

Agreement at Completion Point

A. Introduction

1. This is the first country programme evaluation (CPE) by the Independent Office of Evaluation of IFAD in The Gambia since the Fund started its operations in the country in 1982. The main objectives of this evaluation were to: (i) assess the performance and impact of IFAD-supported operations in The Gambia; and (ii) generate a series of findings and recommendations to serve as building blocks for the future cooperation between IFAD and the Government. The CPE would inform the future IFAD country strategy in the Gambia.
2. Based on the analysis of cooperation during the period 2004 and 2014, the CPE aims at providing an overarching assessment of: (i) the performance and impact of programmes and projects supported by IFAD operations; (ii) the performance and results of IFAD's non-lending activities in The Gambia: policy dialogue, knowledge management and partnership-building; (iii) the relevance and effectiveness of IFAD's country strategic opportunities programmes (COSOPs); and (iv) overall management of the country programme. This Agreement at Completion Point (ACP) contains a summary of the main findings and recommendations from the CPE.
3. The ACP has been reached between the IFAD Management and the Government of The Gambia, and reflects their understanding of the main findings from the CPE as well as their commitment to adopt and implement the recommendations contained in section C of the ACP within specified timeframes.
4. It is noted that IOE does not sign the ACP, although it facilitated the process leading up to its conclusion. The implementation of the recommendations agreed upon will be tracked through the President's Report on the Implementation Status of Evaluation Recommendations and Management Actions, which is presented to the IFAD Executive Board on an annual basis by the Fund's Management.

B. Main evaluation findings

5. The IFAD supported interventions demonstrated a moderately unsatisfactory performance, caused by, among other reasons, weak institutions and overreliance on one ministry (i.e., The Ministry of Agriculture), with frequent and unpredictable staff turnover. External factors such as climate change related issues, migration of youth and low literacy level of beneficiaries influenced performance.
6. The COSOP provided a useful strategic framework, ensuring that the context in which project designs were undertaken was clear, and highlighting existing challenges. This current COSOP has however not been revised for twelve years. The absence of a more current country strategy did not allow for a timely adaptation of the country programme based on lessons learned, leading to a less efficient and effective performance, and giving rise to sub-optimal impact and sustainability of benefits.
7. The COSOP did not comprise a detailed targeting strategy that took into account key characteristics of target groups and the unequal distribution of poverty. It also did not adequately underline how women and youth would be reached. Though in many cases, poor farmers were targeted and women were included, remote poorer villages at times were excluded from IFAD assistance.
8. Sustainability of benefits was weak. Even though an increasing focus on sustainability was found over the years, it was certainly not optimal. Beneficiary engagement and ownership was found often insufficient, in part due to the long-standing in-country practice of free hand-outs and untargeted government subsidies which has resulted in limited awareness of rural actors and lack of incentives for the implementation of specific mechanisms to sustainability such as

financial contributions of infrastructure operational and maintenance or digressive or time-bound subsidies Training was provided, but often as a one-time input and it lacked required consistent follow up to ensure ownership and maintenance of infrastructure.

9. The type of infrastructure provided by some key projects (e.g. PIWAMP) did not encourage ownership, as it required significant labour inputs by the communities and yet the benefits were only short-lived. After the initial training, no further support or capacity-building has been provided and the communities were often not able to maintain the structures by themselves.
10. The capacity and sometimes the political will of government in promoting sustainability of benefits have been limited; they lacked financial and human resources and sometimes also technical capacity. In designing the *Nema* project, IFAD moved towards sturdier durable infrastructure, but had not simultaneously fully convinced the government to adopt the infrastructure as a public good to ensure its sustainability.
11. Sustainability of the VISACA network and the V-APEX was also weak. The VISACA network was not efficiently managed and has not been able to effectively finance the development of agriculture. The V-APEX, due to its late implementation, was not able to strengthen and support the capacity and sustainability of the VISACA network; coupled with the poor performance of individual VISACAs, no stable basis was created to attract financing from the formal sector. Inadequacies such as VISACAs' resource mobilization and loan and savings mismatch have hampered the sound development of VISACAs.
12. The dichotomy introduced within PIWAMP by field coordination activities and responsibilities divided between Upland and Lowland Coordinators inhibited the coherent implementation of the watershed approach, which needs an integrated approach in planning, execution and administration of activities. Integration was also lacking in parts of the LHDP project, where value chain activities were not linked with agricultural production or building on agricultural knowledge. Notwithstanding the increased understanding among project staff with the introduction of the Country Programme Approach (CPA), linkage between the various projects was virtually absent. There has not been sufficiently focused support for more diversification of agricultural production from rice to exploit market opportunities. Moreover, the lack of a structured value chain approach hampered the beneficiaries to enjoy the full profit of their improved production.
13. IFAD has not yet sufficiently developed partnerships with a wider range of institutions. The partnership with the Ministry of Finance has been good. However, the partnership with the Ministry of Agriculture has been more problematic: its limited capacity has been overstretched and the Ministry sometimes got involved in activities beyond its mandate. There are other Ministries with relevant mandates, such as the Ministry of Youth, the Ministry of Environment Climate Change Water & Wildlife, the Ministry of Women's Affairs, the Ministry of Local Government and Lands, the Ministry of Trade and Ministry of Education, that could be engaged in IFAD-supported projects. Moreover, only RFCIP included NGOs as partners, even if NGOs are useful in ensuring better community engagement and ownership of activities. Partnership with other donors and UN sister agencies was not sufficiently pursued either. Finally, there was insufficient effort to foster a partnership with the private sector on operationalizing the value chain development approach.
14. Though some innovations have been introduced, not enough support and stimulation of innovation had been realized by full inclusion of such activities and by exposure of beneficiaries to existing initiatives in marketing and food processing. Implementing innovations was insufficiently coupled with an emphasis on exchange of learning with and between project staff, government bodies and beneficiaries.

15. The portfolio had helped women to increase their productivity and income. The improved access to rice cultivation areas, while of potential great benefit to household food security, involves greater workload for women. Where vegetable gardens are supported, women are the main producers and responsible for the additional task. Though IFAD's gender policy addresses avoiding women's drudgery, the project designs had not incorporated adaptive measures, such as provision of transport means and labour saving equipment and ensuring availability of water.
16. Evidence of increasing empowerment of women seems inconclusive; though women were included in committees and management of VISACAs, their role in community and household decision-making had not notably improved. Cultural aspects and lack of mutual understanding and acceptance of a more equal role for women and men were still inhibiting women's empowerment. IFAD supported economic empowerment was often at least temporary linked to improved decision-making, but when the income decreased again as a result of short infrastructure lifespan, both forms of empowerment dwindled simultaneously.
17. A detailed gender analysis had not been conducted at the start of projects and though activities were often beneficial to women, they had not been fine-tuned to the roles and opportunities of women, men, boys and girls. Though almost 20 per cent of households were found to be female headed, no specific support had been included for such households. Gender mainstreaming had not been fully observed either, as the number of female staff among project staff and extensionists was negligible.
18. In most cases, beneficiaries had been consulted at the very onset and they also had been able to request for support, but the existence of a predefined checklist limited their freedom to fully voice their needs. When the overall design was over, however, beneficiaries were no longer involved in development of details. This may have led to activities not being entirely suitable to the local context or to the beneficiaries need, such as in the case of livestock houses, services offered by VISACAs or value chain.
19. Support to actors along the value chain and value chain activities was planned in the design of IFAD-supported projects, in line with government policies and strategies. Evidence of support to value chain was found in the field and in reports, but the approach was piecemeal. The bulk of IFAD interventions supported increasing production and productivity for both men and women, which was a valuable achievement, but was most limited to these aspects. Value chain development support should have been provided in a structural manner including storage, processing and/or transportation of products for better access to markets. This support was only available for a relatively small number of beneficiaries.
20. Overall, the IFAD portfolio has not been successful in providing access to rural finance. For instance, not only was sustainability of rural financial services limited, outreach was found much lower in the field than planned and reported. Large numbers of VISACAs members, cashiers and committees' members have been trained, but the poor governance and financial performance of many VISACAs indicate that managerial and other credit management skills are still insufficient. Capacity building provided to institutes like the Central Bank Microfinance Department and National Association of Cooperative Credit Unions in The Gambia (NACCUG) proved to be more efficient.

c. Agreement at completion point

21. The CPE made five recommendations as summarized below. For each recommendation, the ACP underlines the actions the Government and IFAD plan to undertake for their implementation together with a timeline.
22. **Recommendation 1: Develop a new country strategy, clearly reflecting on IFAD's niche and comparative advantage.** IFAD and the Government of The

Gambia should develop a new country strategy involving broad-ranging consultations with Government officials, potential beneficiaries and other key stakeholders prior to further financing, building on the CPE's recommendations and lessons from past activities. The new country strategy should be designed based on an in-depth needs and situation analysis, outlining short, medium and long-term needs and opportunities and taking into account the strategy and interventions of other development partners, and be aligned with the policies and strategies of the government (including the new Gambia National Agricultural Investment Programme under development).

23. The new country strategy should, among others, present a broad poverty targeting strategy, with due attention to women and youth, as a basis for future interventions and indicate how partnerships with various actors will be enhanced. The document should also discuss opportunities for IFAD to support much needed reforms in the agriculture sector, in partnership with other key stakeholders and development partners, with the overall aim to improve the investment and delivery in the sector for sustainable results and impact for the rural poor.

Proposed follow-up: *IFAD Management and The Government of The Gambia are in agreement with this recommendation.*

A Country Strategy Note (CSN) will be developed and anchored on Government's pipeline Agricultural Transformation Programme (ATP) which is being supported by African Development Bank. The CSN will also take into account Government's strategies, programmes and sectorial policies (e.g. National Development Strategy, the Programme for Accelerated Growth and Employment successor (PAGE), successors of Gambia National Agricultural Investment Plan-GNAIP and Agriculture and Natural Resource Sector Policy, National Water Policy, National Climate Change Policy, among others). The preparation process of this CSN will be anchored on in-depth design analysis of Livestock and Horticulture Development Project (LHDP) and Nema as well as draw lessons from two Project Completion Reviews on targeting, poverty, gender and youth in order to clearly re-position IFAD's priorities and deepen strategic partnership. Government will ensure IFAD active participation in ATP process with a view to strengthen policy engagement on agricultural sector reform and holistic targeting approach on investing in rural poor people.

Deadline date for implementation: *A Country Strategy Note, to be anchored on the finalized ATP, is planned to be presented to September 2017 IFAD Executive Board*

Entities responsible for implementation: *Ministry of Finance and Economic Affairs, Ministry of Agriculture in coordination with the Agriculture & Natural Resource Thematic Working Group and IFAD.*

24. **Recommendation 2: Strengthen project management performance and oversight for effective and efficient delivery mechanisms in the Government for sustainable results and impact.**
25. In order to ensure the quality and continuity of project staff as one of the key elements for improved project management and implementation, it is recommended that Government clearly establish a transparent procedure for staff recruitment/assignment, as well as for their performance management in close consultation with IFAD. Any changes of staff assigned to IFAD-supported projects should be undertaken following the required consultation between the Government and IFAD, and based on proof of misconduct or unsuitability of the staff member in question, when necessary. This provision should be included in the loan financing agreements of IFAD operations in the country and IFAD should consider suspension of loans should this provision not be complied.

26. The role of Project Steering Committees (PSCs), as an oversight mechanism, is critical for effectively guiding project implementation. In this regard, IFAD and the Government should ensure that the PSC with appropriate representation (in terms of calibre/levels and institutions, including various relevant partners and not only the government agencies) effectively fulfil its mandate and maintain the quality advisory guidance on both strategic and policy related matters of these projects/programmes. IFAD, in close collaboration with the Government, should monitor the functioning and performance of the PSC and should provide guidance where necessary.
27. IFAD should further support strengthening the capacity of the Ministry of Agriculture in the long-term. In particular, the agricultural monitoring and evaluation (M&E) framework and systems need to be further developed and fully implemented, and the M&E systems in IFAD-supported operations should be aligned. Data collection and analysis should not only be confined to outputs, but also be extended to outcomes and impact. In this regard, the Ministry should make available sufficient staff and financial resources for M&E activities, both at institutional and project levels. Furthermore, adjustments to project design and implementation should be proactively made based on the M&E findings, and M&E systems should collect, analyse and report data in a gender-disaggregated manner.

Proposed follow-up: *IFAD Management and the Government of The Gambia agree to this recommendation and specific actions to be pursued are:*

1. *IFAD and the Government of The Gambia will maintain the well-established competitive process for project staff recruitment involving IFAD's participation as an observer in key staff recruitment. Ministry of Agriculture is currently undergoing a management reform aimed at institutionalizing results oriented project management by developing a framework for project delivery and management. By capitalizing on annual staff performance appraisal system in LHDP and Nema, IFAD will continue to dialogue with Government with the aim to streamline and enforce performance appraisal mechanisms to manage project staff emphasizing competence-based appraisal process as well as promoting gender equality in all the project staff recruitment process. The Government's Personnel Management Office (under the Office of President) will be co-opted into MoA's core team in charge of performance management in order ensure that the defined project staff performance framework are consistent with the guidelines, procedures and regulations of The Gambian Public Service Commission. Government will ensure IFAD's active participation in the definition of minimum level of staff performance appraisal to warrant corrective actions and IFAD will further negotiate with Government to ensure provisions from the General Orders are appropriately captured in design documents including financing agreements. These will be monitored regularly with a view to take proactive measures for any breach of the financing agreements concerning project staff performance management.*

2. *IFAD, will continue to align its projects with overall sector coordination mechanisms under the Central Project Coordination Unit (MoA-CPCU), and in close consultations with development partners, will continue to strengthen the complementary coordination capacity of the CPCU to enhance its effectiveness and efficiency in AgSector coordination mechanism to drive the harmonization, streamlining and alignment of procedures and processes among projects. IFAD priority support will be ensuring the full operationalization of the Ag Sector M&E system including Nema's continuous strengthening the reporting capacities of farmers/kafo groups through ongoing functional literacy programme as well as strengthening their capacities with tools for capturing, recording and sharing of innovation and best practices within the framework of a Knowledge Management and Communication approach. Key MoA staff capacity will continue to be strengthened on M&E system through IFAD regional grants and corporate initiatives to ensure priority on reporting consistently on outcome and impact levels.*

3. *IFAD and Government will monitor PSC performance regularly in order to proactively address any potential risk that will militate against projects performance.*

Deadline date for implementation:

1. *By December 2016 for institutionalized performance framework with IFAD involvement and annual project staff performance appraisal by core team with PMO co-opted.*

2. *Support to CPCU will be continuous and prioritized based on demand. Full operation of Ag Sectoral M&E and Knowledge Management system by December 2016 and monitored annually.*

3. *Annual monitoring of PSC performance aligned to project supervision and mid-term review missions.*

Entities responsible for implementation:

1. MoA, IFAD and PMO

2. IFAD, MoA-CPCU, Development Partners and *Nema*

3. IFAD and MoA

28. **Recommendation 3: Establish strong and comprehensive partnerships.** In particular, IFAD should extend its partnership to more and varied institutions including other development partners, NGOs and civil society organizations, the private sector, relevant government departments/agencies and UN agencies.
29. In addition to the Ministry of Agriculture and the Ministry of Finance and Economic Affairs, IFAD should expand its cooperation with other concerned Ministries such as the Ministry of Youth, the Ministry of Environment Climate Change Water & Wildlife, the Ministry of Women's Affairs, the Ministry of Local Government and the Ministry of Trade. They all play critical roles in the development of the country's agriculture and rural sector, in line with their respective mandates and comparative advantage.
30. The regular occurrence of droughts and floods and related consequences still at times warrant the involvement of the international development actors together with NGOs and the government to address the emergency needs of the rural poor. In general, it is important that IFAD builds up strong ties with international development partners such as UN agencies including Rome-Based Agencies, NGOs and civil society organizations. The latter are specifically instrumental in ensuring better community engagement and ownership of activities for better sustainability of benefits.
31. In order to establish a sustainable pathway to long-term development, not only is policy and strategy development by government important, but also the input of the private sector by investing in and stimulating of production, value chain development and market access. The private sector plays an important role in this process and IFAD can also play a pivotal role in linking up to them. Since IFAD already has a good partnership with several public agencies, developing a strong partnership with private sector would be useful.

Proposed follow-up: *IFAD Management and the Government of The Gambia agree to this recommendation.*

1. *Partnership will continue to be proactively strengthened at all levels. However, continuous interactions with key development partners and NGOs have recently become less regular as a result of many of them having either relocated their offices to other countries or scaled back their operations in view of the evolving country context. All the same, IFAD and Government acknowledge that more proactive efforts are needed in broadening and deepening the appropriate strategic partnership with development partners including UN Agencies to be concretized within the framework of Agricultural Transformation Programme-ATP. The ATP will*

define the partnership accountability processes to ensure clear division of labour with explicit rationale for partnership contributions and attributions to attainment of ATP. IFAD will continue to further strengthen its ongoing partnership with African Development Bank (AfDB) and Islamic Development as current cofinanciers of Nema and at the same explore more future cofinancing opportunities.

2. Extension of partnership with other relevant Ministries will be pursued beyond the PSC and decentralized implementation arrangements. Further interventions will reflect the appropriate mix of institutional arrangements following the experience of Chosso-ASAP grant (MoA and Ministry of Environment, Climate Change, Water, Parks and Wildlife).

3. Private sector participation in agriculture is evolving following establishment of Commercial Farmers Association The Gambia and representatives already are involved Nema implementation. Since 2012, IFAD has consistently ensured the active participation of representatives of National Coordinating Organization of Farmers Association of The Gambia (NACOFAG) and Global Youth Innovation Network (GYIN) in all IFADs design and supervision missions. IFAD will also ensure that representatives of CFAG or Gambia Chamber of Commerce continue to participate in design and supervision missions in order to further explore opportunities to establish Public-Private-Producer-Partnership (PPPP) model based on Livestock and Horticulture Development Project's (LHDP) emerging experience. In addition, the ongoing Nema's initiative with the Capital Investment Stimulation Fund has already attracted a number of private financial institutions that are cofinancing small and medium agribusinesses as well as exploring further opportunities for private sector market linkages. These experiences will continue to be evaluated and lessons capitalized to inform future designs as well as in the CSN.

Deadline date for implementation:

1. Partnership development and strengthening will be continuous
2. *Nema-Chosso* implementation and in new designs
3. Private sector linkages will be on continuous basis and participation of their representative will be strengthened in (annual) supervision and design missions

Entities responsible for implementation:

1. IFAD, MoA and Development Partners including UN agencies
2. IFAD and MoA
3. Private Sector, NGOs, NACOFAG, GYIN, Women groups and *Nema*

32. **Recommendation 4: Improve sustainability of benefits generated from investments.**
33. In The Gambia, IFAD has been supporting the construction of agriculture- related infrastructure for a long time and on a large scale. These infrastructures have been instrumental in improving production and productivity and increasing incomes of the poor, but it appears to have suffered from too short duration and limited ownership of communities. Ownership building should therefore become an intrinsic part of all IFAD-supported activities. Target villages/groups need to be in agreement with infrastructure development priorities and the correct sequencing of activities pursued, to ensure empowerment and ownership for better sustainability of benefits. Beneficiaries need to be made aware that they need to plan and implement oversight, replacement, repair and maintenance, and ensure that the cost thereof is incorporated into price setting and financial calculations. An appropriate locally based agent (e.g. extension staff, NGOs, civil society organizations) should be identified to ensure these messages are internalized.
34. In the case of more complex and costly infrastructure, the government should clearly define the operational and maintenance arrangements. *Nema* has addressed the issue of sustainability by using machinery and introducing sophisticated technical requirements to construct dikes, bunds and other infrastructure. Whilst

such infrastructure generally has a relatively longer life, it will be difficult for communities to maintain them on their own. Therefore, government needs to take responsibility for and acknowledge such infrastructure as public goods to ensure their sustainability, in order to ensure their continued benefits to the rural poor.

35. Value chain approach has been introduced in recent projects (e.g. LHDP, Nema), but a more structured approach is required to enhance the sustainability prospects. Value chain support needs to be adapted to the local context, based on a thorough analysis of market potential, production situation and needs of the villages. Moreover, the availability of inclusive rural financial services would be crucial to increase and sustain benefits that could be realized from value chain support. This aspect should be given due consideration in future interventions, including opportunities to revisit and strengthen IFAD's long-standing support to VISACAs and V-APEX to improve their professional service delivery and sustainability.
36. Furthermore, a stakeholder and partner assessment should be conducted to identify the right partners in each of the areas of support and intervention. The partners may come from various backgrounds, such as government, private sector, other donors, UN agencies and NGOs, and their cooperation should be formalized and roles and tasks should be documented, so that objectives and goals can be identified and shared, progress tracked and performance consistently assessed.

Proposed follow-up: *IFAD Management and the Government of The Gambia agreed that there is a need to strengthen sustainability of IFAD-supported investments.*

1. Efforts for beneficiary empowerment and ownership will be further deepened in Nema and lessons will feed into future designs. IFAD will continue to dialogue with the Government of The Gambia for a clear public policy in support of the consistent and coherent strengthening of the capacity of beneficiary/kafo groups on operation and maintenance arrangements as well as establish the appropriate mechanism for local government for agreed proportionate sharing of O&M responsibilities of infrastructure acknowledged as (semi)public good to complement and complete the sustainability plans that LHDP and Nema have initiated. Moreover, Chosso (ASAP grant) was designed to also enhance the sustainability of some of the infrastructure based on lessons from previous infrastructure with outdated technical standards that were undermined by increasingly unpredictable climatic variations although some of the projects made efforts to adjust these standards based on experience. The complementary design, compliance of standards and supervision of infrastructure will be further strengthened with appropriate mix competently mandated entities.

2. LHDP and Nema designs were based on value chain approach and Nema is piloting agribusiness value chain financing through the Capital Investment Stimulation Fund which is to be reviewed at mid-term. The emergence Public-Private-Producer Partnership (PPPP) model from LHDP is providing relevant lessons for Nema's implementation and IFAD will continue to advocate for wider adoption of this approach with Government and Private Sector provided there is supportive enabling environment for continuous private sector engagement in agricultural value chain. For instance, in 2014, IFAD collaborated with World Bank to support the Government of The Gambia to draft a Policy Statement, Implementation Framework and Action Plan for Private sector participation in agriculture and as a result a Public-Private Sector unit has been created within the Ministry of Finance and Economic Affairs. IFAD will strengthen collaboration with this unit through Nema for replicating PPPP model. Also, the Government has recently enacted the Non-Bank Financial Institution Act 2016 to pave way for the professionalization of microfinance institutions including VISACA and V-Apex and outcomes from implementation of this Act will inform future possible investments on agricultural value chain financing.

3. *Nema is already working with a myriad of public, private and civil society organizations in the implementation of the project through performance-based renewal contracting and established a platform (Forum for Dialogue) to regularly track and discuss progress. Both IFAD and the Government of The Gambia are continually assessing the effectiveness of this process and lessons learned will feed into the CSN and future designs.*

Deadline date for implementation:

1. *The Country Strategy Note, to be anchored on Government's ATP, will include clear strategic directions to ensure sustainability. Sustainability Plan of Nema will be evaluated during supervision missions and capacity of beneficiaries will be continually reinforced in Nema-Chosso implementation.*
2. *A PPPP model will be replicated in Nema based on LHDP experience from Dec 2016.*

Entities responsible for implementation:

1. MoA, IFAD and MoFEA and beneficiary groups
2. MoA, IFAD, MoFEA, Private Sector including financial institutions

37. **Recommendation 5: Strengthen support for gender equality and women's and young people's empowerment.** An in-depth gender and youth analysis should underlie each new IFAD-supported project and be an inextricable part of project design. The analysis should look into, but not be confined to power imbalances; especially when related to the marginalized population, access to and control over resources including land rights, gender-based violence and division of labour based on gender, and tailor its activities to the findings so as to achieve optimal results. In the design stage, it should be ensured gender budgeting is done and that indicators are gender and youth sensitive to facilitate monitoring.
38. A tailored way should be developed to specifically support to female-headed households. Moreover, creative ways need to be found to increase the involvement of men in support to gender equality and increase the role of men in household related work. Finally, gender and youth mainstreaming should be pursued at all levels, including among project staff. IFAD may need to advocate with partners to ensure that they recruit sufficient female staff. Only if gender issues are properly addressed (including the sensitization of men) and economic empowerment of women is long term, it may be ensured that the gains made in decision making at various levels will continue to exist.

Proposed follow-up: *IFAD Management and the Government of The Gambia are in agreement with this recommendation.*

1. *Building on LHDP's experience in working with women and youth, Nema was specifically design for rural women and youth. While women empowerment is historically a strong focus of IFAD's portfolio in the country, attention will be paid in overcoming possible gender power asymmetries. Also improvements will be made in the process of wider sensitization of men on gender issues at all levels with the aim to ensure coherent and consistent women and youth socio-economic empowerment. This will be reflected in Nema gender operational strategy being developed. The use of both the Gender Action Learning System (GALS) and Household methodologies will be further explored during Nema-Chosso implementation.*
2. *Following LHDP experience, Nema has adequately been reporting on gender and youth disaggregated data and information and IFAD will ensure continuation and improvement with emphasis on analysing information to inform gender and youth planning, sequencing and prioritization of interventions. In addition, the ongoing WCA regional grant on Creating Opportunities for Rural Youth (CORY) is providing opportunities in testing and piloting new tools and models on*

entrepreneurship to engage rural young women and men in on-farm and off-farm businesses. The Ministry of Youth and Sports and other partners are actively engage in CORY implementation and there are strong linkages to Nema and other government initiative on youth. Lessons and final outcomes from CORY will further feed into new design and CSN.

Deadline date for implementation: *The upcoming Country Strategy Note will have clear pathways on further mainstreaming gender, women and youth empowerment whiles fully aligning to the ATP. Annual supervision of Nema and future programmes will monitor progress. By mid-2017 for piloting of GALS and/or Household methodologies in Nema-Chosso*

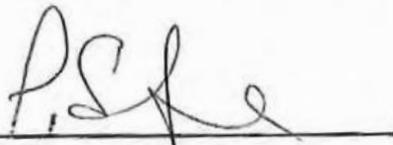
Entities responsible for implementation:

1. MoA, IFAD, Ministry of Youth and Sports, Ministry of Women Affairs and Nema
2. IFAD, MoA, MoYS, CORY -Nema, Women and Youth Groups

Signed by:



Hon. Abdou Kolley
Minister of Finance and Economic Affairs
Government of The Gambia
Date: *June 16, 2016*



Mr. Perin Saint Arge
Associate Vice President, Programme Management Department
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Date: