering committee. However, the work planning is mostly based on a focus primarily on the input-output relationship. The outputs are produced at reasonable costs with acceptable quality. However, the underlying assumption is that the workplans are informed by outcomes through (i) assessment and roadmaps quantifying jobs and potential costs and (ii) the performance of previous interventions.
95. During the field mission, the evaluation team conducted interviews with different stakeholder groups, and in most cases, it noted that beneficiaries are satisfied with the project support. For example, many of the youth would not have been able to enroll and complete the training without financial assistance from YEP. Also, there is a consensus that the implementing partners of YEP tend to focus on quality outputs because their funding is tied to their performance. The project keeps the costs of outputs at a reasonable level because the partners also tend to contribute meaningfully, mainly in kind, although partners' contributions to the project have not been monetized. The project tends to use relevant tools and methods that are user-friendly and mimics market requirements. Based on discussion with the stakeholders, they are satisfied with the tools used for technical training, business services, and other project outputs. However, they also aspire for more support with business services. In particular, those MSMEs or aspiring entrepreneurs tend to have a different level of requirements.

96. **Planning, monitoring, and evaluation.** The planning, monitoring, and evaluation system adopted by the project are primarily designed for the management information system. Data collected by the system is sex-disaggregated. However, there is a system of collecting and documenting baseline data that can be used to determine project impact at the end of the project.
97. The project produces fortnightly newsletters, quarterly progress report, and annual narrative report that provide information on project achievements and is it made available to the general public on the YEP website<sup>63</sup>. The progress reports and newsletters are informative and are shared with donors, other development partners, project partners, and interested parties. The implementing partners contribute their input to the project team for aggregation and reporting. There is, however, a need for in-house capacity to systematically capture project benefits, document it, and report on project outcomes and impact. With added staffing in December 2019, the evaluation anticipates that the quality of monitoring and evaluation products will improve. It, however, may require technical backstopping from ITC Geneva in the short-run.

#### D. Potential impact

98. The assessment of project impact responds to the question – what does the difference the project intervention make? With the delivery of outputs and outcomes, ideally, evidence should emerge about the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. As stated earlier, the project started documenting employment impact only since 2019, and the income impact would not be known at least until the end of 2010 or early 2000. The evaluation does not have sufficient systematic data to determine the potential impact of the project on intended beneficiaries.
99. **Achievement of intended objectives.** The project is expected to increase job opportunities and income potential for youth to tackle the root cause of increased irregular migration supported by three outcomes: (i) improved employability and self-employment opportunities for youth (R1); (ii) increased employment opportunity along selected value chain (R2); and (iii) the concept of Tekki Fii promoted (R3). The project impact and associated outcomes are likely to be partially achieved at completion. While jobs are likely to be created, the main challenge rests on sustaining jobs created. At the end of September 2019, the project had created a total of 928 jobs and sustained 132 jobs as defined in the project document. These figures do not include the jobs created by implementing partners' activities. These contribute towards the target of creating 4,000 sustainable jobs by the end of the project. Anecdotal evidence suggests that youth are earning a good income in a specific trade, but systematic evidence is lacking.
100. Furthermore, the achievement of the project objective also requires similar commitments from the implementing partners. On the other hand, the project has limited scope in supporting returnee migrants unless they are willing to go through reskilling themselves in new areas, and are committed to patience and endurance in acquiring new skills. The project implementation needs to continue to focus on job creation through value chain development in line with the roadmap developed under the project. There is also a need for impact assessment of different initiatives to ascertain what works and what does not work in delivering project objectives and outcomes. YEP has contracted an outside firm to accomplish this task. At the same time, the TVET training institutions also need to undertake regular tracer studies to assess the employability and employment status of their graduates. The tracer studies should guide the institutions and funding agencies to plan and resource the institutions based on market demand for skilled graduates.
101. Most of the aspiring and returning migrants are male youths. At the same time, the project has a strong emphasis on increasing the share of female beneficiaries who could potentially contribute substantial income for their households and to themselves. However, prevailing cultural norms may not permit them to operate outside society, especially in the rural Gambia. At this stage, there is no clear evidence to suggest that gender relations have changed. Furthermore, the impact of the project on reducing migration is likely to be limited, and if it happens, it could be due to other reasons rather than the project impact itself. Hence, it would not be necessarily attributable to the project. Some anecdotal reflections by selected YEP beneficiaries are summarized in Appendix 12.

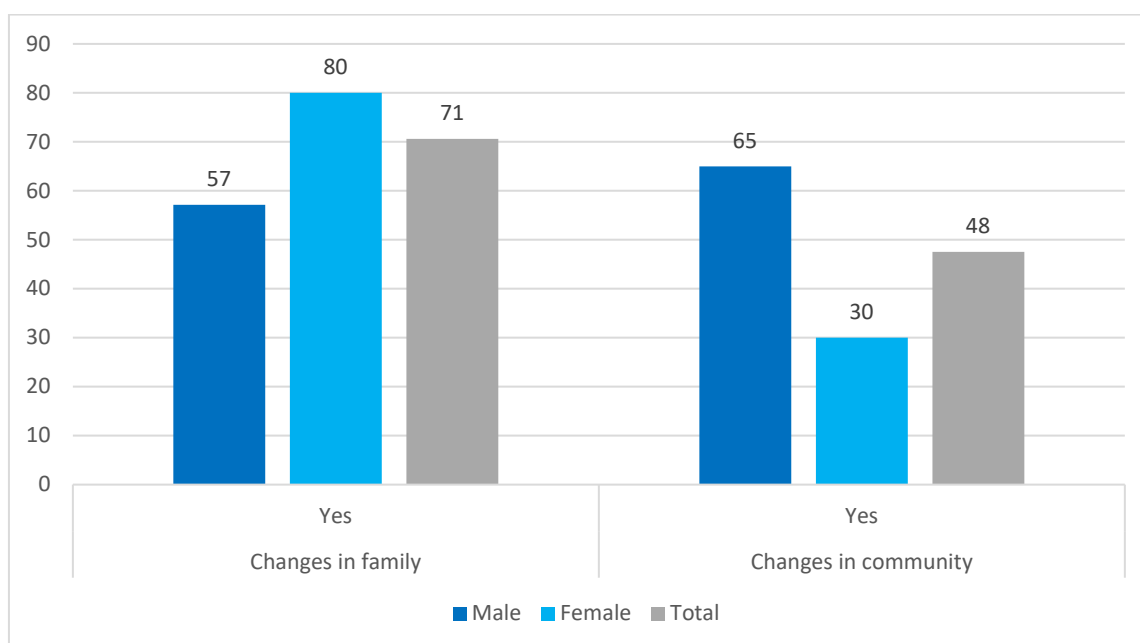
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<sup>63</sup> <http://www.intracen.org/yep/>

102. The project has influenced government policy, as demonstrated by the inclusion of YEP achievements in the government's *Annual Progress Report (APRP of The Gambia National Development Plan (2018-2021))*<sup>64</sup> in substantive form. Under favourable economic conditions, the Gambian private sector has the potential to grow and create new jobs for which TVET graduates could become assets. It could also contribute to the Gambia achieving SDG 4 and SDG 8 as well as overall poverty reduction, improved trade, and social cohesion and social benefits. A national mechanism to institutionalize and mainstream the gains of YEP in the national programme is likely to generate multiplier effects in terms of gains as a result of YEP influence.

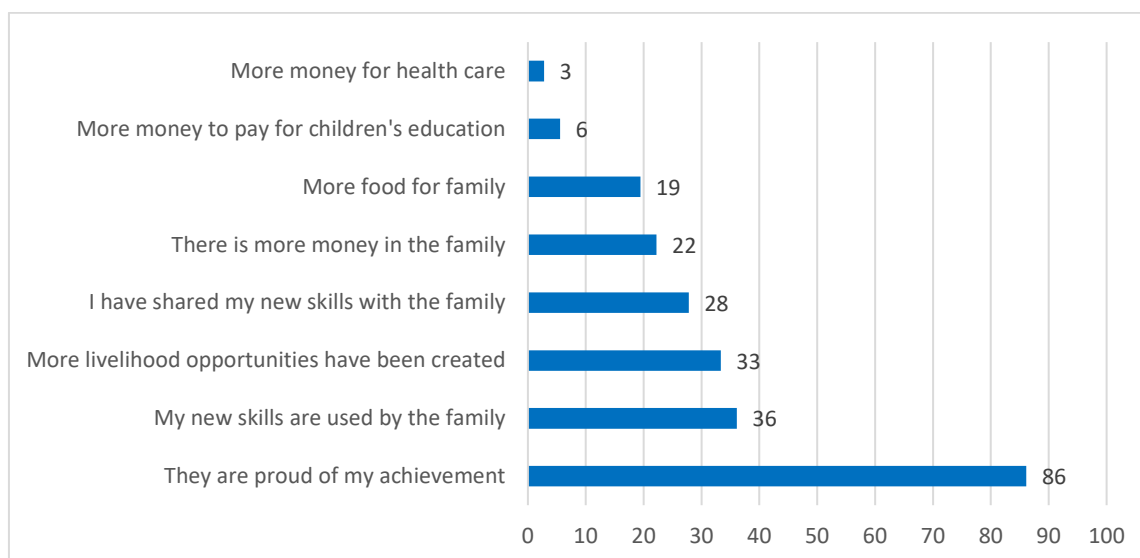
103. A majority of TVET graduate respondents (71%) expressed that there were some positive changes in their families due to their participation in YEP. However, views differed by gender - 80% for females vs. 57% for males. Similarly, 65% of males and 30% of females felt that their communities had benefitted from their participation (Graph 16). An overwhelming majority of the respondents reported that their families felt proud of their attendance. Other primary responses included families being able to use participants' new skills, more livelihood opportunities, more money for the family, etc. (Graph 14). Besides, 21 of the 46 respondents responded to the community reaction. They reiterated that their communities were proud of their achievement (8 respondents), the community was able to use skills acquired by them (8 respondents), and they were able to actively share new skills in the community (5 respondents).

**Graph 14: Changes in family and community by gender (%)**



<sup>64</sup> See footnote 20.

**Graph 15: Family responses to YEP participation (%)**



104. More than 67% of the TVET respondents expressed that their expectations had been met at the YEP events (73% male and 68% female). However, very few of them (one in 11) had attended other training aside from those offered by YEP, and about 36% were enthusiastic about attending further training. However, this presumably rested on the assumption that the training offered will be at no cost to the participants of their families.
105. Another way to visualize project impact was to seek respondents' views on family welfare as a result of business growth. The respondents could relate their family welfare in selected key areas and responded that they were able to increase family wealth (65%), access to better nutrition (52%), pay for children's education (38%) and seek better health services for the family (38%).

## E. Sustainability

106. Sustainability assessment involves determination of the extent to which the net benefits of the project or interventions will or are likely to continue even after the external support ceases. It includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. The evaluation at midterm assesses that the project benefits are **moderately satisfactory**.
107. The project design emphasized that YEP would adopt a market-led approach and utilize existing youth development systems and structures. It expected to reach youth in rural areas by dissemination through rural business hubs and youth centres run by the local youth organizations and youth councils. The initiative is taken up in part. Still, it is constrained by the inadequate capacity of the local youth organizations and youth councils and the need for active participation from the private sector. The institutional capacity of training institutions and business service providers, as well as the actors in the value chain, continues to remain weak. YEP's support to increase the number of youth at the institutions both in urban and rural areas through funding support in terms of tuition and uniforms is appreciated by all involved. However, the institutions have their constraints in terms of the physical facility, limited number of adequately trained instructors, and outdated equipment and machinery. Improvements in the quality of delivery at the TVET institutions requires substantial changes to address market demand supported by investments in the improvements and construction of physical facilities and replacement/upgrading of equipment and machinery. YEP's support in terms of tuition fees, stipends, and uniforms helps the youth, but it does not directly contribute to support institutional development work.
108. The evaluation recognizes the investments YEP has made in improving the value chains of tourism, arts and crafts, ICT, and agro-processing through initiatives like business development services, strengthening quality improvement and market linkages and MSMEs' competitiveness. Commissioning of an impact study to an external firm is expected to enlighten lessons about what

works and what does not at the intervention and sector level so that the project can formulate a sustainability plan.

109. Investments in physical facilities and infrastructure are critical to sustainable job creation. Market linkages in the value chain, including those supported by YEP, also requires additional investment both in hard and soft forms. However, it may be beyond YEP's mandate and resource envelopes, and hence an active engagement with other bilateral and multilateral agencies would be needed.
110. The exit strategy outlined in the project document does not explicitly state who would take over the responsibility of YEP at the end of the project. There is an inherent assumption that the other multilateral (and bilateral) donors would undertake complementary activities, and a network of trainers and consultants would be available beyond the project duration. However, it does not identify who would incur the costs associated with the services. The evaluation found that local enterprises are less willing to pay the full cost of services. In the meantime, ITC/YEP has been successful in fostering cooperation and partnerships with other agencies that have evolved. These include collaborative work with FAO, UNDP, UNCDF, PUM, GIZ, Landesakademie Baden Wuerttemberg, Peace Corps, etc.
111. **Financial sustainability.** The project outputs are primarily the results of funding support from EUTF with technical backstopping from ITC Headquarters. There has not been any other direct donor or government funding contribution towards the project costs except leveraging other resources for co-investment and help attract resources for other economic development and job creation project like SheTrades also implemented by ITC. At present, YEP incurs most of the costs associated with training youth (through the payment of tuition and stipends) and the capacity development of MSMEs. In the absence of such support, the recipients are less likely to enroll and continue. As a result, the revenue base of the training institutions and service providers is likely to decrease substantially. Overall, the benefits would be difficult to sustain financially unless the government is willing to commit a significant amount of resources by converting YEP into a national programme and funding from its internal resources and/or seeking significant donors to support the programme.
112. **Institutional sustainability.** The government has a well-recognized project's contribution, and there exists a revised National Youth Policy. In addition, YEP has created a favourable environment for other institutions/agencies to participate in youth empowerment initiatives at the national and regional levels. A high level of unemployment has been recognized as a significant challenge, and it features as one of the eight priorities of the government. The public and private sector representation in PSC and their active role in steering YEP implies that the YEP framework can be sustained if the financing arrangements can be assured. The partners' ownership of the YEP model can only be ascertained once they start to make a tangible in-kind or financial contribution. At the same time, the government needs to recognize and plan to integrate the YEP modality in its national youth empowerment programme to ensure a smooth transition.
113. **Environmental sustainability.** There was no evidence to support that the project activities would lead to changes in the environment or natural resources protection and rehabilitation. The project outputs have had no negative environmental impacts, and no adverse activities are foreseen under the YEP model. The adoption and scaling-up initiative introduced by YEP, such as compressed blocks or new technologies like bricketing, should lead to reduced pressure on natural resources. The focus on value addition of agricultural production system and climate-smart technologies, including sustainable agricultural mechanization, and eco-tourism are likely to ensure the environmental sustainability of project benefits in the future.

## VII. Conclusions, Lessons, and Recommendations

### A. Conclusions

114. The Gambia continues to face a high youth unemployment rate, which increased from 35.9% in 2012 to 36.7% in 2018. Undiversified economy, weak governance framework, small internal market, limited access to resources, lack of skills necessary to build effective institutions, high population growth, and lack of private-sector job creation represents the country's development challenges. These factors, combined with a false perception of life in Europe and peer influence, have contributed to Gambian youths' willing to migrate despite dangerous journeys involved.

115. EUTF funded the project intending to curb migration from the Gambia by creating a favourable environment for sustainable employment and livelihood options for youth and returning migrants through skills and entrepreneurship development, including selected promising value chains within the country. The project commenced on 1 January 2017 and is expected to be completed by 31 December 2021.
116. The project implementation has been consistent with the project document. It is guided by the project document, roadmaps for the youth and trade development of The Gambia, and sector road maps for the nuts and agro-processing, tourism, and information and communication technology. A road map for the TVET sector is under the finalization process supported by another development partner.
117. Overall, the progress of the project has been satisfactory. It was relevant at the time of formulation and continues to remain relevant during implementation. Based on the latest data available, at the end of September 2019, the project trained 1,835 individuals, supported 521 MSMEs, helped 2,424 entrepreneurs, and reached 260,663 youths through various communication channels such as Facebook, Tekki Fii Campaigns, and various project events.
118. The project has already helped to create 928 jobs (23% of the target) and sustained 132 jobs. These figures do not include the contribution made by the project's support in terms of access to finance, MSME support, including business development support services, market linkages, quality improvement, and entrepreneurship development. The actual contribution to the target of 4,000 sustainable jobs created would be guided by the planned impact study the project was commissioned to an external agency. An assessment at midterm evaluation suggests that based on available data, the project is lagging in terms of key outcome targets, partly due to underreporting. Overall, the project has achieved 10 of the 17 result targets at the output level, and it is lagging or substantially lagging in seven targets. This partly due to the increase in targets on some of the indicators attributable to Euro 2.0 million top-up funding that became effective in 2019 only. The evaluation took note that that the data collection effort on jobs started only in 2019, and income-related data will be collected and compared to baseline figures towards the end of 2019/early 2020 by an external firm.
119. The sector road maps have been useful for the project, and it has helped in identifying national and local partners for value chain development. However, YEP has been responsible for partial implementation of the roadmap. It would help to clarify and strategize how the government intends to implement the road map holistically and preferably based on a national initiative. The project has been effective in terms of converting inputs to outputs. Still, the emphasis on the achievement of outcomes has been, to a lesser extent, due to the absence of a robust TOC and a limited number of partners at the national and local levels with required absorptive capacity.
120. The project efficiency in converting inputs to outputs has been satisfactory, and ITC has endeavoured to explore and attract in-kind contributions from other partner agencies. The cost-sharing arrangement has helped to keep the project implementation costs within the approved budget.
121. It is too early to ascertain the impact of the project on beneficiaries. Still, anecdotal evidence at midterm suggests that the project has had a positive impact on increasing incomes of individuals and MSMEs. Still, employment impact remains less clear due to the micro-scale of operations of an overwhelming majority of the MSMEs, mostly using family labour. Nevertheless, the project has had a significant influence on the government's youth empowerment policy. There is a need for the government to create a favourable environment for the private sector growth so that youth can play an essential role in national economic development. The project may not be able to succeed on its own to discourage migration out of The Gambia unless the meaningful national scheme is put in place by the government. It would mean that there would be a need for the government to consider a roadmap to create a transition for the project to be integrated into a national youth programme. In the absence of additional funding and/or full ownership by the government, the benefits generated by the project are likely to be sustained to a limited extent, although policy framework already exists in the country. While the project has heavily subsidized most of the capacity development initiatives, there are no clear indications of how these would be sustained after 2021.

## B. Lessons

122. A project implemented by ITC with a strong presence on the ground is likely to be implemented successfully because of proximity to the beneficiaries and stakeholders. It also helps to maintain professional relationships with different stakeholder groups in public, private, and non-government sectors and the local presence of the donor. Implementation becomes smoother, and outstanding challenges and issues are resolved on time, as demonstrated by YEP. It also helps to engage with and create synergies with other development partners having common objective and pool resources for common or joint actions. Otherwise, it can be challenging in countries like the Gambia with low absorptive and aid coordination capacity.
123. The sector road maps are important for strengthening value chains with the identification and active involvement of relevant actors. However, a robust TOC in the project design can provide necessary guidance for achieving outcomes and progress towards achieving an objective or expected impact. The TOC is specific to the project, while sector road maps tend to go beyond the scope of the project. It also helps to streamline monitoring and evaluation efforts, including consolidation of data collection for the management information system as well as for progress monitoring and evaluation. The achievement of project outcomes and impact (objective) needs to remain at the forefront of project implementation guided by a robust TOC and a set of SMART indicators. It helps to keep the project focus on track and avoid expanding activities in different directions.
124. The TVET institutions need to continue and maintain active industry linkages with potential employers. Such arrangements are likely to contribute to (i) creating a realistic learning environment conducive to the offering of market-relevant skills development programme, and (ii) enhance the employability of the TVET graduates. Also, to remain market-relevant, the institutions need to invest in staff development and improvement and expansion of physical infrastructure where strong demand exists. Recent data is not available in the absence of follow-up of other tracer studies. Still, the one conducted by GTTI revealed significant shortcomings and constraints to enhance the employability of TVET graduates adequately. The training institutions need to keep pace with technological change. They need to be able to procure or access time-relevant teaching materials and equipment so that the candidates receive training in market-relevant skills either for employment or self-employment. All groups of project stakeholders have expressed the limitations of training institutions, and this calls for extending support to the training providers with equipment and improvement of the physical facilities.
125. Creating and sustaining jobs requires a holistic approach that involves strong industry linkages, access to finance and technology, entrepreneurship skills, and value addition to products or services. In the Gambia's context, access to finance for MSMEs is seen as a significant constraint to their growth (and hence employment). Access to finance is critical for establishing and/or expanding MSMEs and the self-employability of TVET graduates. Mini-grants and mini-loans are attractive options for accessing limited finance for creating a base for self-employment. However, it needs to be based on a more straightforward application process subject to due diligence for ensuring proper use of funds for income-generating activities rather than for household consumption. Also, the enterprises supported by such assistance need to have a well-defined marketing strategy.
126. The government needs to demonstrate strong ownership to institutionalize project-led initiatives with the tangible contribution in terms of policy support and financial allocations so that successful elements of the project can be scaled up to other parts of the country.
127. Externally funded projects need to have a clear exit strategy with roles and responsibilities clearly defined in the project document as well as the project implementation manual so that all relevant stakeholders are aware and keep their expectations realistic. An exit strategy also helps to put in place the sustainability framework required to sustain the project benefits.
128. A good communication strategy is an integral part of project design. It helps to create a conducive environment for buy-ins from relevant stakeholders. YEP's visibility throughout the project areas has helped to consolidate efforts in addressing youth empowerment with the participation of different implementing partners.

## C. Recommendations

129. The evaluation offers the following recommendations based on findings and lessons:

### For the Government of The Gambia

- i. To create a catalytic effect, the MOTIE should constitute a small *knowledge application team* within the Ministry that is charged with the responsibility to capture good practices from YEP and introduce to other youth empowerment projects in the country. It can be achieved through periodic knowledge-sharing events with YEP and YEP partners. The team should also contribute towards institutionalizing the YEP model within the government as a "programme" that addresses the persistent challenge of the high youth unemployment rate. The Ministry may seek advice from the YEP team on the formation of an active knowledge application team. It is essential that MOTIE remains engaged with the project regularly until its completion and takes steps towards formulating a national development action plan to implement the Youth and Trade Roadmap of the Gambia, which goes beyond YEP support. Youth unemployment remained high at 36.7% in 2018, and the problem is deep-rooted among the female youth. YEP's intervention has the potential to demonstrate what works in empowering youth. However, the coverage of YEP is limited, and needs are vast. There is a strong justification for mainstreaming the feasible aspects of YEP into the government's youth empowerment programme. The first step would be to enhance learning and trial it within the system. YEP has demonstrated that it can work with a wide range of implementing partners. Several partners have shown their commitment to the purpose and are likely to continue to be involved. At present, there is no established mechanism for this to materialize outside YEP domain.
- ii. The government should seek active collaboration with other development partners, including the ADB, IFAD, and bilateral agencies to adapt the YEP framework for youth empowerment in the areas not reached out by YEP. ITC can play a significant role in contributing to support through technical assistance in post-harvest operations, skills development, MSMEs' business development, developing market linkages leading to the export of viable commodities, and creating sustainable jobs beyond the farm gate. The Gambia needs substantial investments in sound physical infrastructure and a business environment for MSMEs' growth. The private sector investment is vital for creating sustainable jobs, particularly for youth. The success of the Youth and Trade Roadmap for the key sectors depend on infrastructure development. As stated above, youth unemployment remains stubbornly high, and there are no meaningful, sustainable jobs or income opportunities for the youth. YEP has limited scope for sustainable job creation in large numbers.

### For YEP

- i. Prioritize documenting what works and what does not work by undertaking stocktaking exercise to determine the pathways to consolidate project delivery to achieve a given target. Use the approach to consolidate the annual work programme. It can be an in-house exercise by the project team at the sector level. Project management could tackle cross-cutting priorities. The exercise should result in the identification of strategic partners that can effectively and efficiently deliver targeted outputs regularly. YEP has gathered experience over nearly three years and going forward, and it should concentrate on strategic partnerships that are instrumental in creating sustainable decent jobs. YEP should deploy good practices and showcase a group of MSMEs that can enhance its production system by adding value and accessing readily available markets, thereby creating more numbers of sustainable jobs. Several activities are ongoing, and their effectiveness remains to be assessed. The project needs to bring down the number of partnerships to a manageable level and keep it focussed on delivering project outcomes and envisaged impact. The exercise should be undertaken at the sector and along the value chain within a given sector. The value chains that YEP has selected have a high potential for creating impact both in terms of employment and income for the beneficiaries. However, their viability in the Gambian context remains unknown at this stage based on limited market opportunities and local capacities.
- ii. Align the YEP work programme along with the SDGs1, 4, 8 and 17 and revisit the definition of sustainable employment. YEP has categorized the 4,000 sustainable job creation targets in two parts – jobs created (2,000) and jobs sustained (2,000) while the project logframe seeks



to create 4,000 sustainable jobs. It appears to be a departure from the original intent. To retain prospective migrants, the jobs need to be sustainable. The project team should collaborate with the UN Resident Coordinator and other UN entities to ensure that the alignment is consistent with other projects supported by UN agencies. The monitoring and evaluation function at YEP should focus not only on reporting on management information system related achievement but also expand its activities to track and document a select group of beneficiaries over the remaining project period. The performance of such exercise should be disseminated widely within and outside the Gambia. This will also help to create sustainable jobs. The concept of sustainable development for economic growth and poverty reduction is evident in the project document. However, the project is not explicitly aligned with the 2030 Agenda on Sustainable Development. As a UN entity, it must be adequately aligned with relevant SDGs, at least with SDGs 1, 4, 8 and 17. Providing a working definition of the term "sustainable jobs" will also contribute to the The project team need to further strengthen collaboration with other UN entities and EUTF on an acceptable definition of sustainable jobs in line with the 2030 Agenda for Sustainable Development. It would support harmonization and reporting on SDGs. Also, a proper alignment of the project with SDGs will contribute to harmonization and reporting on SDGs. The current working definition of sustainable jobs appears to be a departure from the original intent. To retain prospective migrants, the jobs need to be sustainable over a reasonable period.

- iii. Further strengthen the capacity of TVET institutions and other key actors in the sector value chain that have the potential to create sustainable jobs. Sector team leaders should identify the critical needs of critical institutions and identify resource requirements. If the demands are beyond the scope of YEP, efforts should be made to coordinate with other development partners to strengthen the relevant agencies.
- iv. Continue to engage with SMEs in the value chain (small and medium), including exporters that have the potential to grow and create jobs in the value chain. The project team should work with industry leaders and the GCCI and seek strategic partnership for further collaboration. The potential for microenterprises to increase employment remains small because most of them are run as a family business. There is a need to work with SMEs as well so that new sustainable jobs can be created. SMEs have the potential to create new jobs with a better chance of increasing the size of the operation.
- v. Further strengthen the capacity of TVET institutions and other key actors in the sector value chain that have the potential to create sustainable jobs. Sector team leaders should identify the critical needs of critical institutions and identify resource requirements. If the demands are beyond the scope of YEP, efforts should be made to coordinate with other development partners to strengthen collaboration with the relevant agencies. It should be noted that several implementing partners do not have adequate capacity and facilities to accommodate the demand for services. The classroom size at the TVET institutions tends to be large and many do not provide enough equipment, which limits the learning abilities. Also, the capacity of other service providers tends to be limited, thereby constraining the scope of work. The majority of partner institutions are aspirational and have committed to supporting youth empowerment. However, they are constrained by the investment required for improvement.

#### **For ITC**

- i. Ensure that the YEP team can take on additional responsibility and reduce the input or level of efforts of ITC Geneva staff and consultants. The team size and the level of expertise in YEP have consistently increased over the project implementation period, and it has been recognized by the government and the project implementation partners. Going forward, there would not be a need for the same level of input from ITC Geneva or external consultants. To gain time and cost efficiency, on a selective basis, the project could identify and recruit specialist consultants from within Africa, preferably closer to the Gambia. YEP management should coordinate with the ITC Geneva staff to streamline external input and free up resources for the local team to work more efficiently. There is an inherent perception among some of the influential stakeholders that YEP is engaging too many external experts and consultants. The YEP team in Banjul have worked with international ITC staff, and most have acquired skills to conduct the programme with less input from the international staff or consultants. With improved implementation capacity, the staff have demonstrated their ability to perform and deliver. It would save project costs and free up resources for undertaking development

interventions. Consultant needs must be selective and based on sound business case and ideally should be sourced from the African region.

- ii. ITC project team (in Gambia and Geneva) should explore potential opportunities to seek additional financing with EU Delegation as well as other development partners beyond 2021 for development support to youth empowerment. While the government has accorded youth empowerment as one of the eight priority areas for the 2018-2021 National Plan and there is a national commitment and ownership for the interventions to succeed, the government may not be able to allocate sufficient resources despite according high priority to youth empowerment.
- iii. Where possible, ITC should consolidate the work plan of YEP to gain project efficiency of the result-based management and monitoring system to ensure evidence and where possible attribution of results. ITC is implementing SheTrades in The Gambia and may implement other ITC projects funded by other donors. Where activities are similar, there is a possibility of efficiency gain by joining hands across the projects. To avoid mission fatigue in the country and to be sensitive to beneficiaries, preference would be to organize similar activities jointly.
- iv. In 2020, ITC should collaborate with the MOTIE and support the development of a project proposal for scaling up and mainstreaming the YEP approach to other parts of the country once the impact of the YEP model is established. Additional support would be needed to institutionalize the gains of YEP in the future. However, the support should be based on a clear roadmap to achieve sustainable job growth for Gambian youth.

#### **For the EU Delegation**

- i. Consider further support for youth empowerment and programme it for 2022-2025.

## Appendix 1: Terms of Reference



Date: 3 June 2019

### **EVALUATION TERMS OF REFERENCE**

#### **Independent Midterm Evaluation of: Youth Empowerment Project (YEP) in The Gambia (B179)**

INDEPENDENT EVALUATION UNIT

INTERNATIONAL TRADE CENTRE

A SUBSIDIARY ORGAN OF THE UNITED NATIONS AND THE WORLD TRADE ORGANIZATION

Geneva, Switzerland

## LIST OF ACRONYMS AND ABBREVIATIONS

ASPA	Agribusiness Services and Producers Association
ASSET	Association of Small Scale Enterprises in Tourism
DCP	Division of Country Programmes
DG DEVCO	Directorate-General for International Cooperation and Development
DOA	Description of Action
EIF	Enhanced Integrated Framework
Enabel	Belgian Development Agency
EOI	Expression of Interest
EU	European Union
EUD	European Union Delegation
EUTF	European Union Trust Fund
FSP	Financial Service Provider
GCCI	Gambia Chamber of Commerce and Industry
GHE	Gambia Horticultural Enterprises
GHP	Good Hygienic Practices
GIEPA	Gambia Investment and Export Promotion Agency
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GLFS	Gambia Labour Force Survey
GTHI	Gambia Tourism and Hospitality Institute
GTMI	Gambia Telecommunications and Multimedia Institute
GTTI	Gambia Technical Training Institute
GYCC	Gambia Youth Chamber of Commerce
GYIN Gambia	Global Youth Innovation Network Gambia Chapter
ICT	Information and Communication Technologies
IEU	Independent Evaluation Unit
IMVF	Instituto Marquês de Valle Flôr
IOM	International Organization for Migration
ITAG	Information Technology Association of The Gambia
ITC	International Trade Centre
ITTOG	Institute of Travel and Tourism of the Gambia
MDI	Management Development Institute
MOA	Ministry of Agriculture
MoBSE	Ministry of Basic and Secondary Education
MoFEA	Ministry of Finance and Economic Affairs
MOHERST	Ministry of Higher Education, Research, Science and Technology
MOI	Ministry of the Interior
MOTIE	Ministry of Trade, Industry, Regional Integration and Employment
MOU	Memorandum of Understanding
MOYS	Ministry of Youth and Sports
MSME	Micro, Small and Medium-Sized Enterprise
NAQAA	National Accreditation and Quality Assurance Authority
NARI	National Agricultural Research Institute
NACCUG	National Association of Cooperative Credit Unions of The Gambia
NAOSU	National Authorising Officer Support Unit
NCAC	National Centre for Arts and Culture
NDP	National Development Plan
NEDI	National Enterprise Development Initiative
NGO	Non-Governmental Organization
NHDR	National Human Development Report

NYC	National Youth Council
NYSS	National Youth Service Scheme
OA	Office for Africa
OO	Overall Objective
PCU	Project Coordination Unit
PIA	President's International Award
PMU	Project Management Unit
PSC	Project Steering Committee
RBM	Results-Based Management
SDG	Sustainable Development Goal
SIG	Startup Incubator Gambia
SO	Specific Objective
TGSB	The Gambia Standards Bureau
TISI	Trade and Investment Support Institution
TOR	Terms of Reference
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UTG	University of the Gambia
VDCs	Village Development Committee
YEP	Youth Empowerment Project

## 1. PROJECT BACKGROUND AND CONTEXT

1. In 2016, the International Trade Centre (ITC) developed for the European Union (EU) an Action Document regarding an initiative under the Emergency Trust Fund for Migration aiming at youth empowerment and improving the employability of potential and/or returning migrants in The Gambia. The initiative takes a market-led approach aimed to creating employment opportunities and simultaneously upskill the workforce according to the demand of the labour market.
2. Based on the work done by ITC under the EIF funded Tier 2 project 2012-2016 on sector development and export diversification, as well as previous and on-going collaborations between the European Union (EU) and ITC in several countries, the EU suggested ITC as the Lead Implementing Entity for this initiative. The Action Document was adopted by The EU Trust Fund Operational Committee on 13 June 2016 and the Delegation Agreement was signed between ITC and the EU in October 2016<sup>1</sup>
3. The project document was developed based on the action document and an ITC project development mission to Banjul that was organized July 2016 in collaboration with the project main counterpart Ministry of Trade, Industry, Regional Integration and Employment (MOTIE). The mission marked the start of the stakeholder consultations. In the bilateral meetings with more than 40 stakeholders, validation was reached for the project components, approach and the main implementation principles.
4. Originally, the Youth Empowerment Project (YEP) was launched with a total budget of EUR 11 million, funded by the EU Emergency Trust Fund (EUTF) for Africa through the Directorate-General for International Cooperation and Development (DG DEVCO) with a timeframe from 1 January 2017 to 31 December 2020. The aim of the project is to support the development of the local economy by (i) enhancing employability and self-employment opportunities of youth, with a focus on vocational training and the creation of micro and small-sized enterprises; and by (ii) creating and improving employment opportunities in selected sectors through value addition and internationalization. The project is implemented by ITC in collaboration with MOTIE, and the Ministry of Youth and Sports (MOYS) of The Gambia.
5. ITC requested to the EU a top-up for the YEP in December 2017, and, as a response, was invited to join a new multi-agency initiative to be funded by the EU Trust Fund called “Building a future - Make it in The Gambia”<sup>2</sup>. The three-year project, approved in May 2018 by the EUTF Operational Committee, aims to improve economic development and future prospects for The Gambia’s youth, including returning and/or potential migrants by promoting attractive employment and income opportunities, and to support the Government in its attempt to nurture perception shift for the Gambian population moving away from a ‘future through migration’ to a ‘future in The New Gambia’. The project started implementation with GIZ International Services, The Instituto Marquês de Valle Flôr (IMVF), Enabel, and the International Trade Centre (ITC). The action complements and builds on existing projects funded by the European Union in The Gambia, and specifically initiatives supported by the EUTF including The Gambia YEP implemented by ITC and the EU-IOM Joint Initiative for Migrant Protection and Reintegration. As a result, the YEP project received an additional EUR 2 million, bringing the total budget to EUR 13 million, and the project duration was extended to 31 December 2021<sup>3</sup>.
6. Under this new initiative ITC is expected to expand and fast-track support to young Gambians focusing on the tourism sector and creative industries. The scope of support will include skills training, entrepreneurship promotion as well as financial support and technical capacity building for companies in the sector and related business support structure. In addition, ITC will coordinate the overall communication and sensitization efforts under the action. The additional interventions by ITC are incorporated to the initial Delegation Agreement for the project through a Contract Rider. The logical framework and subsequent revisions can be found in Annex I.

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<sup>1</sup>. European Union Delegation Agreement, Contract N° T05-EUTF-SAH\*GH-01-01, between the European Union and the International Trade Centre, for the implementation of the action “The Gambia Youth Empowerment Project”, signed in October 2016.

<sup>2</sup>. Addendum N°1 To Delegation Agreement N°T05-EUTF-SAH-GM-01-01Contract N°T05-EUTF-SAH-GM-03-02, page 1, signed in March 2019.

<sup>3</sup>. *Ibid.*

## B. Project Description

### Overall Objective: Impact

7. The overall objective of the project is to increase job opportunities and income prospects for youth in The Gambia.

### Specific objective: Outcome

8. The specific objective of the project is to tackle the root causes of irregular migration through increased job opportunities and income prospects for youth in The Gambia.

### Outputs/Components

9. According to the revised logical framework (see Annex 1), the project has three results4:

- Result 1 (R1): Improved employability and self-employment opportunities for youth;
- Result 2 (R2): Increased employment opportunities along selected value chains; and
- Result 3 (R3): Promote the concept “Tekki Fii – Make it here”: Make it in The Gambia.

10. The project takes a market-led approach to improving the skills and employability of potential and returning migrants according to demands of the job market and simultaneously creating employment opportunities along value chains. Figure 1 below provides an overview of the YEP results areas which includes a new result (R3) as part of the project top-up.

Figure 1: Project Results and Outputs



### Implementation Principles

11. To create synergies, effectiveness, and sustainability, ITC agreed with the country stakeholders that the implementation of YEP be premised on the following basic principles:

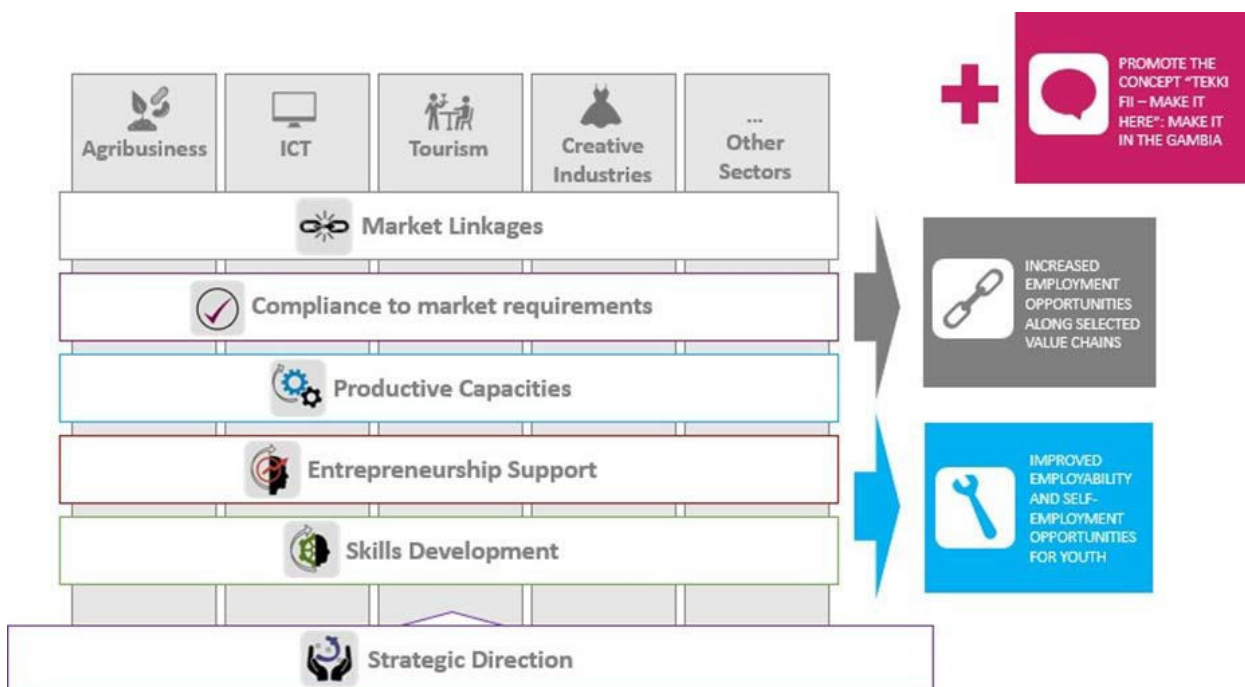
12. **Market-led approach:** In close partnership with the private sector the project involves businesses as an advocate for change, a partner in implementation and beneficiary of technical assistance, particularly at the level of micro, small and medium-sized enterprises (MSME). The market-led approach aims to enhance the skills development offering through Technical and Vocational Education and Training (TVET), is in line with demand-side requirements. It also aims to improve productive capacities in the target sectors, in order to meet demand in local, regional and international markets.

13. **Build on existing structures:** YEP seeks to leverage existing youth development systems, structures, and services and to deploy technical assistance through national institutions and human resources wherever possible. In the same vein, the project seeks to maximize knowledge transfer and building of local capacities by involving national institutions and authorities in project activities. Therefore, the project works through a large number of implementing partners.

Note, the logical framework was revised in November 2018 and is a part of Addendum N°1 to Delegation Agreement.

14. **Youth-centred and youth-led:** YEP is not only a project for youth but also by youth. As such, youth actors are empowered and encouraged to participate in the implementation and decision-making bodies of the project – whether at the level of the steering committee, in technical working groups or in general consultations.
15. **Short-term gains and long-term benefits:** In view of the specific Gambian context and given the objectives of the EUTF it matters to show quick results. This helps to create momentum but also addresses the vast expectations of the project. It is evident, however, that many of the root causes of irregular migration, including youth unemployment, stem from structural deficiencies in the economy. Addressing these requires a long-term development approach and some of the related support measures will only show visible results several years into project implementation.
16. The project aims to increase employment opportunities, which are of interest to youth in high-potential value chains, while simultaneously increasing the employability of youth in these sectors. This means that YEP will contribute to job creation in key sectors and equips young people with the required skills to take on those jobs, be it as employees or entrepreneurs, and it creates awareness among youth that opportunities exist in the country for them to “make it in The Gambia”.
17. The project tackles both demand and supply-side issues in the priority sectors. On the supply side, it aims to improve productive capacities and strengthen the soft and hard infrastructure for skills development. On the demand side, the project aims to identify potential, create linkages and channels back the requirements to producers and service providers. The different work streams build on each other and complement one another, as illustrated in Figure 2 below.

**Figure 2: Project Work streams**





## Project Beneficiaries

### Direct Beneficiaries

18. According to the 2016 Delegation Agreement between ITC and the EU, the project beneficiaries include:

**Table 1: Project Beneficiaries**

BENEFICIARY GROUPS	DESCRIPTION
<b>Direct Beneficiaries / Target Groups</b>	<ul style="list-style-type: none"><li>• Gambian vocational training and technical institutes;</li><li>• Gambian MSMEs and private sector and related associations;</li><li>• Business Support Institutions; and</li><li>• Youth, particularly those prone to migration</li></ul>
<b>Final Beneficiaries</b>	<ul style="list-style-type: none"><li>• Youth population in the Gambia. Youth between 15 and 35 years;</li><li>• Gambian enterprises, women, rural population</li></ul>

19. **Beneficiaries** of the project include both youth population of The Gambia, and private sector MSMEs in the urban and semi-urban areas and producer alliances to support business development. To reach impact in these populations the project supports institutions such as the Gambian vocational training and technical institutes and youth organizations as direct beneficiaries under the result area R1, and business support institutions, private sector associations and Gambian MSMEs as direct beneficiaries and partners under the result area R2.
20. The project targets the **youth population of the Gambia**, particularly those prone to irregular migration and those who have returned or are returning. The age group targeted is between 15 and 35 years as defined by The Gambia's revised Youth Policy. Based on the 2012 Labour Force Survey, the estimated size of the target group is 664,000 people. The total population of The Gambia being 1,851,162, this target group forms 36% of the Gambian population. The estimated size and demographics of the target population is described in the Table 2 below.

**Table 2: Target Youth Population<sup>5</sup>**

Population Description	Male	Female	Total
<b>Urban youth population (15-35 years)</b>	167,809	182,881	350,690
<b>Rural youth population (15-35 years)</b>	128,697	184,893	313,590
<b>TOTAL</b>	<b>296,506</b>	<b>367,774</b>	<b>664,280</b>

21. **Private sector MSMEs** in the urban and semi-urban areas as well as along the value chains have the potential to serve as a significant employer in the economy. Under the result area R2 the project works with Gambian MSMEs and producer groups and sector associations to support their business development and productive capacities in order to foster competitiveness and create jobs.
22. According to the 2013 MSMEs Survey, most of the private sector enterprises in The Gambia are at the micro category, account for 96.9% and operate informally. In most of these MSMEs, owners perform all functions in the business and treat the business bank accounts as their private accounts, making it difficult for the business's profitability and performance to be determinable and also relatively unresponsive to institutionalization and capacity support. The project aims at encouraging these MSMEs to formalize and thus enable them to grow. For formalized businesses the project offers support for developing their business and tools to engage e.g. in exports both regionally and internationally.

<sup>5</sup> Republic of The Gambia (2012). *The Gambia Labour Force Survey (GLFS 2012) Final Report*. Banjul: Gambia Bureau of Statistics. Available at: <http://www.gbos.gov.gm/>. The 2018 Labour Force Survey was published in February 2018 and will be made available to the evaluators.

23. **Large Enterprises.** Most Gambian businesses (99.9% - see table 2) are in the MSME category, leaving less than 1% in the large size category, where businesses employ 50 or more employees. By definition large enterprises already have a capacity to serve as a large scale employer in the economy and collaboration is foreseen with them as providers of on-the-job learning opportunities. Also, these enterprises play a key role in defining the skillsets required in the job market and the desired development path of the TVET training infrastructure. In addition to this the project aims at engaging these enterprises in various other roles, e.g. as market providers for value chain services, off takers for the produce of the smallholder farmers, service providers and developers of new ideas and concepts.
24. **Enterprises in urban areas.** Most businesses, except in agriculture, are located in the urban areas, especially the Greater Banjul Area (see the below map in Figure 3). West Coast Region (Brikama) and Kanifing account for 70% of the total number of private sector enterprises. The concentration of enterprises in these regions is due to their large sizes, more developed infrastructure for various sectors such as tourism and construction and a higher proliferation of social amenities. This project aims at further vitalizing the enterprise development in these regions and creating there vibrant networks of entrepreneurs and support services. In these areas the project works with sectors such as ICT, fashion, tourism and agro-processing.
25. **Enterprises in rural areas.** Mansakonko, Kerewan, Kuntaur, Janjanbureh and Basse host substantially lower amounts of enterprises due to their lower levels of development. In its efforts to create opportunities also in the rural areas of The Gambia, in these regions the project supports initiatives along the agribusiness value chains and in agro-processing and looks for opportunities to expand existing entrepreneurship services especially for agribusiness into rural areas.

**Table 3: Percentage distribution of enterprises by size<sup>6</sup>**

Size of Enterprise Based on Number of Employees	Number	Percentage
<b>No paid employees – mainly micro enterprises</b>	38,400	43.4
<b>Micro: 1 – 4 paid employees</b>	47,300	53.5
<b>Small: 5 – 9 paid employees</b>	1,980	2.2
<b>Medium: 10 – 49 paid employees</b>	696	0.8
<b>Large: 50 plus paid employees</b>	115	0.1
<b>TOTAL</b>	<b>88,490</b>	<b>100</b>

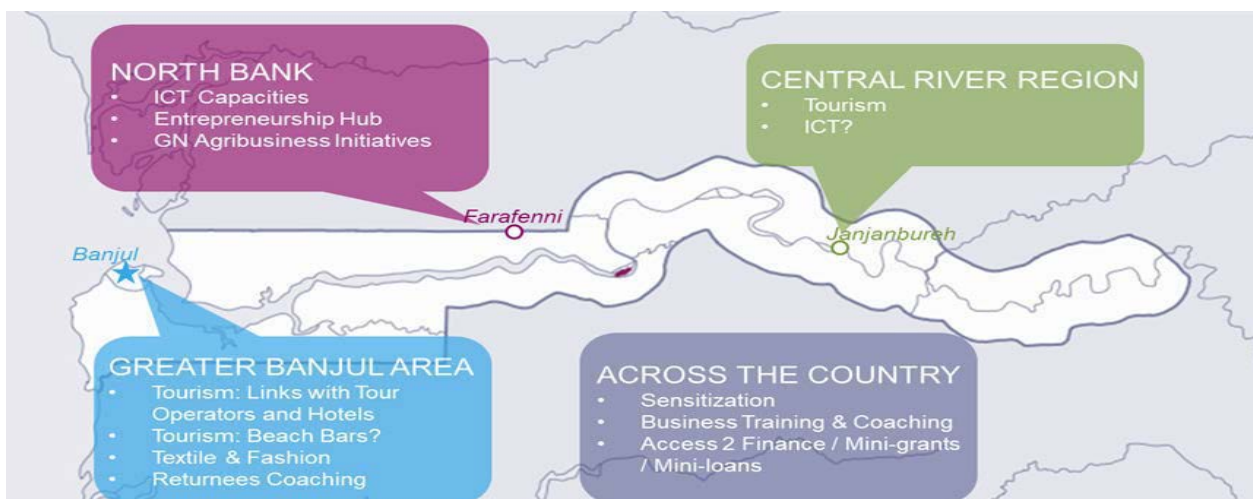
26. To provide marketable technical and vocational skills training to young people across the country, skills development and Training of Trainers (ToT) programmes will be rolled out and new programmes will be added under the existing TVET institutions as response to the requirements of the private sector. So far, the project is working with several public and private TVET institutions, namely the Fajara Skills Development Centre, the Golden Hands Academy, The Gambia Tourism and Hospitality Institute (GTHI), the Gambia Technology and Multimedia Institute (GTMI), the Gambia Technical Training Institute (GTTI), Five Star Security, Insist Global, Insight Training Centre, President’s International Award (PIA), Realtech, Sterling Consortium; The Gambia Songhai Initiative and the Young Men’s Christian Association (YMCA) and the Institute of Travel and Tourism of The Gambia (ITTOG). The project has also partnered with other relevant institutions to design and roll out skills training including the National Agricultural Research Institute (NARI) and the National Council for Arts and Culture (NCAC). Lastly, the project has supported the National Youth Service Scheme in rolling out an accelerated apprenticeship scheme.

6. Republic of The Gambia (2015). *The National Private Sector Development Strategy (PSDS) 2015-2019*. Banjul: Gambia Investment and Export Promotion Agency and Ministry of Trade, Regional Integration and Employment.

## Indirect Beneficiaries

Youth to be trained independently of the project by the TVETs referred to above with new tools or capacities provided by the project or those who are to gain employment in companies that have been upgraded as a result of the project. Other indirect beneficiaries will be youth entrepreneurs /MSMEs to benefit from services provided by trainers trained through the project's Training of Trainers (ToT) programmes.

Figure 3: Map of The Gambia, with specific actions targeted at regions/villages:



## Cross-cutting issues

27. According to the Delegation Agreement, cross-cutting issues include gender, environment, and vulnerable communities. The project focuses on **youth as** defined in the Gambia's revised Youth Policy including male and female youth. Gender issues and sensitivities are taken into account in the project activities. As unemployment touches women more than men, this project will take measures to ensure the participation of women in youth issues, and in national development. Also, the project aims at increasing the number of women that take the entrepreneurship path and encourage them to move from informal subsistence agriculture to commercial agriculture.
28. It is important to highlight that the majority of migrants are male youths, between the ages of 18 and 47 and are averagely educated. This project is therefore likely to target some of the specific economic challenges of this group. However, this targeting will not be exclusive as women working in the agriculture sector will also directly benefit from increased employment and household income in the agri-food sector.
29. The project aims at analysing the environmental impact of all its operations. It will incorporate methods to increase the awareness of MSMEs of the benefits of climate resilient and sustainable business practices and better understand how to implement them. Through ITC sustainable trade methodologies and experience, the project promotes the use of environmentally sound raw materials, environmentally friendly production methods and efficient waste management as integral part of business planning. Climate change adaptation and sustainability will also be considered as part of the strategic sector development plans under R2.4 ("Improved strategic direction and national ownership for job-centred growth"). Special attention is given on how to conserve and profit from the unique River Gambia ecosystem as an opportunity for agriculture and services such as sustainable nature tourism.
30. Regarding the support to value chains and farming communities, specific challenges of the **poor and vulnerable communities** in the rural areas will be addressed such as no access to markets, little connectivity, lack of access to information and to education and lack of transparency. Women working in the agriculture sector will directly benefit from increased employment and household income in the agri-food sector. By supporting processing and exports specifically in sesame, cashew and horticulture sectors

which all offer substantial job opportunities for women in the rural areas, the project promotes Gambian women participation in exports.<sup>7</sup>

### Project Governance

31. As the lead agency ITC is responsible for the overall project management and coordination and has signed a PAGODA 2 Delegation Agreement with the EU. ITC is responsible for the day-to-day management and coordination of the project and for the efficient and timely implementation of all activities, including the efficient identification, engagement and coordination of partner implementing institutions and the achievement of the targeted results. As such, ITC is responsible for the following budget implementation tasks: launching and evaluation of calls for tender, definition of eligibility, selection and award criteria, acting as contracting authority concluding and managing contracts, carrying out payments.

### Project Steering Committee (PSC)

32. A Project Steering Committee (PSC) was created to regularly review progress, advise on future orientation, and provide guidance at critical junctures. The terms of reference (TOR) and the exact composition of the PSC were decided at the beginning of the project, during the project six-month acceleration phase. The PSC meets officially twice each year in Banjul, and is the highest management organ of the project. To date, the composition of the PSC has been adjusted twice throughout the project. It consists of representatives of the project participant organizations including:

- Participating ministries: MOTIE, Ministry of Youth and Sports (MOYS), and the Ministry of Higher Education, Research, Science and Technology (MOHERST), Ministry of Tourism and Culture; and the National Authorising Officer Support Unit (NAOSU);
- Private sector support organisations and training institutions
- Representatives of private sector MSMEs based on their interest;
- Youth organizations:
- Representative of the EUD; and
- ITC representative.

33. The role of the PSC is to take management decisions regarding implementation and guide the project on operations level. The PSC will also gather lessons learned, identify possible bottlenecks and risks, propose mitigation actions, and approve workplans for the project. The PSC is chaired by a senior government official from MOTIE.

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7. European Union Delegation Agreement, Contract N° T05-EUTF-SAH\*GH-01-01, between the European Union and the International Trade Centre, for the implementation of the action "The Gambia Youth Empowerment Project", signed on October 2016. pgs. 35 to 36.

## Project Management

34. At headquarter-level, ITC established a dedicated Project Management Unit (PMU) in the Office for Africa (OA) within the Division of Country Programmes (DCP).
35. A local project office has been established in Banjul to house the Local Project Coordination Unit (PCU). This Unit assumes day-to-day coordination and offers operational and administrative support. In addition, the PCU provides technical support and guidance to project implementation.

### ITC Project Management Unit (ITC PMU)

36. A Project Management Unit (ITC PMU) based in ITC headquarters is established within the Office for Africa (OA) within the Division of Country Programmes (DCP). The PMU performs management functions and assumes overall accountability for the project. The PMU also performs administrative activities e.g. related to procurement, recruitment, travel, Grant MOU agreements and payments related to the project. The PMU is responsible for the management of the project, the overall delivery of project activities, providing directions for project implementation, and the overall monitoring of project implementation. ITC PMU is also in charge of engagement with the donor, government, development partners and other key stakeholders including substantive and financial reporting to donor and stakeholders.

### Local Project Coordination Unit (PCU)

37. Based on the previous experience of ITC in The Gambia, the project implementation relies on local coordination as its backbone. Due to high volume of transactions foreseen in the project and various partnerships that need to be managed, the local Project Coordination Unit (PCU) is set up as a separate project coordination entity staffed sufficiently to take care of the daily coordination of the project related to implementation, partnerships, communication and monitoring. The PCU is responsible for the day-to-day coordination of activities in the field, communication with local stakeholders, monitoring of the activities and communications efforts of the project. An important function of the PCU is the outreach, communication and development of working relations with provincial stakeholders. The PCU is headed by the Project Manager and the Project Coordinator, and includes personnel responsible of communications, operations, partnerships and accounting supported by an administrative assistant and a driver. The PCU may house any additional long-term national technical advisers and consultants recruited by ITC, for the implementation of specific activities.

## Core Teams

38. The Core Teams, which were established in 2017 for each of the target sectors (tourism, agribusiness, and ICT) as well as for entrepreneurship, meet regularly to review project activities, discuss and validate priorities and promote the implementation of the respective Sector Roadmaps and the Entrepreneurship Policy. As part of the Youth and Trade Roadmap management framework, the Core Teams assist in the monitoring and coordination of activities and act as advisory bodies to the YEP Team and the PSC to ensure the interests of sector stakeholders are represented in the planning and implementation of activities.
39. An online workspace was created to facilitate the work of the Core Teams. The Core Team Helpdesk is a web-based interface providing information and materials to support the core teams in monitoring and promoting the implementation of YEP activities under the Youth and Trade Roadmap. The online helpdesk provides access to the sector roadmap document, the excel file containing the plan of action and implementation status. It also includes the last minutes of the sector core team meetings.

## Implementing Partners

40. The Implementing partners included in the delivery of project include the following:

- ACE Communication Executives (ACE)
- Association of Small Scale Enterprises in Responsible Tourism (ASSERT)
- Bridging Gaps Advisory (BGA)
- Fajara Skills Development Centre
- Fashion Weekend Gambia (FWG)
- Five Star Security
- Food Safety and Quality Authority (FSQA)
- Gambia Chamber of Commerce and Industry (GCCCI)
- Gambia Horticultural Enterprises (GHE)
- Gambia Investment and Export Promotion Agency (GIEPA)
- Gambia National Youth Council (NYC)
- Gambia Technical Training Institute (GTTI)
- Gambia Telecommunications and Multimedia Institute (GTMI)
- Gambia Tourism and Hospitality Institute (GTHI)
- Gambia Tourism Board (GTB)
- Gambia Youth Chamber of Commerce (GYCC)
- Global Youth Innovation Network Gambia (GYIN Gambia)
- Golden Hands Foundation Academy (GHFA)
- Information Technology Association of The Gambia (ITAG)
- Insight Training Centre
- Institute of Travel and Tourism of the Gambia (ITTOG)
- Leadership Gambia
- Ministry of Trade, Industry, Regional Integration and Employment (MOITE)
- Ministry of Youth and Sports (MOYS)
- National Accreditation and Quality Assurance Authority (NAQAA)
- National Agricultural Research Institute of The Gambia (NARI)
- National Association of Cooperative Credit Unions of The Gambia (NACCUG)
- National Centre for Arts and Culture (NCAC)
- National Enterprise Development Initiative (NEDI)
- National Youth Service Scheme (NYSS)
- President's International Award (PIA)
- Real Tech Gambia Ltd.
- Social Development Fund (SDF)
- Startup Incubator Gambia (SIG)
- Sterling Consortium
- The Gambia Standards Bureau (TGSB)
- Women Initiative Gambia (WIG)
- YMCA Computer Training Centre and Digital Studio

## 2. EVALUATION OBJECTIVE, INTENDED USERS AND SCOPE

### Objectives

41. The main purpose of the midterm evaluation is to assess the extent to which the project is achieving its intended results. In line with the Description of Action of the agreement signed by ITC and the EU, the evaluation will also be used for solving identified problems in the three objectives of the project. The main objectives of the evaluation are as follows:

- Assess to what extent the project has progressed towards achieving its intended results and provide an indication of the extent to which may achieve the intended impact (summative component);
- Serve as a basis for solving any problems identified during the valuation by providing recommendations for remedial actions where the project might not be on track (formative component);
- Provide lessons learned, identify good practice; and
- Build trust and legitimacy among stakeholders and ensuring accountability towards partners and

fundings by verifying the project's relevance, effectiveness, efficiency, potential for impact and potential sustainability.

42. Given the specific source of funding (EUTF), the evaluation will also include an analysis of the Project implementation with regard to relevant principles and criteria that guide implementation of the EUTF general strategy<sup>8</sup>. Amongst these principles, the following ones are to be considered for the YEP:
- local ownership and partnership;
  - speed and flexibility;
  - holistic, integrated and coordinated approach; and
  - complementarity with and subsidiarity to other EU instruments and tools and/or donor interventions.

### Intended users

43. As stipulated in the Description of the Action, the evaluation reports shall be shared with the partner country and other key stakeholders. The PSC, implementing partners and the European Commission shall analyse the conclusions and recommendations of the evaluation and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.
44. The midterm evaluation will offer MOTIE, MOYS, ITC, EUD to The Gambia and other stakeholders (implementing partners and ITC technical sections), strategic and operational recommendations related to: future direction, effectiveness, timely accomplishment of the project outcomes/results and sustainability of those outcomes. The evaluation report will be made available by ITC to the EU Delegation to The Gambia and MOTIE (Chairperson of the PSC) who will share it with the PSC. Finally, the midterm evaluation findings and lessons learned will be used to inform the final evaluation of the project.

### Scope

45. The midterm evaluation will cover the project activities from its start date, 1 January 2017 to 30 June 2019. All locations where the project is being implemented will be included in the evaluation.

## 3. EVALUATION CRITERIA AND QUESTIONS

46. Within the framework of ITC's overall corporate development perspective, and in line with OECD/DAC criteria<sup>9</sup>, the Midterm Evaluation will include relevance, effectiveness, efficiency, potential impact, and sustainability. Questions regarding cross-cutting issues (human rights and gender equality [HR&GE]; environment; and innovation) are in many cases already included implicitly or explicitly in the main questions of the evaluation criteria. The objective is to assess to which extent these have been reflected in the design, implementation and results of the project. To that aim, questions dedicated to cross-cutting issues are included as part of the guiding questions for each evaluation criteria. The following questions are suggested for the evaluation:

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<sup>8</sup> See: [https://ec.europa.eu/trustfundforafrica/content/strategy\\_en](https://ec.europa.eu/trustfundforafrica/content/strategy_en)

<sup>9</sup> Organisation for Economic Co-operation and Development (2019). *Development Assistance Committee (DAC) Criteria for Evaluating Development Assistance*. Paris: OECD. Available at: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

**Table 4: Proposed Evaluation Questions**

Criteria and focus	Guiding evaluation questions
Relevance	
Coherence with SDGs; Alignment with beneficiaries' needs, governmental and partners' plans;	<ul style="list-style-type: none"> <li>• Is the project coherent with the sustainable Development Goal (SDG) targets?</li> <li>• To what extent does the project respond to the new trade and development strategies of The Gambia including The Gambia National Youth Policy, the National Employment Policy, and the National Development Plan, the United Nations Development Assistance Framework (UNDAF) for The Gambia?</li> <li>• What is the extent to which the project is aligned with or contributes to national policies or strategies on human rights and gender equality?</li> <li>• Is there any complementarity between the project and other donor interventions (including the EU)? How well does the project complement other related projects/programmes in the country, including projects in the relevant sectors?</li> <li>• Are the project's specific and overall objectives relevant to beneficiaries' needs and priorities?</li> <li>• To what extent does the project support relevant strategies of the Trade and Investment Support Institutions (TISIs) and implementing partners?</li> <li>• Is the project able to adjust to changing needs and circumstances in a "transition country" context</li> </ul>
Conformity with ITC's mandate and strategy; alignment with ITC's comparative advantages	<ul style="list-style-type: none"> <li>• Are the objectives and design of the project in line with ITC's mandate, corporate objectives and strategic plan?</li> <li>• To what extent does the project build on ITC's strengths and comparative advantages, in particular regarding its positioning against competitors?</li> </ul>
Rationale, coherence and adaptability of the intervention design and implementation	<ul style="list-style-type: none"> <li>• Does the programme have a comprehensive, consistent and well-defined intervention logic, including causal effects that lead from activities to intended objectives?</li> <li>• Are there any innovative characteristic promoted by the project that may benefit other Aid-for- Trade interventions?</li> </ul>
Effectiveness	
Project's ability to achieve its specific and overall objectives	<ul style="list-style-type: none"> <li>• Are the activities leading to causal effects as defined in the intervention logic?</li> <li>• What has been achieved in Results 1, 2 and 3 leading towards the project's specific and overall objectives?</li> <li>• How does the project manage innovation, and were successfully promoted innovations documented and shared?</li> </ul>
Strength and effects of internal and external partnerships	<ul style="list-style-type: none"> <li>• What kind of coordination and support mechanisms are in place to support partnerships and the achievement of common goals?</li> <li>• What is the effectiveness of implementation arrangements between the project and the implementing partners?</li> <li>• Is the project management effective in leveraging political, technical and administrative support from its national partners for the project to achieve its outcomes?</li> <li>• How effective is communication between the ITC, implementing partners, the private sector, donors and agencies, and related government line ministries? How effective are the schemes designed by the project (i.e. the Mini-grant, Mini-loan and the Skye Fund)?</li> </ul>
Contextual factors, scaling up and adjustments	<ul style="list-style-type: none"> <li>• Has the project been in a position to adapt to major changes in the overall context that have affected or are likely to affect the project's implementation and overall results?</li> <li>• Was the project able to scale up activities? Was the project able to mobilise resources to address gaps or weaknesses?</li> </ul>
Efficiency	



Criteria and focus	Guiding evaluation questions
Adequacy of human and financial resources	<ul style="list-style-type: none"> <li>• Does the project team have the necessary staffing, skills and expertise?</li> <li>• Is ITC HQ efficient in supporting the local project office? Is the local project office efficient in supporting project activities? Is there a clear understanding of the roles and responsibilities by all parties involved?</li> <li>• Have project resources (funds, human resources, time, expertise, etc.) been allocated in a timely manner?</li> <li>• What is the extent to which the allocation and use of resources to targeted groups takes into account the need to prioritize women and individuals/groups who are marginalized or discriminated against (i.e. vulnerable communities, or persons with disabilities)?</li> </ul>
Timeliness and quality of outputs	<ul style="list-style-type: none"> <li>• Are the anticipated activities and outputs being delivered on time according to the workplan and the expected outcomes?</li> <li>• Were the outputs produced at a reasonable cost and with acceptable quality?</li> <li>• Are the project tools adapted to the needs / problems that the project seeks to address? Do the project tools address the specific issues of the targeted sector/sub-sectors?</li> </ul>
Quality and adequacy of planning, monitoring and evaluation system	<ul style="list-style-type: none"> <li>• Does the project have a monitoring system in place, which is tracking progress made on activities and outputs, as well as any changes to the baseline data collected at the beginning of the project implementation? Is the monitoring system being used for efficient project management and accountability?</li> <li>• Does the monitoring framework include measurable gender indicators appropriate to the intervention? Does the monitoring framework collect sex-disaggregated?</li> <li>• Do the Implementing Partners participate in the monitoring system?</li> </ul>
<b>Potential Impact</b>	
Project's ability to achieve intended specific and overall objectives	<ul style="list-style-type: none"> <li>• What is the likelihood of the project achieving its planned objectives upon completion?</li> <li>• Are the implementing partners likely to build on the results of the project to achieve impact?</li> <li>• Is there any evidence of changes in gender relations (e.g. access to and use of resources, decision-making power, division of labour, migration, etc.)?</li> <li>• What is the likelihood that the intervention led to changes in the environment and natural resources protection and rehabilitation through trade support interventions? What activities have been taken into consideration of climate adaptation and resilience, and what are the results?</li> </ul>
<b>Sustainability</b>	
The extent to which partners and beneficiaries are enabled, committed and likely to contribute to ongoing benefits	<ul style="list-style-type: none"> <li>• How have in-country stakeholders, including the private sector been involved in project ownership? What is the level of readiness of implementing partners to develop their own strategies to ensure sustainability of results?</li> <li>• To what extent has the project established national ownership and partnership? What is the likelihood of project results will be anchored in national institutions?</li> <li>• Beyond project resources, to what extent do TISIs or Implementing Partners invest in the project?</li> <li>• Are government and related national institutions likely to maintain the project financially once external funding ends?</li> <li>• Does the project have an exit plan to ensure a proper hand-over to the national government and institutions after the project ends?</li> </ul>

#### 4. METHODOLOGY

47. The evaluation process and methodological approach is expected to follow the principles set forth in the ITC Evaluation Guidelines<sup>10</sup>. It shall be performed in line with the Norms and Standards for Evaluation<sup>11</sup> and respecting the Ethical Guidelines for Evaluation<sup>12</sup> published by the United Nations Evaluation Group (UNEG). The evaluation team that will conduct the Midterm Evaluation, consisting of an International and a National Consultant, will be contracted and managed by the ITC Independent Evaluation Unit (IEU). The project office in Banjul will facilitate and provide support to organize the Evaluation Team's mission while in The Gambia.
48. The methodology will be designed during the inception phase, which will entail the following:
- Verify the project's theory of change and reconstruct details if required; and
  - Develop an evaluation matrix<sup>13</sup> defining which data sources will be used to answer the evaluation questions while taking into account data availability as well as budget and time constraints.
49. The evaluation should be based on a rigorous and transparent methodology ensuring impartiality and lack of bias. To this end, a mixed-method design is foreseen, which allows triangulation of multiple data sources and stakeholder groups. The evaluation will mainly rely on the following data collection methods:
- a) **Document review**, which will comprise mainly relevant documents related to the implementation and progress of the project (e.g. strategic and operational planning documents, workplans and budgets, progress reports, monitoring data).
  - b) **Key informant interviews** will be conducted with the project's internal and external stakeholders. The interviews will be semi-structured and conducted either face-to-face or by telephone. Internal stakeholders are first and foremost the project team as well as staff members with an interest or particular knowledge of the project activities in this area. External stakeholders for this evaluation are policymakers, micro small and medium-sized enterprises (MSME), and implementing partners.
  - c) **Field visits** will be an opportunity to develop an in-depth understanding of the perspectives of the various stakeholders around the evaluation questions and collect any additional secondary data.
50. To ensure participation and ownership among key stakeholders, regular consultations will be conducted during the evaluation process. In concrete terms, this implies that key stakeholders (in particular the programme team) will be consulted at the drafting stages of the terms of reference, inception note and evaluation report and will have the opportunity to provide comments.

#### 5. MAIN OUTPUTS

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

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<sup>10</sup> International Trade Centre (2018). *ITC Evaluation Guidelines*. Geneva: ITC. Available at: <http://www.intracen.org/itc/about/how-itc-works/evaluation/>.

<sup>11</sup> United Nations Evaluation Group (2016). *Norms and Standards for Evaluation*. New York: UNEG. Available at: <http://www.unevaluation.org/document/detail/1914>.

<sup>12</sup> United Nations Evaluation Group (2008). *UNEG Ethical Guidelines for Evaluation*. New York: UNEG. Available at: <http://www.unevaluation.org/document/detail/102>

<sup>13</sup> An **Evaluation Matrix** is an organizing tool to help plan for the conduct of an evaluation. It is prepared by the lead evaluator during the inception phase of the evaluation, and is then used throughout the data collection, analysis and report writing phases. The Evaluation Matrix forms the main analytical framework for the evaluation. It reflects the evaluation questions and to be answered and helps the evaluation team consider the most appropriate and feasible method to collect data for answering each question. It guides analysis and ensures that all data collected is analysed, triangulated and then used to answer the evaluation questions, leading to conclusions and recommendations.

### **Inception Report:**

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

### **Draft Report:**

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

### **Final Report and Presentation:**

54. The core product of the midterm evaluation process will be the Final Evaluation Report. The final report should highlight the purpose, scope and limitation of the midterm evaluation, and should contain a description of the applied methodology, evidence-based findings, conclusions, lessons learned and recommendations. The analysis should highlight constraints, strengths on which to build, and opportunities for the Gambia YEP. To ensure wider usage and learning from the evaluation findings, the evaluation team leader will be required to deliver a presentation tailored to the needs and interests of different stakeholders of the Final Report.

## **6. MANAGEMENT ARRANGEMENTS, WORKPLAN, AND TIMEFRAME**

### **Managements Arrangements**

55. The implementation period of the Midterm Evaluation will cover a tentative duration from July to October 2019. The IEU of ITC will supervise and monitor the progress of the midterm evaluation.

### **ITC**

56. In accordance to the ITC Evaluation Guidelines, in preparing the Midterm Evaluation, together with project staff and key stakeholders, the IEU of ITC will undertake the following:

- Determine the key evaluation questions the evaluation should answer and the target audience for the evaluation;
- Prepare a draft TOR for the evaluation;
- Identify and hire the evaluation consultants funded by the project;
- Manage the process of preparing the evaluation report (including circulation of draft reports, collecting comments, and follow-up);
- Submit the draft inception report to the MOTIE, the EU Delegation to The Gambia, and the PSC;
- Collect comments for onward submission to the Evaluation Team;
- Submit the draft evaluation report to the MOTIE, the EU Delegation to The Gambia and the PSC;
- Collect comments for onward submission to the Evaluation Team Leader;

- Submit the final midterm evaluation report to the MOTIE, the EU Delegation to The Gambia and the PSC;
- Controlling quality of the report; and
- Ensure proper follow-up on the recommendations and dissemination of results and lessons learned.

57. The project team will:

- Support implementation of the evaluation through collecting documentation and making it available to the IEU for onward submission to the Evaluation Team;
- Facilitating stakeholder meetings;
- Provide logistical and practical support to the Evaluation Team when required;
- Ensure proper stakeholder involvement in the entire evaluation process; and
- Supporting the dissemination of the evaluation through consulting with local stakeholders on the evaluation findings and conclusions.

#### **EUD to The Gambia and the PSC**

58. The EU Delegation to The Gambia and the PSC will:

- Endorse the TOR;
- Be available to take part in interviews;
- Provide comments on the Draft Inception Report;
- Provide Comments on the Draft Evaluation Report; and
- Endorse the Final Evaluation Report.

**Table 5: Desired competencies of the evaluation consultants**

International consultant (the evaluation team leader)	National consultant (the evaluation team member)
<ul style="list-style-type: none"> <li>• No previous involvement/engagement in the design and delivery of the Youth Empowerment Project in The Gambia;</li> <li>• Advanced degree in the field of project management, social science, development studies or another relevant field of study;</li> <li>• Demonstrated knowledge of and a strong record in designing and/or leading evaluations (including both qualitative and quantitative evaluation methods) of development projects/programmes within the past five years;</li> <li>• Experience in leading evaluations with the UN and/or the EU, and knowledge of the UN and/or the EU and its reporting system would be an asset;</li> <li>• Knowledge of the UN and EU project operations, with technical competency in trade issues, particularly Aid for Trade; and/or in private sector development approaches.</li> <li>• Experience and knowledge in evaluating migration issues and youth employment;</li> <li>• Knowledge of developing country economies particularly in Africa; knowledge of The Gambia and in- country experience would be an asset;</li> <li>• Proficiency in English and excellent report writing skills, with the ability to write clear and concise analytical reports.</li> <li>• Good facilitation, presentation and analytical skills;</li> <li>• Ability to communicate effectively with various stakeholders including Government, Donors, private sector, and other beneficiaries;</li> <li>• Excellent organization and time management skills;</li> <li>• Strong interpersonal skills, with the ability to work with people from different backgrounds to deliver quality products within short timeframe; and</li> <li>• Ability to be flexible and responsive to changes and demands; and to be result-based and open to feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• No previous involvement/engagement in the design and delivery of the Youth Empowerment Project;</li> <li>• National of The Gambia with experience in conducting evaluations;</li> <li>• Knowledge of local context and of target areas where the project operates;</li> <li>• Knowledge of other related local programmes/projects, and of associated local institutions and government structures will be an asset; and</li> <li>• Fluency in English and one or more of the vernacular languages of The Gambia (i.e. Mandinka, Pulaar, Wolof, Serahule, etc.).</li> </ul>

59. The international consultant will report to the evaluation manager. The national consultant will report to the international consultant (team leader) and the evaluation manager.

60. The IEU will handle all contractual arrangements with the two evaluators. The IEU together with the Project Team (when required) will provide logistic and administrative support to the evaluation throughout the process. The Project Team will provide all project documentation to be reviewed and ensure they are up-to-date. The Project Team will also prepare an indicative list of stakeholders/partners/beneficiaries to be interviewed and provide support in the preparation of a detailed agenda of the evaluation mission.

61. The Evaluation Team will be responsible for the delivery of outputs as set out above in Section 5. In addition, team leader will be responsible for the redaction and transmission of the final report.

#### Workplan and Timeframe for the Evaluation Process

62. The implementation period of the midterm evaluation process covers a tentative period between **1 July and 31 October 2019**. The final Midterm Evaluation Report is expected no later than 31 October 2019.

Details of the timeframe and deliverables, as well as the approximate duration and estimated number of workdays are provided in Table 2 below.

**Table 6: Evaluation Timeframe and Deliverables**

Timeframe and Deliverables	Duration	Estimated Number of Workdays		
		International Consultant	National Consultant	
Evaluation team completes an initial round of desk research and preliminary review of documentation to determine the evaluability of the project, including initial interviews to determine methodology. At the end of this period, the Team Leader submits a <u>Draft Inception Report</u> to the IEU.	+ 2 weeks	10	5	
IEU reviews the Draft Inception Report to ensure its conformity with the requirements.	+ 3 days	TOR and quality requirements.		
Draft Inception Report is completed and is submitted by the Team Leader at the end of this period for circulation to stakeholders for comments and feedback.	+ 2 days	2		
IEU circulates the Draft Inception Report to all stakeholders for comments. At the end of this period, the IEU sends comments to the Evaluation Team Leader.	+ 1 week	Feedback and comments		
The Evaluation Team answers questions, provides justifications, and/or incorporates changes into the Inception Report. At the end of this period, the Team Leader submits the <u>Final Inception Report</u> to the IEU, which includes the methodology, data collection instruments, and complete analysis of data collection methods, for approval. The IEU will circulate the Final Inception Report to all stakeholders.	+ 2 days	2		
The Evaluation Team, led by the Lead Evaluator, carries out the evaluation and implements the agreed methodology in the Inception Report. At the end of this period, the Lead Evaluator sends an <u>Update</u> to the IEU on collected findings. Logistics support by the Project Team.	+ 3 weeks	15	15	
The Evaluation Team completes the write-up of the Draft Evaluation Report. At the end of this period, the Lead Evaluator submits the <u>Draft Evaluation Report</u> to the IEU.	+ 2 weeks	10	5	
IEU reviews the Draft Evaluation Report to ensure its conformity with the requirements.	+ 1 week	TOR and quality requirements.		
Draft Evaluation Report is completed and submitted to the IEU by the Lead Evaluator at the end of this period for circulation to stakeholders for comments and feedback.	+ 3 days	4		
IEU circulates the Draft Evaluation Report to all stakeholders for comments. At the end of this period, all stakeholders submit comments on the content of the draft report to the IEU for onward transmission to the Lead Evaluator.	+ 2 weeks			
The Evaluation Team answers questions, provides justifications, and/or incorporates changes into the Evaluation Report. At the end of this period, the Lead Evaluator submits the <u>Final Evaluation Report</u> and an Evaluation Learning Note to the IEU.	+ 1 week	5	2	
The Evaluation Team, led by the Lead Evaluator, provides de-briefings to the ITC YEP Project Officers and the field office, and provides a presentation to the PSC and other stakeholders	+ 2 days	2	2	
	<b>TOTAL</b>	<b>14 weeks</b>	<b>50</b>	<b>29</b>

63. It should be noted that the above timeframe is tentative; it is only to provide an indication as to the amount of time that should be expected for each step. It should be understood that if more or less time is required for any of the above steps, it will be discussed between the Evaluation Team and the IEU.

## 7. ETHICAL CODES OF CONDUCT

64. The midterm evaluation will be undertaken in accordance with the evaluation norms and standards for the United Nations<sup>14</sup>. Evaluations should be carried out in a participatory and ethical manner. The evaluation should take account of cultural differences, local customs, religious practices, gender roles and age throughout the planning, implementation and reporting on the evaluation. The consultant should avoid conflicts of interest, the acceptance of gifts, and adhere to the highest technical ethical standards of evaluation. In addition, the Evaluation Team should:
- Fulfil the criteria of professionalism, impartiality and credibility;
  - Ensure honesty and integrity of the entire evaluation process;
  - Respect the security, dignity and self-worth of the respondents, project participants, and other stakeholders with whom they interact;
  - Articulate and take into account the diversity of interests and values and protect the rights and welfare of individuals and institutions involved in the evaluations; and
  - Produce and convey accurate information about the project's merit and value, provide information in confidence, and report impartially.
65. The Evaluation Team shall have no past connection with the project so that conflicts of interest are avoided and the credibility of the evaluation process and product is not undermined.

## 8. REFERENCES FOR THE EVALUATION

66. The reference materials for the evaluation include the following documents, and will be made available to the Evaluation Team at the onset of the midterm evaluation:
- i. The European Union Delegation Agreement N°T05-EUTF-SAH-GM-01-01 with The Description of Action including the project logical framework which outlines the outcomes, outputs and activities, and corresponding indicators and assumptions;
  - ii. Addendum N°1 To Delegation Agreement N°T05-EUTF-SAH-GM-01-01 Contract N°T05-EUTF-SAH-GM-03-02, which includes the revised project logical framework and budget revision;
  - iii. The monitoring and evaluation plan, progress reports and other relevant project documents such as supervision mission recommendations are also key sources of information for the evaluation process; and
  - iv. Any addition documentation that may become available related to the project.

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<sup>14</sup> United Nations Evaluation Group (2016). *Norms and Standards for Evaluation*. New York: UNEG. Available at: <http://www.uneval.org/document/detail/1914>; and International Trade Centre Evaluation Policy (2015). *ITC Evaluation Policy*. Geneva: ITC. Available at: <http://www.intracen.org/itc/about/how-itc-works/evaluation/>.

**TOR ANNEX I: Logical Framework (Revised Including YEP 2)**

	Results chain	Indicators	EUTF Indicator Reference	Baseline	Current Value	Targets (original)	Targets (YEP2)	Sources and means of verification	Assumptions
Overall objective: Impact	OO: Increased job opportunities and income prospects for youth	% national youth (15 – 35 years) unemployment <sup>65</sup>  % the yearly median <sup>66</sup> income of youth	n/a  n/a	35.3% (GLFS 2012)  D18,000	35.3%  D18,000	As per PAGE II targets		National data on employment (bureau of statistics) Survey data (GLFS) GLFS, UNDP National Human Development Report National Development Plan (NDP) implementation updates	Political stability Continuation of policy focus on - Employment and job creation as stipulated in the Gambia's new National Development Plan (NDP) - conducive business environment including trade and investment
Specific objective(s): Outcome(s)	SO. Tackle the root causes of irregular migration through increased job opportunities and income prospects for youth	% of TVET graduates that are employed  # of sustainable jobs created / jobs consolidated for youths directly and indirectly through business ventures (disaggregated by sex, age groups and location)  % change income of youth supported directly and indirectly by YEP	1.1 Number of jobs created	35% <sup>67</sup>  0  Tbd at enrolment (median income at D18000 /year)	35%  0  Tbd at enrolment	50%  4000  20-30% end of the project		TVET monitoring reports and tracer studies  Project reports  Project survey / reports	Political stability and sustained level of commitment of the government in improving skills development and training services and supporting entrepreneurship Commitment of private sector and SMEs to quality and process improvements and to engage in TVET programmes Appropriate climatic conditions for agricultural production (e.g. sufficient rainfall) Absence of other negative external factors with major repercussion on socio-economic development (e.g. Ebola outbreaks) Willingness of TVET institutions to improve monitoring of results
Outputs/Components	R1 Improved employability and self-employment opportunities for youth								
	R1.1 Skills upgraded through technical and vocational training programmes	# of institutions that improved training programmes and/or operational performance		0	0	10	3	Project reports / benchmarking results	Skills development institutions remain committed to the project and to improve services Technical and vocational training continues to be a government priority and adequate regulatory and policy support is being provided  Returnees are interested in the sectors and related skills training opportunities offered by YEP
		# of youths completing a project funded technical and/or vocational training programme or apprenticeship (male, female)	1.4 Number of people benefiting from professional trainings (TVET) and/or skills development	0	0	4000	600	Monitoring reports of partners institutions	
		# of young returning migrants supported through skills training	3.5 Number of returning migrants benefiting from reintegration assistance	0	0	100	200	MOUs	
	R1.2 Entrepreneurship promoted among youth through business skills training and support programmes	# of youths benefitted from entrepreneurship and business development services (male, female)	1.3 Number of people assisted to develop economic income generating activities	0	0	4000	400	Enrolment rates for activities and services Beneficiary surveys Evaluations following coaching Available accelerators FSPs	Effective participation by the target beneficiaries in the planned project activities in accordance to the set timeline Government-supported programmes and schemes benefit from continued public funding support
# of young returning migrants supported through entrepreneurship support		3.5 Number of returning migrants benefiting from reintegration assistance	0	0	50	100			
# of youth centres refurbished and offering improved services		2.1 bis Number of social infrastructures built or rehabilitated	0	0	2				
R2 Increased employment opportunities for youth in selected value chains									
R2.1 Improved compliance of Gambian products to international standards and market requirements	# MSMEs sensitized on programmes on quality improvement and food safety		40	0	200	50	Report on training and feedback questionnaires Progress reports from selected MSMEs List of participants and certificates	The quality infrastructure, certification facilities and testing are developed parallel by other initiatives Ministries/authorities recognize that inspection services cannot operate without being accredited	
	# Trainers / advisers trained in quality related		3	0	30				

<sup>65</sup> In 2012, there were 221,414 unemployed persons as per 2012 Gambia Labour Force Survey (GLFS), which commensurate to an unemployment rate of 29.8 percent. The rate of youth unemployment is commonly referred to as 38% using the previous youth definition of persons aged 13-30 years. Gambia's revised youth policy adopted the AU definition of youth, i.e. persons aged 15-35. According to the new definition unemployment stood at 35.3%. There were marked differentials in gender unemployment rates, with males and females youth registering unemployment rates of 25.8 percent and 43.3 percent respectively.

<sup>66</sup> Calculated based on NHDR 2014 survey which identified monthly median income of D1500. 2012 GLFS stated a monthly median income of D1500 (15-24 years) and 1800 (25-34)

<sup>67</sup> Based on UNDP tracer study: Survey of TVET Graduates, 2013



		programmes # MSMEs certified		3	0	20		awarded	Effective participation by the target MSMEs) in the planned project activities in accordance to the set timeline.
R2.2 Improved MSME productive capacities	# MSMEs demonstrating improved business practices (e.g. sales / production volumes, etc.)  # Production centres / strengthened / created	1.2 Number of MSMEs created or supported  1.6 Number of industrial parks and business infrastructure created, expanded or improved	0  0	0  0	500  1		1	MSME questionnaires Training reports MOUs	Effective participation by the target MSMEs in the planned project activities in accordance to the set timeline. MSMEs are willing and able to introduce best practices and improve competitiveness
R2.3 Market linkages activated	# participating enterprises on market linkage activities		0	0	250		20	Training reports MSME questionnaires	Companies commit to the preparation of export marketing plans
R2.4 Improved strategic direction and national ownership for job-centred growth	# stakeholders participating in sector development initiatives # strategic trade development action plans developed  # of public-private youth platforms created / strengthened	4.6 Number of strategies, policies and plans developed and / or directly supported  5.2 Number of planning, monitoring, learning, data collection and analysis tools set up, implemented and / or strengthened	0  0  0	0  0  0	80  3  3		20  1	Action plans validated Strategy implementation management reports / minutes from the core team meetings Government reports	Industry- and government-wide interests and backing of the sector coordination

R3 ): Promote the concept "Tekki Fii – Make it here": Make it in The Gambia										
R 3.1. The activities, opportunities and results of the Action are widely communicated upon at national and international levels	# of migrants, or potential migrants, reached out by information campaign on migration and risks linked to irregular migration  # of Gambian citizens reached out by the Tekki Fii campaign  # of international media pieces published concerning the Tekki Fii campaign	3.3 Number of migrants or potential migrants reached by information campaigns on migration and risks linked to irregular migration   Number of activities/events explicitly dedicated to raising awareness and sensitivity of general public regarding migration	0  0	0  0	100.000	50.000	200.000	50	Reports form partners  Project estimates based on attendance in activities, events  Review of national and international news coverage  Visitor figures of events Radio coverage figures Web page visitors	Provision of timely and adequate information by other EUTF project partners including IOM, GIZ, Enabel, IMVF, GK Partners

## Appendix 2. List of YEP Implementing Partners, Gambia

- ACE Communication Executives (ACE)
- Association of Small Scale Enterprises in Responsible Tourism (ASSERT)
- Bridging Gaps Advisory (BGA)
- Fajara Skills Development Centre
- Fashion Weekend Gambia (FWG)
- Five Star Security
- Food Safety and Quality Authority (FSQA)
- Gambia Chamber of Commerce and Industry (GCCl)
- Gambia Horticultural Enterprises (GHE)
- Gambia Investment and Export Promotion Agency (GIEPA)
- Gambia National Youth Council (NYC)
- Gambia Technical Training Institute (GTTI)
- Gambia Telecommunications and Multimedia Institute (GTMI)
- Gambia Tourism and Hospitality Institute (GTHI)
- Gambia Tourism Board (GTB)
- Gambia Youth Chamber of Commerce (GYCC)
- Global Youth Innovation Network Gambia (GYIN Gambia)
- GoldenHands Foundation Academy (GHFA)
- Information Technology Association of The Gambia (ITAG)
- Insight Training Centre
- Institute of Travel and Tourism of the Gambia (ITTOG)
- Leadership Gambia
- Ministry of Trade, Industry, Regional Integration and Employment (MOITE)
- Ministry of Youth and Sports (MOYS)
- National Accreditation and Quality Assurance Authority (NAQAA)
- National Agricultural Research Institute of The Gambia (NARI)
- National Association of Cooperative Credit Unions of The Gambia (NACCUG)
- National Centre for Arts and Culture (NCAC)
- National Enterprise Development Initiative (NEDI)
- National Youth Service Scheme (NYSS)
- President's International Award (PIA)
- Real Tech Gambia Ltd.
- Social Development Fund (SDF)
- Startup Incubator Gambia (SIG)
- Sterling Consortium
- The Gambia Standards Bureau (TGSB)
- Women Initiative Gambia (WIG)
- YMCA Computer Training Centre and Digital Studio

Source: ITC 2019. Terms of Reference for the Midterm Evaluation of the Gambia Youth Empowerment Project, Geneva.

### Appendix 3: Evaluation Criteria Applied to YEP Midterm Evaluation

**Relevance:** The relevance of the project will be assessed by reviewing project design (at the time of design), during implementation, and at midterm. The evaluation will also assess the appropriateness of the implementation arrangements project partners and their consistency with project objectives and expected outcomes. A second aspect of relevance will be an assessment of the extent to which risks were identified and risk mitigation measures were appropriately included in the project design. The assessment will include the extent to which human rights and gender equality were included in the project design. Identification and use of SMART indicators in the logical framework and their appropriateness in the project context will also be assessed.

**New Definition of Relevance: Key question – Is the intervention doing the right things?**

The extent to which the intervention objectives and design respond to beneficiaries’\* global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

Note: “Respond to” means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. “Partner/institution” includes government (national, regional, local), civil society organisations, private entities and international bodies involved in funding, implementing and/or overseeing the intervention. Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analysing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.

*\*Beneficiaries is defined as, “the individuals, groups, or organisations, whether targeted or not, that benefit directly or indirectly, from the development intervention.” Other terms, such as rights holders or affected people, may also be used.*

**New Criteria of Coherence and Definition: Key question - How well does the intervention fit?**

The compatibility of the intervention with other interventions in a country, sector or institution.

Note: The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Includes internal coherence and external coherence: Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors’ interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

**Effectiveness.** The assessment will include effectiveness of the project implementation partner(s) in delivering expected outputs and outcomes towards the achievement of project impact. Progress will be documented at midterm based on achievements in relation to targets set out in the logical framework and the project logical framework. Additional areas of assessment are the quality and adequacy of capacity development support including institutional strengthening, success in mitigating project-related risks, and adequacy of monitoring and evaluation arrangements. More specifically, the evaluation will assess the effectiveness of the project in delivering intended results including outcomes and achievements towards attaining intended impact.

**New Definition of Effectiveness: Key question – Is the intervention achieving its objectives?**

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Note: Analysis of effectiveness involves taking account of the relative importance of the objectives or results.

**Efficiency.** The efficiency criteria will assess the cost-effectiveness of the interventions (including cost-sharing arrangements, if any), timely completion of activities and outputs as per work plan, government and partners’ contribution towards project costs (in cash, or kind or both). The delivery of project activities within costs and within specified time will also feature in the assessment as relevant at midterm. The overriding principle for assessing efficiency includes value for money.

**New Definition of Efficiency: Key question – How well are resources being used?**

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Note: “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

**Sustainability.** The likely sustainability of project benefits after project completion includes an assessment of the demand and supply management arrangements of the project interventions including the operation and maintenance costs of the TVET institutions, product quality assurances, institutional resilience to carry on the project-initiated activities from their own internal resources, progress towards creating and sustaining domestic and export markets of value-added products are some

of the issues that will feature in the assessment of project sustainability. Also, existence and likelihood of the effectiveness of an exit strategy for the project including progress towards ownership of the project activities by the government and private sector actors will ensure likely sustainability.

**New Definition of Sustainability: Key question – Will the benefit last?**

The extent to which the net benefits of the intervention continue, or are likely to continue.

Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

**Impact.** The focus in assessing likely impact would involve evidence supporting increase in income of the trained TVET graduates through employment or self-employment, reduction in seasonal migration outside The Gambia, and net income from value addition through post-harvest technologies and/or value addition. The evaluation considers that the full impact of the project at midterm may not be visible and it may take some time for project support to translate into the measurable economic and social impacts. Nevertheless, some indication towards achieving likely impact would be useful to document at the midterm. An added dimension of likely impact would be innovation, the adoption of environment-friendly technologies and practices, good governance, and project contribution to gender equity and human rights including social inclusion.

**New Definition of Impact: What difference does the intervention make?**

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Note: Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.

Source: for the new definition <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

#### Appendix 4: Data Collection Instruments for the Evaluation

##### PART 1: LIST OF GUIDING QUESTIONS FOR THE YEP STEERING COMMITTEE MEMBERS AND OTHER KEY INFORMANTS ASSOCIATED WITH TVET SUBSECTOR IN THE GAMBIA

Name:	Steering Committee Member Since:
Organization:	Position in the representing organization:

- Q1. What have been the major achievements of the Youth Empowerment Project (YEP)?
- Q2. What have been the key challenges?
- Q3. Is the government's policy on TVET development clear? Is there a roadmap for TVET?
- Q4. Is there a sound understanding about the demand and supply of TVET graduates?
- Q5. How well are TVET institutions positioned to produce graduates in marketable skills areas? Any perspective on the public vs. private training providers? If and how can any differences be harmonized? How about the quality of teachers at these institutions? Do they have adequate understanding of market demand?
- Q6. How is YEP addressing skills gap areas? Please comment on YEP's mandate, objective, strategy, work plan and implementation arrangements including the choice of priority skill areas.
- Q7. Is there a market premium for the YEP supported institutions and graduates? Please comment on the time lag between graduation and employment of the TVET graduates.
- Q8. To what extent does YEP address gender mainstreaming and social inclusion in its programme?
- Q9. What would be your advice to make YEP a more result-oriented project?
- Q10. What can be done to further strengthen the role of private sector actors?
- Q11. Do you have any views on the range of partners involved in the project?
- Q12. What are the areas of improvements in YEP? How these can be addressed?
- Q13. How can YEP be sustained on its own?
- Q14. Please provide additional thoughts on the future direction for YEP.

**Thank you for your valuable input in the evaluation process.**



1 = yes, increased income [ ] 2=No, no increase in income [ ] 3=No change [ ]

**B4. Has there been any changes in your production levels since the training or participation in YEP activities? (includes food, goods, and services)**

1 = yes, increased production [ ] 2=No, no increase in production [ ] 3=No change [ ]

**B5. Thinking about the changes you have mentioned, how did the TVET training or participation in project activities help you achieve these changes? (Do not prompt] Based on response use relevant codes to record response. To ensure coverage, probe “anything else”**

Codes for B5:

1= Improved skills and knowledge 2=Greater confidence in own abilities 3=Ongoing support

4= Access to a network 5=Inspiration and ideas for work opportunities

6= Other \_\_\_\_\_(Please specify)

**B6. Have you had any difficulties to making changes? 1=Yes [ ] 2=No [ ]**

**[Do not prompt, but use the codes to record. To ensure complete answer, probe “anything else”**

Code for B6:

1= Lack of opportunities in area of interest

2=Access to finance

3=Capacity to plan and organize

4= Access to markets

5=Literacy or other basic skills

6= Lack of family or community support

7=Personal issues/ commitments

8=Land or other dispute

9=Lack of infrastructure (e.g. machinery, buildings, staff etc.) 10. Environmental (cyclones, pests etc.)

11=Customer debts

12=Monkey business/ competition

13= Other \_\_\_\_\_(please specify)

**B7. Have there been any changes for the rest of your family as a result of you doing the TVET training or other project activities?**

1=Yes [ ] 2=No [ ]

**B7.1 If yes, what are they? [Do not prompt, but use the codes to record. To ensure complete answer, probe “anything else”]**

Code for B7:

1= They are proud of my achievements

2= My new skills/ knowledge are used by the family

3= I have shared my new skills/ knowledge with the family 4= There is more money in the family

5=More livelihoods opportunities have been created

6= More food for family

7=More money to pay for children’s education

8=More money for healthcare

9= Other \_\_\_\_\_(please specify)

**B8. Have there been any changes for the rest of your community as a result of you doing the TVET training or other project activities? 1=Yes [ ] 2=No [ ]**

**B8.1 If yes, what are they? [Do not prompt, but use the codes to record. To ensure complete answer, probe “anything else”]**





**PART 3: INTERVIEW WITH MICRO, SMALL AND MEDIUM ENTERPRISE OWNER/OPERATORS OF YEP SUPPORTED TVET GRADUATES**

Participant Code Number:
Date of Interview:
Name of Interviewer:

**INTRODUCTION**

Hello, my name is \_\_\_\_\_. I am supporting the data collection for the midterm evaluation of Youth Empowerment Project (YEP) implemented by the International Trade Centre (ITC) in The Gambia. The evaluation will provide recommendations for further improving the YEP. The interview will take about 15 minutes. We will treat your response confidential and information you provide to us will used to analyse the responses from all individuals. We would like to assure you that your identity will not be disclosed to anyone. We can proceed if you agree to take part in the evaluation. Please denote tick if you Agree [ ] to proceed.

**A. INTRODUCTION**

1. Name of the respondent: _____	2. Gender of the respondent: 1=male 2=female [ ]
3. Name of your business _____	4. Location: LGA _____
5. No. of years in business [ ] years	6. Status: 1=owner, 2= manager 3= other [ ]
7. Ownership: 1=sole [ ] 2=partnership [ ]	8. Type of business: 1=family [ ] other [ ]
9. Registered business 1=yes [ ] 2=no [ ]	10. Ownership by foreign entities [ ]%
11. Ownership by women [ ]%	
12. No of workers: a. Full-time male [ ] b. Full-time female [ ] c. part-time male [ ] d. Part-time female [ ]	8. No. of TVET-trained workers a. Male [ ] b. Female [ ]
9. Did you attend TVET training/education? [ ] 1=Yes 2= No	10: Year of TVET training attendance : [ ]
11. Subject of TVET or YEP training: _____	12. Length of training attended [ ] months

**B. CHANGES IN BUSINESS ACTIVITIES**

1. Do you have any new clients or markets since TVET or YEP training? 1=yes 2= no [ ]
2. Have you introduced any new services or products since TVET/YEP training? 1=yes 2= no [ ]

<p>3. Have you joined any business organization since TVET/YEP training? 1=yes 2= no [ ]</p> <p>3a. To what extent has your joining the business organization strengthened your business? 1=a little 2=a lot 3=difficult to say [ ]</p>
<p>4. Have you bought or acquired any new capital assets since TVET/YEP training? 1=yes 2= no [ ]</p> <p>4a. Number of assets _____</p> <p>4b. Value of assets _____</p>
<p>5. Has there been any change in your expenditure on materials or supplies used for your business, e.g. fertiliser, animals, steel, wood, since TVET or YEP training? [ ]</p> <p>1= Some increase, 2= Big increase, 3= No change, 4=Some decrease, 5= big decrease 6=Difficult to say</p>
<p>6. Number of employees in your business: 6a. Before training [ ] 6b. After training [ ]</p>
<p>7. Since TVET or YEP training, has there been any increase in the total salaries you paid to your employees (this might include family members) [ ]</p> <p>1= Some increase, 2= Big increase, 3= No change, 4=Some decrease, 5= big decrease 6=Difficult to say</p>
<p>8. Has there been any change in your expenditure on materials or supplies used for your business, e.g. fertiliser, animals, steel, wood, since TVET or YEP training? [ ]</p> <p>1= Some increase, 2= Big increase, 3= No change, 4=Some decrease, 5= big decrease 6=Difficult to say</p>
<p>9. Overall, how would you rate the changes in your business now compared to before TVET or YEP training? [ ]</p> <p>1=Some improvement, 2= Big improvement, 3= No improvement, 4=Some decline, 5= Big decline, 6=Difficult to say</p>
<p>10. How would you rate the change in profit (income – expenses) in your business now compared to before you attended TVET training? [ ]</p> <p>1=Some improvement, 2= Big improvement, 3= No improvement, 4=Some decline, 5= Big decline, 6=Difficult to say.</p>
<p>11. If you answered 1 or 2 in Question 10, what are the main reasons for improvement? [ ]</p> <p>1=Improved skills due to TVET training, 2=Better economic conditions or opportunities in the local area</p> <p>3=Changes in household or family wealth not related to TVET</p> <p>4=Changes in household or family skills not related to TVET</p> <p>5=Others _____ please specify.</p>
<p>12. After TVET or YEP training, did you receive any external accreditation or recognition of your business? [ ]</p> <p>1=yes 2=No</p>
<p>13. Has your business created any other new business opportunities in your community since TVET (e.g. Jobs, supply of goods and services) or YEP training? [ ]</p> <p>1=yes 2=No</p>
<p>14. Has there been any negative consequences for your business because of your TVET or YEP training? [ ]</p> <p>1=yes 2=No</p> <p>14a. If you answered 1 (yes) in Question 14), please give some details.</p> <p>_____</p>
<p>15. Over the next two to three years, do you aim to expand or increase your business? [ ]</p> <p>1=yes 2=No</p>

16. If you answered 1 (yes) in Question 15, how do you aim to achieve your longer-term growth plans?

[            ]

Do not prompt but based use the codes to reflect the response.

1=Increasing your market share in existing markets 2=Exploiting new markets 3=Increasing the skills of your workers

4=Increasing the number of workers 5=Developing new products or services 6=Doing something else (\_\_\_\_ specify)

7=Don't know /Still need to figure it out

17. Overall, what are the biggest obstacles to the success of your business? [            ]

Do not prompt but based use the codes to reflect the response.

1= The economic situation in the province 2= Obtaining finance / loans 3= Cash flow (including customer debts) 4= Recruiting or

keeping staff 5=Shortage of skills/expertise 6= Transport issues 7= Access to equipment and technology 8= Crime or disputes

9= Environmental problems (e.g. cyclones, pests), 10=Other \_\_\_\_\_ (please specify) 11=No obstacle

18. Personal Skills Development

a. Have you changed any of your work practices because you learned new skills through TVET? [    ]

b. Have you been able to keep up your skill level since finishing TVET? [    ]

c. Have you done mentoring or training of others since TVET? [    ]

d. Have you got any type of formal job certification since TVET? [    ]

Use the code: 1=yes 2=no

19. Welfare Improvement

a. Has TVET or YEP training contributed to increase your family's wealth? 1=yes 2= no [    ]

b. Has TVET or YEP training contributed to meeting education costs of children 1=yes 2= no [    ]

c. Has TVET or YEP training contributed to accessing improved health services? 1=yes 2= no [    ]

d. Has TVET or YEP training contributed to family's access to nutritious food? 1=yes 2= no [    ]

20. Expectations and Needs

a. Has the TVET programme met your expectations? [    ]

1=yes 2= no

b. Do you have any further training, business development or employment needs? [    ]

1=yes 2= no

c. What are your additional training needs? \_\_\_\_\_

d. How do you plan to achieve these needs? \_\_\_\_\_

21. Volume of business

a. Total annual sales in 2016 [            ] US\$ equivalent approximately

b. Total annual sales in 2018 [            ] US\$ equivalent approximately

c. Export contribution to sale in 2016 [    ] percent

d. Export contribution to sale in 2018 [    ] percent

e. Main export destinations in 2016 [            ]

f. Main export destinations in 2018 [            ]

g. Export channel : 1= direct export [    ] 2=through other export houses [    ] 3=informal [    ]

22. Do you have any additional suggestions for improving Youth Empowerment Project and its service delivery?

THANK YOU FOR YOUR TIME AND VALUATION INPUT IN THE EVALUATION PROCESS.

**PART 4. LIST OF GUIDING QUESTIONS FOR FOCUS GROUP DISCUSSION WITH CURRENTLY ENROLLED TVET STUDENTS AT THE PARTICIPATING INSTITUTIONS IN THE GAMBIA**

Q1. What is the motivation for you to attend TVET institution or YEP training? Who advised you to enter the field of training?

Q2. What is your plan after graduation? (Probe trade areas, % respondents plan to change occupation)

Q3. What is your expectation after graduation (probe income, employment, migration, business, community/social service, others)

Q4. Do you plan to stay in your community or move to better (urbanized areas)?

Q5. How likely are you to find a decent job or livelihood after training? Is your training institute helping to link you with the employers or businesses?

Q6. How many of you have other members of your family trained or planning to seek training at TVET institutions or other training providers arranged by YEP?

Q7. How many of you plan to open your own business and seek employment?

Q8. How many of you have already established contact with employers or businesses?

Q9. How many of you are receiving financial assistance from YEP?

Q10. Would you have entered TVET training if you had not received financial assistance?

Q11. How many of you plan to leave The Gambia in next 1-3 years? For what reason?

Q12. Do you have suggestions for improving employability of TVET graduates within The Gambia?

**PART 5. LIST OF GUIDING QUESTIONS FOR DISCUSSION WITH TVET INSTITUTIONS IN THE GAMBIA AND DATA REQUEST**

**A. BACKGROUND**

1. Name of the institution	2. Establishment Year [       ]
3. Location:	4. Name of the respondent:
5. Position of the respondent:	6.
7. Interviewer:	8. Date of interview:

**B. PROGRAMME ENROLMEMNTS AND GRADUATIONS**

1. Types of TVET or skills development training/education offered and capacity for each group intake
2. No. of teachers by sex in each skills development area preferably for 2017, 2018 and 2019.
3. Enrolment figures by sex for 2017, 2018, and 2019.
4. Graduation figures by sex for 2017, 2018, and 2019.
5. No. of students receiving financial support by sex in 2017, 2018, and 2019 (by the type of financial support received)
6. List of partner agencies the institution is working with and kind of partnerships/collaborations
7. Major achievements during 2017-2019
8. Annual budget of the institution for regular operations, maintenance of physical facilities, and staff salaries
9. Major challenges/constraints the institution has faced in recent years (2017-2019) including recruitment, retention, and linking graduates to the labour market
10. Type and level of support the institution has received from YEP
11. How can YEP further support the mission and objectives of the institute
12. Any additional comments/thoughts for TVET/skills development programmes/initiatives

## PART 6. LIST OF GUIDING QUESTIONS FOR DISCUSSION WITH THE EMPLOYERS OF TVET GRADUATES

### INTRODUCTION

Hello, my name is \_\_\_\_\_. I am supporting the data collection for the midterm evaluation of Youth Empowerment Project (YEP) implemented by the International Trade Centre (ITC) in The Gambia. The evaluation will provide recommendations for further improving the YEP. The interview will take about 15 minutes. We will treat your response confidential and information you provide to us will be used to analyse the responses from all individuals. We would like to assure you that your identity will not be disclosed to anyone. We can proceed if you agree to take part in the evaluation. Please denote tick if you Agree [ ] to proceed.

#### A. Personal details

1. Name of the Employer:	2. Establishment Year [ ]
3. Location:	4. Name of the respondent:
5. Position of the respondent:	6. Gender of the respondent:
7. Interviewer:	8. Date of interview:

9. How long have you been working with YEP? [ / ] months/year
10. How many TVET graduates do you employ at present? Male [ ] Female [ ]
11. How do you find their readiness for the job? Well prepared [ ] Need more training/mentoring [ ]
12. How do you find the TVET graduates' work ethics compared to other workers? Better [ ] About the same [ ] Inferior [ ]
13. Do TVET graduates receive higher salary or wages compared to other workers Yes [ ] No [ ] If yes, how much more? Up to 25% [ ] 26-50% [ ] More than 50% [ ]
14. How long TVET trained workers stay with you in your business? Up to 1 year [ ] 1 to 3 years [ ] More than 3 years [ ]
15. Do you offer any incentive(s) to retain TVET-trained workers? Yes [ ] No [ ] If yes, what is the nature of incentive(s)? ____ _____
16. Do you have views/opinion about the quality of training offered by the TVET institution in your area?
17. What is the composition of your workforce? Local youths [____ %] From outside local area [ %] Has this composition changed in last three years? Yes [ ] No [ ] Not sure [ ]

<b>If yes, in what ways? _</b>	
<b>18.</b>	<b>What is needed for improving the number of skilled workers?</b>
<b>19.</b>	<b>What is needed for improving the quality of skilled workers?</b>
Is there a competition for good skilled workers in your area? Yes [    ] No [    ] Not sure [    ]	
If yes, how do you manage to retain skilled workers?	
Any further suggestions to improve skilled work force?	
<b>20.</b>	<b>Any suggestion for YEP to support the development of skilled workforce?</b>

**THANK YOU FOR YOUR VALUABLE INPUT IN THE EVALUATION PROCESS**

## PART 7. LIST OF GUIDING QUESTIONS FOR MINI-GRANT or MINI-LOAN RECIPIENT FROM YEP

### INTRODUCTION

Hello, my name is \_\_\_\_\_. I am supporting the data collection for the midterm evaluation of Youth Empowerment Project (YEP) implemented by the International Trade Centre (ITC) in The Gambia. The evaluation will provide recommendations for further improving the YEP. The interview will take about 15 minutes. We will treat your response confidential and information you provide to us will used to analyse the responses from all individuals. We would like to assure you that your identity will not be disclosed to anyone. We can proceed if you agree to take part in the evaluation. Please denote tick if you Agree [ ] to proceed.

#### 1. Background and Skill Set

1. Recipient type: [ ] 1=Mini-Grant 2= Mini-Loan	2. Amount Received: [ ]
3. Own capital investment Amount: [ ]	4. Purpose: _____
5. Is your investment plan on track? [ ] 1=yes 2= no	6. Do you have required technical knowledgge? [ ] 1=yes 2=no
7. Do you have required financial management skills? [ ] 1=yes 2=no	8. Do you have required marketing and business skills? [ ] 1=yes 2= no
9. Who prepared your application? { } 1=self, 2=friends/family 3=other	10. How long did it take for the approval in months? [ ]
11. Date of grant or loan approval?	12. Date of fund release?

#### 2. Current Status

1. Business status [ ] 1=not yet started 2=Some preparation done 3=advanced preparation 4=business has commenced	2. Production or Service Status: [ ] 1=Not yet in operation 2=started operation
3. Date started operation or likely to start operation:	4. Expected time frame for deriving net income or profit: [ ] Months from now
5. No. of workers employed or plan to emply? [ ]	6. How satisfied are you with your progress? 1=not satisfied, 2=somewhat satisfied, 3=satisfied, 4=very satisfied

#### 3. Challenges and Opportunities



1. What are the challenges you have faced so far?

1=financing is inadequate, 2=technical know how is limited, 3= equipment are not available, 4= market is not ready, 5= workers are not available, 6=family issues, 7= other \_\_\_\_\_ (please specify)

2. What are you doing to address these challenges?

1=doing nothing, 2=seeking help from othersm 3=working on finding solutions, 4=other \_\_\_\_\_ (specify)

3. What can YEP do to help you further aside from financial support in the form of mini-grant or minii-loan?

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4. What are your non-financial needs: [ ]

1=financial management, 2=technical assistance, 3=business services, 4= quality improvement, 5= marketing skills, 6=other \_\_\_\_\_ (please specify)

4. Usefulness

How useful has the grant or loan has been to increase your household income?

1=not useful, 2=somewhat useful, 3=useful, 4=very useful

If not useful, why so?

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What percentage of the mini-loan or mini-grant had to be used for consumption requirements?

[ ]%

Thank you for your input in the evaluation process.

## Appendix 5: List of Documents Reviewed

1. ITC and EUTF. 2016. Delegation Agreement for YEP.
2. ITC and EUTF. 2016. Annex 1: Description of Action, Contract T-05-EUTF-SAH-GM01-01, Addendum No. 1 to Delegation Agreement.
3. ITC and EUTF. 2016. Original Addendum No. 1, Advance copy, Contract T-05-EUTF-SAH-GM03-02.
4. ITC. 2018. Strategic Youth and Trade Development Roadmap of The Gambia 2018-2022, Geneva
5. ITC. 2018. Strategic Youth and Trade Development Roadmap of The Gambia 2018-2022, Information and Communication Technology Sector, Geneva
6. ITC. 2018. Strategic Youth and Trade Development Roadmap of The Gambia 2018-2022, Nuts and Agro-processing Sector, Geneva
7. ITC. 2018. Strategic Youth and Trade Development Roadmap of The Gambia 2018-2022, Tourism Sector, Geneva
8. ITC. 2018. Strategic Youth and Trade Development Roadmap of The Gambia 2018-2022, Information and Communication Technology Sector, Geneva
9. Gambia Bureau of Statistics. 2013. *Labour Force Survey 2012 Report*, Banjul.
10. Gambia Bureau of Statistics. 2018. *The Gambia Labour Force Survey 2018*, Banjul.
11. Gambia Youth Empowerment Project (YEP). 2017. *Narrative Progress Report 2017*, Banjul.
12. Gambia Youth Empowerment Project (YEP). 2018. *Narrative Progress Report 2018*, Banjul.
13. Gambia Youth Empowerment Project (YEP). 2019. Q1 2019 Update January – March 2019, Banjul.
14. Gambia Youth Empowerment Project (YEP). 2019. Q2 2019 Update April - June 2019, Banjul.
15. Gambia Youth Empowerment Project (YEP). 2019. Q3 2019 Update July - September 2019, Banjul.
16. REQUENA DEL RÍO, Pilar. 2019. *The Gambia: Could it be an example of how to combat migration at the origin?* Opinion Paper IEE 54/2019.
17. World Bank. 2015. *The Gambia: Maternal and Child Nutrition and Health Results Project, Baseline Survey Report*, Washington, D.C.
18. International Trade Centre (ITC). 2017. *The Gambia: Youth empowerment project (YEP) (B179)*. Project document, Geneva.
19. YEP. 2018. *SDG Contribution Indicators*, Banjul (Excel® file).
20. ITC. 2019. *Terms of Reference for the Midterm Evaluation of The Gambia Youth Empowerment Project*, 2019.
21. YEP. 2019. *Detailed assistance per beneficiary enterprise \_revised* (Excel® file).
22. YEP.20xx. *Gambian Tech Startup Directory*, Youth Empowerment Project, Banjul
23. 13<sup>th</sup> Trade Fair Gambia International, Youth Pavilion sponsored by YEP, (TEGI Brochure), Banjul.
24. YEP. 2019. *List of implementation partners*, Youth Empowerment Project, Banjul (Excel® file).
25. ERNWACA. 2013. *NTA Tracer Study of Technical Vocational Education Graduates Report*, Banjul
26. VSO/NTA. 2015. *A critical analysis of technical and vocational education and training (TVET) and its contribution to job creation in the Gambia: Policy Research Document*.
27. Gambia Technical Training Institute (GITI). 2018. *Tracer Study 2015-2016*, Banjul.
28. OECD-DAC. 2019. *Evaluation Criteria* (draft)
29. YEP. 2019. *Logical Framework: YEP Logical Matrix (Revised including YEP2)*, Banjul.
30. YEP. 2017-2019. *YEP News Flash*, Banjul (fortnightly issues from July 2018 to June 2019).
31. YEP. 2018. *Activity Final Report*, Banjul (14 February 2018).
32. YEP. 2017. *Inception Report*, Banjul

33. Altai Consulting. Third-party monitoring and learning (TPML) for EUTF-funded actions in the Sahel and Lake Chad region - General terms of reference for the 1<sup>st</sup> cycle of TPML.
34. Altai Consulting. 2019. EUTF Monitoring and Learning System Sahel and Lake Chad, Q1 Report,
35. YEP. 2019. EUTF RR projects list for TPML cycle 1 – 2507 V2 clean (Excel® file)
36. YEP.20xx. Annex II TOR final
37. YEP. 2018. Annex III project budget 2018\_5 Dec 2018
38. Tekki Fii. 2018. Visibility and Communications Strategy Title: “Make it in The Gambia – Tekki Fii”
39. YEP. 2019. Trade 4 Youth Employment – Amendment to Annex 1: Description of the Actions and Addendum to contract T05-EUF-SAH-GM01-01
40. Ministry of Finance and Economic Affairs. 2019. The 2018 Annual Progress Report (APR) of The Gambia National Development Plan 2018-2021, The Qadrangal, Banjul/

## Appendix 6: Midterm Evaluation of YEP: Field Mission Agenda (4 – 18 OCTOBER 2019)

Day	Date	Agenda
October 2019		
Thursday	3	International Consultant departed New Zealand (06:55 hrs)
Friday	4	International Consultant arrived in Banjul (ETA 20:35 hrs)
Saturday	5	Meeting with the National Consultant Informal meeting with the ITC YEP Project Manager
Sunday	6	Evaluation team work
Monday	7	Evaluation team meeting with YEP project team and regional representatives Meetings with the Permanent Secretary and deputy Permanent of Ministry of Youth and Sports and with National Youth Council Programme Manager
Tuesday	8	Meeting with EU Delegation, Banjul (Ambassador, Head of the Cooperation and project manager), GTHI, and GEIPA
Wednesday	9	Meetings with GTTI, GYIN (separate meetings), Tekki fii Partners (GIZ, and Enabel) Planning meeting with YEP team for week 2
Thursday	10	<b>Field visit (overnight in Ferafenni)</b> Meeting with staff and trainees of GTTI Annex Mansakonko, Gambia Shangai Initiatives at Chamen (Job skill Finance component), stakeholders in Farafenni with youth centre management and mini-grant & mini-loan recipient
Friday	11	<b>Field visit (overnight in Janjanbureh)</b> Meetings with a mini-grant recipient in Kaur, Group Jubo (Fass Upper Saloum) Meeting with stakeholders in Jangjangbureh, Centre management, Tour Guides and Kankurang Festival Committee
Saturday	12	<b>Field visit (return to Banjul in the late evening)</b> Meeting with GTHI Annex staf and students and with a poultry entrepreneur on the outskirts of Greater Banjul
Sunday	13	Evaluation team – team work
Monday	14	Meetings with NACCUG, Social Development Fund (SDF), Gambia Horticultural Enterprises (GHE), UNCDF, Gambia, and IMVF
Tuesday	15	Meetings with GYCC, Start-up Incubator Gambia, GTHI students, the Gambia Standards Bureau, Small Scale Enterprises in Responsible Tourism (ASSERT)
Wednesday	16	Meetings with the Gambia Chamber of Commerce and Industry, Insight Training Center, Sterling Consortium, Earth Builders' Associaton, and IT Association of the Gambia
Thursday	17	Meeting with EU Delegation in the Gambia One-to-One meeting with YEP project team members
Friday	18	Meeting with PS MOTIE (also PSC Chair), International Migration Organization (IOM) Wrap-up discussion with the project management team International Consultant departed Banjul (ETD 22:05 hrs)
Saturday	19	In-transit
Sunday	20	In-transit
Monday	21	International Consultant arrived in New Zealand

Note: The National Consultant collected data from secondary and primary sources based on team discussion during 22-29 October 2019 (intermittently).

## Appendix 7: List of Persons Interviewed

Donor Representation	
Mr Attila Lajos	Ambassador, Head of Delegation, Delegation of the European Union to The Gambia, <a href="mailto:Attila.lajos@eeas.europa.eu">Attila.lajos@eeas.europa.eu</a>
Mr Stephane Meert	First Counsellor, Head of Cooperation, Delegation of the European Union to The Gambia, <a href="mailto:stephanemeert@eeas.europa.eu">stephanemeert@eeas.europa.eu</a>
Mr Ridwane Abdul-Rahman	Project Manager (Donor), <a href="mailto:Ridwane.ABDUL-RAHMAN@eeas.europa.eu">Ridwane.ABDUL-RAHMAN@eeas.europa.eu</a>
Central Government Agencies	
Mr Lamin Dampha	Permanent Secretary, Ministry of Trade, Industry, Regional Cooperation and Employment (YEP Project Steering Committee Chair), <a href="mailto:lf dams@gmail.com">lf dams@gmail.com</a>
Mr Hassan M. Jallow	Permanent Secretary, Ministry of Youth and Sports, (YEP Project Steering Committee Vice-Chair) <a href="mailto:hmjallow@gmail.com">hmjallow@gmail.com</a>
Mr Lamin A. Camara	Deputy Permanent Secretary, Ministry of Youth and Sports <a href="mailto:ljcamara@gmail.com">ljcamara@gmail.com</a>
Mr Lamin Gaye	Director of Business & Export Development, Gambia Investment and Export Promotion Agency (GiEPA), <a href="mailto:lgaye@giepa.gm">lgaye@giepa.gm</a> , <a href="mailto:lbgaye@hotmail.com">lbgaye@hotmail.com</a>
Mr Sonko B. Fofana	Director General, Social Development Fund, <a href="mailto:sbfofana@gmail.com">sbfofana@gmail.com</a>
Mr Papa Secka	Director General, The Gambia Standards Bureau, <a href="mailto:pseckap@gmail.com">pseckap@gmail.com</a>
Mr Daouda Niang	Director General, Gambia Tourism & Hospitality Institute (GTHI), <a href="mailto:dg@gambiathi.com">dg@gambiathi.com</a>
Mr Edward Ceasar Mansal	Director General, Gambia Technical Training Institute (GTTI) <a href="mailto:Edunahula08@gmail.com">Edunahula08@gmail.com</a>
Mr Aliu B. Salne	Registrar, GTTI <a href="mailto:alleusane@gtti.com">alleusane@gtti.com</a> , <a href="mailto:alieuusaiane@yahoo.com">alieuusaiane@yahoo.com</a>
Mr Momodou Singhateh	Deputy Director General, GTHI, <a href="mailto:ddg@gambiathi.com">ddg@gambiathi.com</a>
Mr Alagie Jarju	Programme Manager, National Youth Council <a href="mailto:ajarju@nyc.com">ajarju@nyc.com</a>
Mr Patrick Mendy	Finance & Admin Manager, National Association of Cooperative Credit Unions of The Gambia (NACCUG), <a href="mailto:naccugfam@gmail.com">naccugfam@gmail.com</a>
Ms Jainaba Sabally	Mini-Grant Officer, MACCUG, <a href="mailto:minigrantsschemegambia@gmail.com">minigrantsschemegambia@gmail.com</a>
Ms. Jacqueline Sylva	Administration and Finance Officer, National Youth Council
Mr Ozioma Ikonne	Head, Professional Development Department, GTTI, <a href="mailto:harizon20@gmail.com">harizon20@gmail.com</a>
Private Sector Organizations	
Mr Mamadou Edrissa Njie	Executive Director, Gambia GYIN, <a href="mailto:edrissanjie@gyin.org">edrissanjie@gyin.org</a>
Mr Momodou A. Cassey	Managing Director, Gambia Horticultural Enterprises (GHE), <a href="mailto:momodouacassey@gmail.com">momodouacassey@gmail.com</a>
Mr Alieu Jallow	Project Manager, Startup Incubator Gambia, <a href="mailto:alieu@startupincubator.gm">alieu@startupincubator.gm</a>
Mr Alieu Secka	Chief Executive Officer, Gambia Chamber of Commerce and Industry (GCCl), <a href="mailto:ceo@gcci.gm">ceo@gcci.gm</a>
Mr Boboucarr Kebbeh	Chief Executive Officer, Gambia Youth Chamber of Commerce,
Mr Momodou Secka	Association of Small Scale Enterprises in Responsible Tourism (ASSERT)
Mr Ismaila Cessay	Principal, Insight International, <a href="mailto:insighttrainingcentre@yahoo.com">insighttrainingcentre@yahoo.com</a>
Mr Kebba Sillah	Chief Executive Officer, Sterling Consortium, <a href="mailto:kebbasillaba@gmail.com">kebbasillaba@gmail.com</a>
Mr Mbugul Bah	General Secretary, Earth Builders' Association,
Mr Seedy Omar Bensouda	President, IT Association of The Gambia and the founder CEO of Insist Global, <a href="mailto:obensouda@insightglobal.com">obensouda@insightglobal.com</a> and

<b>Development Partners</b>	
Mr James Dean	Intervention Manager, Rural Reconstruction and Employment Creation (Tekki Fii partner), Enabel Investment Manager, <a href="mailto:james.dean@enabel.be">james.dean@enabel.be</a>
Mr Fabio Germano	Team Leader giz, Tekki Fii Project <a href="mailto:Fabio.germano@giz.de">Fabio.germano@giz.de</a>
Ms Joana Lopes Martins	Project Coordinator, IMVF/Tekki-fi, <a href="mailto:jmartins@imvf.org">jmartins@imvf.org</a>
Ms Rebecca Simms	Programme Manager, UNCDF/The Gambia, <a href="mailto:Rebecca.simms@uncdf.org">Rebecca.simms@uncdf.org</a>
Ms Sara Foon	Investment Specialist, UNCDF/The Gambia, <a href="mailto:sara.foon@uncdf.org">sara.foon@uncdf.org</a>
Mr Sisay Mulatu	Reintegration Officer, IOM/The Gambia, <a href="mailto:smulatu@iom.int">smulatu@iom.int</a>
<b>Youth Empowerment Project (YEP)</b>	
Mr Raimund Moser	YEP ITC Project Manager in the Gambia <a href="mailto:moser@intracen.org">moser@intracen.org</a>
Ms Fatou Mbenga-Jallow	Project Coordinator and Senior Technical Advisor
Mr Modou Touray	Technical Advisor and Monitoring and Evaluation Specialist, <a href="mailto:mtouray@intracen.org">mtouray@intracen.org</a> , <a href="mailto:touray2002@yahoo.com">touray2002@yahoo.com</a>
Mr Baboucarr Sallah	Finance and Administration Officer,
Mr Adrame Ndione	Managing Director GAIN
Ms Haddy Nyang	Operations and Admin Assistant
Mr Abdoulie Badjie	Communication Consultant
Mr Abdourahman M. Jeng	Packaging Consultant
Mr Kebba Secka	TVET mapping consultant
Ms Ngoneh Panneh	Tourism Consultant
Mr Isatou Jallow	Entrepreneurship Consultant
Kaddijatou Jabbie	Employment and Livelihood Officer NYC
Mr Muhammed Lamin Saidykhan	Regional Youth Rep, CRR
Sheriffo Mboge	Regional Youth Rep, NBR
Alasana A. Drammeh	Regional Youth Rep, LRR
<b>International Trade Centre, Geneva</b>	
Mr Miguel Jimenez-Pont	Chief, Evaluation Unit, International Trade Centre (ITC) <a href="mailto:jimenez@intracen.org">jimenez@intracen.org</a> , <a href="mailto:evaluation@intracen.org">evaluation</a>
Ms Marianne Schmitt	Associate Monitoring and Evaluation Officer, ITC, <a href="mailto:schmitt@intracen.org">schmitt@intracen.org</a> , <a href="mailto:evaluation@intracen.org">evaluation</a>
Ms Mayara Louzada	Associate Project Officer, ITC, Geneva, <a href="mailto:mlouzada@intracen.org">mlouzada@intracen.org</a> <a href="mailto:Quality%20and%20skill%20development@intracen.org">Quality and skill development</a>
Mr Olivier Marty	Youth and Trade, entrepreneurship development, ITC Geneva, <a href="mailto:marty@intracen.org">marty@intracen.org</a>
Ms Elena Mayer-Besting	Entrepreneurship and M&, ITC Geneva, <a href="mailto:emayer@intracen.org">emayer@intracen.org</a>
Mr David Cordobes	Project management, <a href="mailto:cordobes@intracen.org">cordobes@intracen.org</a>
Mr Khemraj Ramful	Senior Advisor, Export Quality Management, <a href="mailto:ramful@intracen.org">ramful@intracen.org</a> Quality and food safety
Ms Carolina Christ	Finance and Administration backstopping at the ITC, Geneva <a href="mailto:christ@intracen.org">christ@intracen.org</a>
Ms Margareta Funder	Quality management, technical backstopping at the ITC, Geneva, <a href="mailto:funder@intracen.org">funder@intracen.org</a>
Mr Martin Labbe	<a href="mailto:labbe@intracen.org">labbe@intracen.org</a> , ITC, Geneva

Source: Contacts provided or referred by YEP project management and ITC.

## Appendix 8: Number of TVET Graduates and Skye Fund Candidates

Table A8.1 Employment Status of TVET Graduates, September 2019

Number	Institution	Total Number	Employed	% Employed	Self-Employed	Course
<b>TOTAL</b>		<b>686</b>	<b>209</b>	<b>26</b>	<b>45</b>	
1	Sterling	87	16	26	45	CCTV Installation Vehicle Diagnostic and Repair Solar Installation Satellite Installation
2	Insight Training Centre	117	26	22	91	Architectural draughtmanship Solar and electrical installation Construction Catering Plumbing Journalism Tailoring
3	Five Star Security	197	97	100	0	Private Security and Safety
4	Golden Hands	23	21	91	2	Massage Beauty comsetorlogy Hiardressing Information technology ((IT)
5	YMCA	60	n.r.	n.r.	n..r	Graphic Design
6	Fajara	94	22	46	26	Cookery Hiardressing Sewing and fashion design
7	GTTI	n.r.	n.r.	n.r.	n.r.	Carpentry & Joinery Tiling Electrical installaton Entreprenrship Aircondtioning Wsliding and fabrication Mobile Phone & Laptop repairs
8	GTMI	108	27	68	13	Satellite Installation

Source: YEP, Banjul The Gambia.

**Table A8.2 Skills for Youth Employment Fund - Pilot**

No	Applicant	No of youth	Training programmes	Regions
1	<b>Sterling Consortium</b>	112	Satellite installation and programming training level 1 and 2 CCTV installation and programming level 2 Solar PVC installation level 1 and 2 Vehicle diagnostics level 1	Brikama, Kerewan, Mansakonko, Janjanbureh, Kuntaur, Basse
2	<b>Insight Training Centre</b>	123	Electrical and solar installation Plumbing Construction Architectural draughtmanship Tailoring Journalism Catering Entrepreneurship English ICT	Basse, Brikama, Kanifing
3	<b>YMCA</b>	77	Entrepreneurship Financial literacy Graphic design Marketing and design	Brikama, Kerewan
4	<b>GTTI</b>	110	Welding and fabrication Carpentry and joinery Tiling Electrical installation Refrigeration and air conditioning Entrepreneurship	Basse, Mansakonko
5	<b>Five Star Security</b>	163	Basic security guard course by the Gambia Police Force training academy Anti-terrorism training by the Gambia Armed Forces Basic fire safety, fire fighting and emergency evacuation by the Gambia Fire and Rescue Services First Aid and CPR by the Gambia Red Cross Society International Humanitarian Law by the Gambia Red Cross Society Customer care and public relations	Brikama, Kanifing
6	<b>GTMI Basse</b>	63	Satellite installation Mobile phone repair Laptop repair	Basse
7	<b>Fajara Skills Centre</b>	123	Hairdressing and beauty therapy Cookery and nutrition Sewing and fashion design	Kanifing
8	<b>Golden Hands Academy</b>	42	Massage therapy and beauty cosmetology Hair dressing ICT	Kanifing
	<b>Total</b>	<b>813</b>		

Source: YEP, Banjul, The Gambia



<p><b>Relevance:</b> The relevance of the project will be assessed by reviewing project design (at the time of design), during implementation, and at midterm. The evaluation will also assess the appropriateness of the implementation arrangements project partners and their consistency with project objectives and expected outcomes. A second aspect of relevance will be an assessment of the extent to which risks were identified and risk mitigation measures were appropriately included in the project design. The assessment will include the extent to which human rights and gender equality were included in the project design. Identification and use of SMART indicators in the logical framework and their appropriateness in the project context will also be assessed.</p>
<p><b>Effectiveness.</b> The assessment will include effectiveness of the project implementation partner(s) in delivering expected outputs and outcomes towards the achievement of project impact. Progress will be documented at midterm based on achievements in relation to targets set out in the logical framework and the project logical framework. Additional areas of assessment are the quality and adequacy of capacity development support including institutional strengthening, success in mitigating project-related risks, and adequacy of monitoring and evaluation arrangements. More specifically, the evaluation will assesses the effectiveness of the project in delivering intended results including outcomes and achievements towards attaining intended impact.</p>
<p><b>Efficiency.</b> The efficiency criteria will assess the cost-effectiveness of the interventions (including cost-sharing arrangements, if any), timely completion of activities and outputs as per work plan, government and partners' contribution towards project costs (in cash, or kind or both). The delivery of project activities within costs and within specified time will also feature in the assessment as relevant at midterm. The overriding principle for assessing efficiency includes value for money.</p>
<p><b>Sustainability.</b> The likely sustainability of project benefits after project completion includes an assessment of the demand and supply management arrangements of the project interventions including the operation and maintenance costs of the TVET institutions, product quality assurances, institutional resilience to carry on the project-initiated activities from their own internal resources, progress towards creating and sustaining domestic and export markets of value-added products are some of the issues that will feature in the assessment of project sustainability. Also, existence and likelihood of the effectiveness of an exit strategy for the project including progress towards ownership of the project activities by the government and private sector actors will ensure likely sustainability.</p> <p>The extent to which the net benefits of the intervention continue, or are likely to continue.</p> <p>Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.</p>
<p><b>Likely Impact.</b> The focus in assessing likely impact would involve evidence supporting increase in income of the trained TVET graduates through employment or self-employment, reduction in seasonal migration outside The Gambia, and net income from value addition through post-harvest technologies and/or value addition. The evaluation considers that the full impact of the project at midterm may not be visible and it may take some time for project support to translate into the measurable economic and social impacts. Nevertheless, some indication towards achieving likely impact would be useful to document at the midterm. An added dimension of likely impact would be innovation, the adoption of environment-friendly technologies and practices, good governance, and project contribution to gender equity and human rights including social inclusion.</p>
<p><b>Long-term change:</b> The long-term change assessment is similar to the assessment of likely impact and it may be premature to assess the long-term change. However, indication towards reduced inequality, plausible contribution to SDGs including poverty reduction, improved trade and economic growth, social and environmental benefits, social cohesion, and any other transformative changes would be considered as long-term change.</p>
<p><b>Synergies:</b> The assessment of synergies would involve examination of (i) policy coherence between ITC and The Gambian government and contribution to SDGs, (ii) strategic partnerships, and (iii) coordination mechanism across different stakeholders. The project has a large number of partners and maintaining synergies would be paramount for the project to succeed.</p>

## Appendix 9: YEP Steering Committee Composition

No.	Project Steering Committee Members <sup>68</sup>
1.	Mr Lamin Dampha, Permanent Secretary, Ministry of Trade, Industry, Regional Integration and Employment – MOTIE (Chair)
2.	Deputy Permanent Secretary, MOTIE
3.	Mr Hassan M. Jallow, Permanent Secretary, Ministry of Youth and Sports - MOYS (Vice Chair)
4.	Ms Cordu Jabang, Permanent Secretary, Ministry of Tourism and Culture (MOTC)
5.	Mr Abdoullé Jarra, Permanent Secretary, Ministry of Higher Education, Research, Science and Technology (MOHERST)
6.	Ms Dorothy Tembo, Deputy Executive Director, International Trade Centre, Geneva
7.	Mr Alieu Secka, Chief Executive Officer (CEO), Gambia Chamber of Commerce and Industry (GCCl)
8.	Mr Ismaila Sambou, President, Gambia Youth Chamber of Commerce (GYCC)
9.	Mr Hassan Jallow, CEO, Gambia Investment and Export Promotion Agency (GEIPA)
10.	Mr Momodou Drammeh, Director, GIEPA
11.	Mr Alieu Jallow, CEO, Startup Incubator
12.	Mr Lamin Darboe, Executive Director, National Youth Council (NYC)
13.	Mr Edward Mansal, Acting Director General, Gambia Technical Training Institute (GTTI)
14.	Mr Alieu Saine, Director, GTTI
15.	Mr. Papa Yusupha Njie, CEO, Unique Solutions
16.	Mr Momodou Sesay, CEO, Gambia Horticulture Enterprise (GHE)
17.	Mr Paalieu Ndow, Guaranty Trust Bank (GTB)
18.	Mr Fatim Badje, CEO, Ace Communications (communication consulting)
<b>Observers</b>	
1.	Mr Malang Nyass, Head, National Authorising Officer Support Unit (NAOSU) - Observer
2.	Mr Ridwane Abdul Rahman, Project Manager, EU Delegation to The Gambia - Observer
3.	International Organization of Migration (IOM) - Observer
4.	GIZ (Tekki fii partner) - Observer
5.	Enabel (Tekki Fii partner) - Observer
6.	IMVF (Tekki Fii partner) - Observer

Source: YEP, Banjul

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<sup>68</sup> As of October 2019.

**Appendix 10: Distribution of Mini-Loans from SDF for YEP MSMEs**

<b>DEMOGRAPHICS</b>		<b>LOAN INFORMATION</b>	
<b>AGE BRACKET</b>	<b>FREQUENCY</b>	<b>AMOUNT REQUESTED</b>	<b>GMD</b>
15 - 20	0	Working Capital	8,177,425.00
21 - 25	1	Equipment	2,034,100.00
26 - 30	13		<b>10,211,525.00</b>
31 - 35	18		
Above 35	3	<b>AMOUNT APPROVED</b>	
	<b>35</b>	Working Capital	4,428,425.00
		Equipment	1,096,100.00
<b>GENDER</b>			<b>5,882,525.00</b>
Male	29	<b>AMOUNT DISBURSED</b>	
Female	6	Working Capital	4,466,925.00
	<b>35</b>	Equipment	859,100.00
			<b>5,326,025.00</b>
<b>SECTORS</b>		<b>NUMBER OF LOANS</b>	
Agriculture	5	Working Capital	18.00
Creative Industry	0	Equipment	7.00
Fashion/textile	6		<b>25.00</b>
ICT	3		
Packaging	0	Average size of mini-loan for working capital	248,163.00
Poultry	6	Average size of mini-loan for equipment	122,729.00
Services	6		
Tourism	1		
Construction	1		
Other	7		
	<b>35</b>		
<b>REGIONS</b>			
Greater banjul area	8		
North bank region	4		
Central river region	2		
Lower river region	7		
West Coast region	11		
Upper river region	3		
	<b>35</b>		
<b>LEGAL STATUS</b>			
Registered	34		
Not registered	1		
	<b>35</b>		

## Appendix 11: Distribution of Mini-Grants Applied, Approved, and Disbursed

Table A11.1. Total Number of Applications for Mini-Grants for YEP MSMEs

No. Applied	No. Disbursed	Approved but Undisbursed	Rejected	No Applicable
770	234	5	453	78

Source: SDF, Banjul

Table A11.2 Distribution of applicants by age group and gender in 2018 and 2019 (%)

Age group	2018			2019			Grand Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
15-20	2	4	3	3	3	3	3	4	3
21-25	17	19	18	23	33	26	19	22	20
26-30	34	38	36	35	44	38	34	39	36
31-35	36	31	34	38	21	33	37	30	34
Above 35	10	7	9	1	0	1	8	6	7
(blank)	0	0	0	0	0	0	0	0	0
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Distribution of applicants by age group and gender in 2018 and 2019 (N)

Age group	2018			2019			Grand Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
15-20	8	9	17	3	1	4	11	10	21
21-25	58	41	99	22	13	35	81	55	136
26-30	115	80	195	34	17	51	149	98	247
31-35	122	66	188	37	8	45	160	75	235
Above 35	33	15	48	1		1	34	15	49
(blank)	1	1	2				2	1	3
<b>Grand Total</b>	<b>337</b>	<b>212</b>	<b>549</b>	<b>97</b>	<b>39</b>	<b>136</b>	<b>437</b>	<b>254</b>	<b>691</b>

Table A11.3: Distribution of applicants by year and region (N)

Region	2017	2018	2019	(blank)	Grand Total
Central River region		62	10	1	73
Greater Banjul area	1	179	43	2	225
Lower River Region		33	6		39
North bank region		47	4		51
Upper River Region	2	54	20		76
West Coast Region		174	53		227
<b>Grand Total</b>	<b>3</b>	<b>549</b>	<b>136</b>	<b>3</b>	<b>691</b>

Distribution of applicants by year and region (%)

Region	2018	2019	Grand Total
Central River region	11	7	33
Greater Banjul area	33	32	67
Lower River Region	6	4	0
North bank region	9	3	0
Upper River Region	10	15	0
West Coast Region	32	39	0
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Table A11.4: Distribution of applicants by priority sector and year of application (N)**

YEP Priority Sectors	2017	2018	2019	(blank)	Grand Total
Agriculture		104	19		123
Construction		6			6
Creative Industry		17	3		20
Fashion/textile	1	46	17	1	65
ICT	1	25	4		30
Other		9			9
Packaging		1	1		2
Poultry		73	29	2	104
Services	1	266	63		330
Tourism		2			2
<b>Grand Total</b>	<b>3</b>	<b>549</b>	<b>136</b>	<b>3</b>	<b>691</b>

**Table A11.5: Distribution of applicants by priority sector and year of application (%)**

YEP Priority Sectors	2018	2019	Grand Total
Agriculture	19	14	18
Construction	1	0	1
Creative Industry	3	2	3
Fashion/textile	8	13	9
ICT	5	3	4
Packaging	0	1	0
Poultry	13	21	15
Services	48	46	48
Other	2	0	1
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Table A11.6: Distribution of applicants by priority sector and region in 2017-2019 (N)**

Priority Sector	Central River region	Greater Banjul area	Lower River Region	North bank region	Upper River Region	West Coast Region	Grand Total
Agriculture	24	19	8	16	23	33	123
Construction		3				3	6
Creative Industry	1	12		1		6	20
Fashion/textile	5	25	7	3	6	19	65
ICT	1	16		2	1	10	30
Other		4			1	4	9
Packaging		1				1	2
Poultry	7	30	5	10	2	50	104
Services	35	115	19	19	43	99	330
Tourism						2	2
<b>Grand Total</b>	<b>73</b>	<b>225</b>	<b>39</b>	<b>51</b>	<b>76</b>	<b>227</b>	<b>691</b>

**Table A11.7: Distribution of applicants by priority sector and region in 2017-2019 (%)**

Priority Sector	Central River region	Greater Banjul area	Lower River Region	North bank region	Upper River Region	West Coast Region	Grand Total
Agriculture	33	8	21	31	30	15	18
Construction	0	1	0	0	0	1	1
Creative Industry	1	5	0	2	0	3	3
Fashion/textile	7	11	18	6	8	8	9
ICT	1	7	0	4	1	4	4
Other	0	2	0	0	1	2	1
Packaging	0	0	0	0	0	0	0
Poultry	10	13	13	20	3	22	15
Services	48	51	49	37	57	44	48
Tourism	0	0	0	0	0	1	0
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Table A11.8: Distribution of mini-grant disbursement by age, gender and year (N)**

Age group	2018			2019			Grand Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
15-20	1	1	2	1	1	2	2	2	4
21-25	9	6	15	20	10	30	29	16	45
26-30	25	14	39	40	19	59	65	33	98
31-35	19	11	30	41	13	54	60	24	84
Above 35				1	1	2	1	1	2
(blank)	1		1				1		1
<b>Grand Total</b>	<b>55</b>	<b>32</b>	<b>87</b>	<b>103</b>	<b>44</b>	<b>147</b>	<b>158</b>	<b>76</b>	<b>234</b>

**Distribution of disbursement by age, gender and year (%)**

Age group	2018			2019			Grand Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
15-20	2	3	2	1	2	1	1	3	2
21-25	16	19	17	19	23	20	18	21	19
26-30	45	44	45	39	43	40	41	43	42
31-35	35	34	34	40	30	37	38	32	36
Above 35	0	0	0	1	2	1	1	1	1
(blank)	2	0	1	0	0	0	1	0	0
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Table A11.9: Distribution of disbursement by region**

Region	2018	2019	Grand Total	2018 (%)	2019 (%)	Total	
Central River region	8	10	18	Central River region	9	7	8
Greater Banjul area	41	42	83	Greater Banjul area	47	29	35
Lower River Region		6	6	Lower River Region	0	4	3
North bank region	8	8	16	North bank region	9	4	7
Upper River Region		16	16	Upper River Region	0	11	7
West Coast Region	30	65	95	Wes Coast Region	34	44	41
<b>Grand Total</b>	<b>87</b>	<b>147</b>	<b>234</b>	<b>Gant Ttoal</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Table A11.10: Disbursement by priority sector and region in 2018 and 2019 (N)**

Priority Sector	Central River region	Greater banjul area	Lower River Region	North bank region	Upper River Region	West Coast Region	Grand Total
Agriculture	6	7		3	5	11	32
Construction		3				2	5
Creative Industry		2				5	7
Fashion/textile	2	15	1	2	1	11	32
ICT				1		1	2
Packaging						1	1
Poultry	3	21	2	5	2	32	65
Services	7	35	3	5	8	31	89
Other						1	1
<b>Grand Total</b>	<b>18</b>	<b>83</b>	<b>6</b>	<b>16</b>	<b>16</b>	<b>95</b>	<b>234</b>

**Disbursement by priority sector and region in 2018 and 2019 (N)**

Priority Sector	Central River region	Greater banjul area	Lower River Region	North bank region	Upper River Region	West Coast Region	Grand Total
Agriculture	33	8	0	19	31	12	14
Construction	0	4	0	0	0	2	2
Creative Industry	0	2	0	0	0	5	3
Fashion/textile	11	18	17	13	6	12	14
ICT	0	0	0	6	0	1	1
Packaging	0	0	0	0	0	1	0
Poultry	17	25	33	31	13	34	28
Services	39	42	50	31	50	33	38
Other	0	0	0	0	0	1	0
<b>Grand Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Table A11.12: Disbursement by sector and legal status in 2018 and 2019 (N)**

Priority sector	Not registered	Registered	Grand Total
Agriculture	2	30	32
Construction	1	4	5
Creative Industry	1	6	7
Fashion/textile	2	30	32
ICT		2	2
Other		1	1
Packaging		1	1
Poultry	5	60	65
Services	8	81	89
<b>Grand Total</b>	<b>19</b>	<b>215</b>	<b>234</b>

Note: Not registered (%) total is 8.1%.

**Table A11.13 Sector distribution of mini-grant disbursed under YEP by NACCUG**

Sector	N	Amount (GMD)	%
Services	89	4,018,162	38.0
Poultry	65	2,986,525	28.2
Agriculture	32	1,455,782	13.8
Fashion/textile	32	1,400,030	13.2
Creative Industry	7	326,138	3.1
Construction	5	232,500	2.0
ICT	2	92,150	0.9
Packaging	1	47,000	0.4
Other	1	28,150	0.3
<b>Grand Total</b>	<b>234</b>	<b>10,586,437</b>	<b>100.0</b>

**Reasons for rejection of applications: Not suitable 171 (39%), Outside age bracket 41 (9%), Not suitable for Mini-Loan 39 (9%), Training missing 141 (33%), Wrong region 47 (11%).**



## Appendix 12: Selected Anecdotal Success Stories

### KJ Multi Electrical Materials



**“ The Satellite Installation Programme has been a game changer in my life. The least I can make a Day is D1500 and this has further strengthened the belief that I can make it in this country. Now I employ and train other young people for them to be able to support their respective families as I am doing”- Kekuta Joof.**

These are the words of Kekuta Joof a young Gambian residing in Brikama and now specializing in Satellite Installation. Bakary completed Senior Secondary School education in 2009 but remained unemployed and without skills for almost nine years. With the advent of the Youth Empowerment Project in 2017 he stumbled on a newspaper advertisement on skills training in Satellite

Installation funded by YEP and this became a game changer in his life. He enrolled in the first batch for the Certificate in Satellite Installation under the Memorandum of Agreement between YEP and Sterling Consortium in 2017 and completed the course acquiring skills that were hitherto rare in the country. Upon completion he got himself attached to a friend who was providing satellite installation for six months and used the little earning to buy his own set of tool kit. With the introduction of the YEP mini-grant, Kekuta seized the opportunity to apply and was awarded a grant of USD1000 (One thousand United State Dollar) equivalent. The grant provided him with the possibility to open his own electrical and satellite installation equipment.

Kekuta’s clients are mainly households that are interested in installing satellite TV Antennas and receivers. He occasionally provides repair services and also sell materials mainly used in satellite TV installation in his shop.

With the experience gain in satellite installation from 2017 to now, Kekuta is currently training five youths in the trade and has employed two young people in as shop attendants.

From his own words **“My financial position is now stable as the business is running on profit”**.

Bintou Colley is a young lady thriving to make a name and livelihood for herself in a hitherto male dominated field in The Gambia.

She completed senior secondary school in 2014 and got herself enrolled in training on electrical installations with the National Water and Electricity Company (NAWEC) for two years. Upon completion she could not get employment with NAWEC but started practising her skills around her neighbourhood with charging limited fees due to lack of equipment.

In her own words **“I saw the offering of training on solar installations being provided by Sterling Consortium with funding from YEP and I took it up immediately and this has positively changed my life”**.

Upon completion of the training on solar installation with YEP funding, Bitou registered her business with the Attorney General Chambers and

### Bintou Colley



the Gambia Public Procurement Authority as this she explains will provide her to compete for government tenders or request for quotations in providing services to institutions.

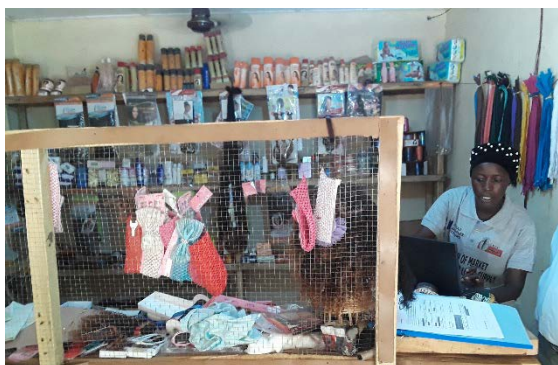
In early 2019 Bintou applied and got approval for the YEP Mini-grant of an equivalent of one thousand United States Dollars which she used to acquire equipment for her trade and establish a solar installation material shop in her native village of Lamin in the West Coast Region.

In her own words ***“the YEP mini-grant is the main game changer in my business as it has put my business in a strong financial footing to enable me employ one of my former classmates thereby providing her with a decent job”***.

Bintou’s main clients are individuals and households who installing solar in their homes although she sells solar parts installation equipment to various customers.

Bintou’s dream is to see her to grow and be able to compete for large government or institutional tenders on solar installation as the market for solar energy is gradually picking up in the country.

## Jagleh Cosmetics



Jagleh Cosmetics & Salon is a business owned by Begay Njie, situated in Kaur in the Central River Region. Begay finished school in 2010 and moved to the Serekunda where she was employed by her uncle as Shop Assistant. Soon her savings reached GMD50,000 (USD1000) she bought her own hair dressing kits and necessary cosmetics and headed home to start hair dressing services in her home town and the surrounding areas. She took advantage of the limited services of hair dressing in her surrounding and the weekly market of Kaur as a rural growth centre. She started by in her own communities selling cosmetic products in local markets as well as households.

In mid 2017 during her business trips to one of the local market days in Wassu Central river Region she met with an EMPRETEC Business development Service Advisory Network representative in that area who introduced the idea of formal training on entrepreneurship to her and assisted her to acquire the application form for training. Upon acceptance, she benefited from a one week training under the YEP funded entrepreneurship training with the Gambia Import and Export Promotion Agency and one week training for Quality Management with The Gambia Standard Bureau funded by YEP. Begay also benefited from mentorship support with Global Youth Innovation Network (GYIN) Gambia chapter with funding from YEP.

Upon acquiring these skills in 2017, Begay went back to her native village and continued her business activities with better knowledge and skills on how to manage a business. In 2018 she accessed the YEP funded Mini-grant in and according to her that has brought significant changes to both the business and her life.

In her own words ***“The income from the business was not able to allow me rent a shop so I continued on my old ways until I got the Yep mini-grant and this enabled me rent a shop, stock it with cosmetics for sale and used in meeting my customers demands and the ability to employ two youths in the village***

Begay hopes to expanding her business soon and looking forward to employing more young people in her community.

## Isatou Foon – Community Based Tourism



Isatou foon is a 23-year-old young lady residing in Janjanbureh and currently the President of the Local Tour Guide Association of her community. Isatou completed her senior secondary school but chose to stay in her community Jangjangbureh a tourist destination for culture and history.

Coming from a family associated with promotion of tourism and hospitality in her community as her father owns a hospitality centre, Isatou decided to venture into an area that is not new to her but one that will present numerous challenges regarding her gender.

As an something she likes doing, Isatou started with little knowledge or skills in the area of tour guiding but was working with colleagues mostly boys to provide tour guiding for few tourist mostly through arrangements with tour operators that are visiting the town.

In 2018 Isatou got her first training on Community Based Tourism with a focus on Tour guiding funded by YEP and implemented by the National Council for Art and Culture (NCAC) and second training under YEP funding and this time focusing squarely on Tour Guiding.

In her own words ***“The trainings I received from YEP has built my capacity in the area and boosted my confidence, now I am making money out of these activities as I charge a rates to tourist or tour operators who are using my services”.***

Isatou’s case is not only significant for her but has far reaching consequences on women empowerment in her community. She is engaged in a trade that is frowned upon by the community when women are involved. However, being the president of the local tour guide association which is dominated by men, Isatou is using this opportunity to sensitize her community on the need to allow young ladies and girls to go for trades of their choice regardless of what gender stereotypes are attached to those roles.

## 3Js Enterprises



***“ The D35,000 lost attempting to reach Europe illegally could have opened a thriving business for me in The Gambia if the YEP was here early”.*** These are the words of Ebrima Jarju one of the partners and co-founders of 3Js Enterprise.

**3Js Enterprises** is a business venture co-founded by three youths Ebrima Jallow, Ebrima Jarju and Saikou Jammeh. All of them are returnees who attempted to reach Europe using the irregular migration route locally known as the **‘Backway’**. Upon returning from this perilous journey all of them wondered for a while without much options on how to make living or engaged in activities that will enable them secure jobs.

With the launching of the Youth Empowerment Project (YEP) in 2017 and the subsequent start of offering life skills training to youths, two of them applied for training in CCTV installation while the third one applied to be trained as a plumber at Sterling Consortium with the funding of YEP. The training according to them did not only offer them skills but the opportunity to meet as returnees to for the first time and the possibility to discuss and start planning for their lives post training.

Equipped with these skills, they co-founded and registered a business in 2018 under the name **3Js** in which the **‘J’** representing the starting letter of their last names.

The business focuses on CCTV installation and plumbing services to residences and therefore their clients are mainly individual households.

The business is currently running on profit with a fair financial standing. As indicated by them the business has not get an establishment and therefore the marketing strategies of the business are based on distributing business cards to potential customers and the use of Facebook page for the business.

All of them did report that their lives have improved due to the life skills they acquired from the YEP funded training as the business is providing stable incomes that are catering for them and the needs of their families.

2018 has benefitted from numerous contracts since its inception and recently worked on installing CCTV cameras in SBEC international school. Currently, they work with schools, private home owners and companies in providing services.

**Appendix 13: Audit Trail**

Identifier	Question/Comment	Response/Actions Taken
General	I had review the evaluation and I am satisfied with it, so I am not sending any documents. It looks good with us.	Thank you.
Para 7	An explanation whether the project has been effective or not, in deploying the value chain approach to which you refer in para 6 and whether this is likely or not, to contribute to the achievement of outcomes. In the same vain, is ITC effective in playing MSME business development as the language of the recommendation ii. to ITC seems to suggest? This can be linked with the need to establish the impact of the YEP model, as referred in para 16.	The project has adopted a value chain approach based on selected sector-specific road maps as stated in para. 6 of the executive summary. With the development and strengthening of value chains of corresponding sectors, the project is likely to contribute towards the achievement of project outcomes. The extent of contribution, however, will depend on empirical evidence provided by data collection efforts specific to the project-led activities. The focus on value chain approach involves MSME business development efforts which ITC has been supporting through capacity development in quality, market linkages, and project managmeent. The efforts need to continue particularly with specific attention to micro enterprises that account for an overwhelming majority of the MSMEs.
Para 14	In terms of the recommendations to YEP there is a need to consult and network combined with developing / implement operational systems. Against this complex background to maximize the implementability or recommendations, we would benefit if they were better linked to each other and prioritized. Besides, a new recommendation should be added to correspond to the recommendation in the audit trail about the need to consolidate the work plan of YEP.	Noted with thanks. The second recommendation for YEP has been revised to address the comment. It highlights the suggested recommendation to consolidate the work plan of YEP. Also, the recommendations to YEP have been prioritized.
Table 1, Recommendation 9	Reconcile logic linkage/flow between the three columns.	The logic linkage/flow between the three columns revised.

