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MID-TERM PERFORMANCE EVALUATION OF THE USAID/WEST AFRICA GAMBIA-SENEGAL SUSTAINABLE FISHERIES PROGRAM

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ACRONYMS

Ba Nafaa	Gambia-Senegal Sustainable Fisheries Program
CBOs	Community Based Organizations
CSRP	Commission Sous-Régionale des Pêches
DoFish	Department of Fisheries
EU	European Union
FAO	Food and Agriculture Organization
FGD	Focus Group Discussion
FPOs	Fishery Professional Organizations
FY	Fiscal Year
GAMFIDA	Gambia Artisanal Fisheries Development Association
GAMWORKS	Gambian Agency for Public Works
GDM	Gambian dalasi (unit of currency)
GEF	Global Environment Facility
GoTG	Government of The Gambia
ha	Hectare
IR	Intermediate Result
kg	Kilogram
LACOMS	Community Based Sole Committee
LOP	Life of Project
MCS	Monitoring, Control and Surveillance
ME&A	Mendez England and Associates
MPA	Marine Protected Area
NAAFO	National Association of Artisanal Fisheries Operators
NASCOM	National Sole Co-management Committee
NEA	National Environmental Agency
nm	Nautical Mile
NRM	National Resource Management
PHAST	Participatory Hygiene and Sanitation Transformation
PMP	Project Performance Management Plan
PRA	Participatory Rural Assessment
SOW	Statement of Work
SWOT	Strengths, Weaknesses, Opportunities and Treats
TAGFC	Association of Gambian Fishing Companies
TARUD	Trust Agency for Rural Development
TIDE	Toledo Institute for Development and Environment
TRY	TRY Women Oyster Association
UNDP	United Nations Development Program
URI/CRC	University of Rhode Island/Coastal Resource Center
USAID	United States Agency for International Development
USG	United States Government
WA	West Africa
WADAF	West African Association for the Development of Artisanal Fisheries
WAMER	West African Marine Eco-Region Initiative
WASH	Water, Sanitation and Hygiene component
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

This is a report on the Mid-Term Evaluation of the Gambia-Senegal Sustainable Fisheries Program (Ba Nafaa) funded by USAID/West Africa (WA). The project was implemented in The Gambia and Senegal by the University of Rhode Island Coastal Resources Center (URI) and the World Wildlife Fund (WWF). Per the requirements of USAID, this evaluation report covers The Gambia, where the majority of the on-the-ground activities occur, but not Senegal.

The evaluation was conducted during the period of November – December 2012, by a team of experts assembled by Mendez, England & Associates (ME&A), located in Bethesda, Maryland. The team consisted of three international consultants: a Fishery and Aquaculture Specialist; a Natural Resources Specialist; and a Monitoring and Evaluation Specialist.

The core objectives of the evaluation were to:

1. Assess progress towards achievement of the expected results of the Ba Nafaa project from October 2009 to December 2012.
2. Assess the effectiveness of project design, implementation, and sustainability mechanisms.
3. Propose actionable lessons learned and recommendations to guide implementation for the remaining period of the project to improve performance and potentially apply lessons learned throughout the WA region.

This report presents the consolidated findings of the desk review and the fieldwork conducted by the evaluation team in The Gambia. The report includes the evaluation team's conclusions, recommendations, and lessons learned.

BA NAFAA PURPOSE AND BACKGROUND

Ba Nafaa is USAID/WA's five-year flagship project in the fisheries sector. The project aims to develop new models for effective governance in the artisanal fishing sector in The Gambia and Senegal, as well as to influence such efforts elsewhere in the WA region. The majority of Ba Nafaa activities occur in The Gambia, where the project concentrates on the marine and coastal resources, as well as fisheries stocks shared among areas of regional biodiversity significance.

EVALUATION QUESTIONS

The main questions to be addressed by the evaluation included:

1. To what extent has the project met targeted objectives and outcomes, and what changes in strategy and efforts are required to improve project performance from a biological as well as social perspective? What biological and social intermediate results has the project had to date on the conservation and management of West African Marine Eco-Region Initiative (WAMER)?
2. What major challenges and constraints have the Ba Nafaa project faced, and how can these be addressed to facilitate implementation?

3. Have URI and Department of Fisheries (DoFish) efforts to promote the importance of the ecosystem-based co-management approach been successful? If so, is there potential for expansion/replication?
4. In what ways is the Ba Nafaa project integrating the principles outlined by the program description? Are there areas for improvement or expansion?
5. How is the project achieving results at the different levels of governance to promote sustainable fisheries and prevent overfishing?
6. Is the information produced by URI being utilized by government and fishers' organizations to promote bilateral dialogue and regional harmonization of artisanal fisheries governance?
7. With respect to the threats and opportunities facing conservation and sustainable management of the WAMER, are there any critical human and institutional capacity gaps that the Ba Nafaa project is not targeting?
8. Can the efficiency and effectiveness of the project be improved? Is the significant cost of acquiring data for management (for example, human and migratory fish surveys) an appropriate investment?
9. To what extent have the processes, systems, and capacity improvements being put in place by Ba Nafaa been conducive to project sustainability? What is a reasonable time frame to consider in planning for sustainability of the fisheries improved management plans, conservation of the WAMER, and eventually the overall impact?
10. Are funds being implemented consistently with the requirements of Congressional water, adaptation and biodiversity earmarks?

METHODS AND DATA SOURCES

To conduct the Ba Nafaa evaluation, the team collected qualitative and quantitative data from a broad range of stakeholders and beneficiaries to ensure independence of the evaluation process, as well as accuracy and completeness of the subsequent conclusions, lessons learned, and recommendations. Data was collected by using the following main sources of evidence :

- **Document Review.** The team conducted an extensive desk review of documents provided by USAID and the project staff including: Ba Nafaa's logical framework, workplans, annual reports, Performance Management Plan (PMP), and results framework; DoFish's documents on fishery strategy and policy; Belize Toledo Institute for Development and Environment (TIDE) report; regional reports; and Congressional water adaption and biodiversity earmarks.
- **Focus Group Discussions (FGDs).** The team conducted FGDs at the community level to evaluate stakeholders' perceptions of relevant policies, as well as their opinions about the benefits from participating in the project.
- **Semi-Structured Interviews.** In addition to interviews with the Minister of Fisheries and Water Resources, the Minister of Finance, the Director and staff of DoFish, and other government representatives, the team interviewed representatives from a number of local organizations, including National Sole Co-Management Committee (NASCOM), Community-Based Sole Committees (LACOMs,) TRY Oyster Women's Association, as well as local fisheries centers in Old Jeshawang, Brufut, Tanji, and Kartong.
- **On Site Direct Observations.** These occurred during field project visits.

- **Analysis of Project Outputs and Targeted Results**. Given the fact that there was no baseline information available to serve as a reference point, the team collected quantitative data mainly by analyzing Ba Nafaa's achievements with respect to outputs and targeted results, whenever possible. When data was not available, the team conducted follow-up interviews.

EVALUATION LIMITATIONS

The main limitations encountered during the evaluation were the low levels of understanding of the English language and low capacities to read and write among project beneficiaries. These prevented the evaluation team from conducting as many FGDs as had initially been planned make it difficult to utilize prepared questionnaires. To overcome these issues, the evaluation team increased the number of one-on-one interviews as well as the number of questions asked during the interviews; utilized interpreters and translators as much as possible; and employed participatory rural assessments and SWOT analyses.

MAJOR FINDINGS

The key finding of the evaluation team is that, given the challenging environment for fisheries sector reform in The Gambia, Ba Nafaa has achieved significant results towards the goal of supporting the Government of The Gambia (GoTG) in reforming the artisanal fisheries sector in the country. This is a commendable effort, especially since the growth of the fisheries sector in The Gambia faces numerous institutional constraints that limit social and political approval for sector reforms.

Other findings include:

Capacity Building Among Stakeholders: Ba Nafaa has generated greater levels of ecosystem awareness among all stakeholders. Lessons learned from the Bi-Lateral (Gambia/Senegal) Workshop on Artisanal Fisheries Co-Management, and praises for it, were a frequent topic of discussion among individual stakeholders during interviews.

Ecosystem-Based Management: Due to Ba Nafaa's efforts, there is now a strong foundation for ecosystem-based management through management plans and the establishment of associated committees at the ecosystem scale.

Gender Empowerment: Ba Nafaa is creating a healthy environment for gender equality. Currently, TRY Oyster Women's Association (TRY) appears to be on track to become a sustainable enterprise in the near future. In addition to TRY, there is gender equality across all Ba Nafaa stakeholder activities.

Mangrove Ecosystem Management Practices: Ba Nafaa has been successful in educating and training stakeholders about the benefits of sustainable mangrove ecosystem management.

Participation of Local Stakeholders in the Co-Management Process: Through Ba Nafaa's activities, NASCOM and LACOMs have established local stakeholder participation and continue to build the foundation for a sustainable governance process.

Ba Nafaa's Long-Term Sustainability: Ba Nafaa has the ability to be a sustainable program if there is a change in strategy to better integrate DoFish and the national government.

Sole and Oyster and Cockle Fisheries Co-Management Plans: To date, Ba Nafaa is on track for the creation of fisheries co-management plans for The Gambia sole complex, and oyster and cockle fisheries co-management plans for the Tanbi Special Management Area. However, as these plans must still be promulgated, they are not yet declared and enforced by authorities. This delay has hampered co-management progress.

WAMER Management: The primary institutional gaps of Ba Nafaa are the need to integrate reliable data at the regional level and to improve coordination with regional management bodies.

LESSONS LEARNED

National Level Management: Regular rotation of government officials delays activities. Ba Nafaa and NASCOM have been able to succeed through the mid-term by informing incoming officials and ministers at DoFish and the Ministry of Fisheries and Water Resources about relevant project updates and regulations.

Private Sector: Integration of the private sector throughout the project has facilitated Ba Nafaa's sustainability and strengthened value chain and revenue generation activities for all stakeholders.

Stakeholder Collaboration: Partnerships and collaboration with other organizations is valuable for ecosystem-based management as it enables different fisheries management sectors to work together toward the same goal.

Stakeholder Coordination: Clear coordination among all governance levels and stakeholders involved in the process has facilitated effective work. Improved coordination during the management process has enabled management and information awareness among all stakeholders, has reduced the potential for user conflict as each party is made aware of the actions of others, and has promoted transparency and accountability among each party.

TRY Oyster Women's Association: Cooperation with Senegal production and marketing to share experiences has been very valuable for TRY and its members.

Re-Planting Mangrovees: TRY groups in Kartong and Tanbi fish landing villages were trained by Ba Nafaa on replanting mangroves, an activity that had never before been performed in The Gambia or WA. There are over 150 villages in The Gambia where Ba Nafaa is not operational, in addition to other countries in WA, with similar mangrove challenges that could benefit from a replication of such initiatives.

New Oyster Harvesting Techniques: Ba Nafaa trained TRY members in new and more environmentally friendly methods of oyster harvesting that do not involve the destruction of mangroves as former harvesting practices did. These new practices can be taught and replicated throughout The Gambia and WA.

RECOMMENDATIONS

Bilateral Work-Shop on Artisanal Fisheries Co-Management: There should be continued cross-border discussions between The Gambia and Senegal to promote bilateral

harmonization in legislation and dialogue, as well as in the regional sustainable management of shared resources (human and migratory fish), including monitoring, control and surveillance (MCS). By sharing experiences through bilateral dialogue, both countries could improve awareness, support for associations in their efforts to acquire good practices in landing sites management, organization and management of product processing and marketing, access to markets, and livelihood and food security of members and local concerned populations.

Coastal and Marine Environment Working Group: Ba Nafaa should expand its efforts to include the National Environmental Agency's (NEA) Coastal and Marine Environment Working Group. This functioning working group enables parties to discuss differences of environmental opinions and coordinate efforts.

DoFish Integration in Water, Sanitation and Hygiene (WASH) Component: DoFish, operating at the national level, does not have a role in Ba Nafaa's WASH component. As each sanitation facility is located at a fisheries landing site, it is best for DoFish to have a clearly defined role at these facilities.

Domestic University Training: There are no universities in The Gambia that provide fisheries management as an academic discipline. The evaluation team recommends that Ba Nafaa expand its role to assist domestic university students enter into the field of fisheries management by assisting universities with their outreach programs, such as Ba Nafaa affiliated student clubs and fisheries management presentations by Ba Nafaa stakeholders.

DoFish Indicators: URI needs to update its indicators to accurately evaluate the capacity building of DoFish and to emphasize actions taken by DoFish to strengthen its capacity building and governance abilities.

Local Level Assistance: A good number of stakeholders commented that local level conditions, such as distance from landing sites, lack of marketing facilities, and limited supplies, impede growth of the fisheries sectors. Ba Nafaa needs to provide more financial support to address these constraints.

USAID Presence in The Gambia: USAID should further establish donor representation in The Gambia. It will be valuable to have regular visits, e.g. quarterly or monthly, to share information and provide direction to WWF, URI, and DoFish as needed.

1.0 EVALUATION PURPOSE & EVALUATION QUESTIONS

1.1 EVALUATION PURPOSE

This is an independent, external evaluation of Ba Nafaa project funded by USAID/WA. The evaluation was conducted during the period of November – December 2012, by a team of experts that included a Fishery and Aquaculture Specialist, a Natural Resources Specialist, and a Monitoring and Evaluation Specialist. The team was assembled by ME&A, located in Bethesda, Maryland.

The core objectives of the evaluation were to:

1. Assess progress towards achievement of the expected results of the Ba Nafaa project.
2. Assess the effectiveness of project design, implementation, and sustainability mechanisms.
3. Propose actionable lessons learned and recommendations to guide implementation for the remaining period of the project to improve performance and potentially apply lessons learned throughout the WA region.

Additionally, the evaluation assessed the effect that Ba Nafaa is likely to have in the long-term on its wider environment, including its impact on policy and sector objectives and the sustainability of its benefits, along with the DoFish intervention implementation strategy, related to the sustainable co-management of fisheries resources.

To conduct the evaluation, the team followed USAID's main evaluation criteria, which have been linked to the Program Logical Framework (see Annex 9). Since Ba Nafaa is an ongoing project, the evaluation was mainly focused on the three criteria of: 1) relevance, which assesses how well the objectives of a program relate to the issues that it is supposed to address; 2) efficiency, which analyzes costs compared to project achievements, how well investments were converted into quality activities, the number of activities and the time it has taken to implement them; and 3) effectiveness, which assesses how the results of a project have contributed to the achievement of its purpose. Particular attention was paid to gender issues and the benefits of Ba Nafaa to vulnerable groups such as children and women.

Finally, the team looked at the effect that Ba Nafaa is likely to have in the long-term on its wider environment, including policy and sector objectives (impact), and made a partial assessment about how likely the benefits of the project and the DoFish's intervention strategy for the sustainable co-management of the fisheries resources are to continue after the project's completion (sustainability).

1.2 EVALUATION QUESTIONS

As per the evaluation's Scope of Work (SOW), the key questions to be addressed by the evaluation included:

1. To what extent has the project met targeted objectives and outcomes, and what changes in strategy and efforts are required to improve project performance from a biological as well

as social perspective? What biological and social intermediate results has the project had to date on the conservation and management of WAMER?

2. What major challenges and constraints have the Ba Nafaa project faced, and how can these be addressed to facilitate implementation?
3. Have URI and DoFish efforts to promote the importance of the ecosystem-based co-management approach been successful? If so, is there potential for expansion/replication?
4. In what ways is the Ba Nafaa project integrating the principles outlined by the program description? Are there areas for improvement or expansion?
5. How is the project achieving results at the different levels of governance to promote sustainable fisheries and to prevent overfishing?
6. Is the information produced by URI being utilized by government and fishers' organizations to promote bilateral dialogue and regional harmonization of artisanal fisheries governance?
7. With respect to the threats and opportunities facing conservation and sustainable management of the WAMER, are there any critical human and institutional capacity gaps the Ba Nafaa project is not targeting?
8. Can the efficiency and effectiveness of the project be improved? Is the significant cost of acquiring data for management (for example, human and migratory fish surveys) an appropriate investment?
9. To what extent have the processes, systems, and capacity improvements being put in place by Ba Nafaa been conducive to project sustainability? What is a reasonable time frame to consider in planning for sustainability of the fisheries improved management plans, conservation of the WAMER, and eventually the overall impact?
10. Are funds being implemented consistently with the requirements of Congressional water, adaptation and biodiversity earmarks?

Other questions and subquestions, the approved questionnaire, and evaluation tools are presented in Annexes 2, 3 and 4.

2.0 BACKGROUND

2.1 REGIONAL BACKGROUND

Throughout Africa, extensive inland waterways are estimated to harbor over 3,000 species of fish that serve as a major source of protein for much of the continent's population,[1] therefore making fishing and fisheries vital to the livelihood and food security of many African countries, including The Gambia and Senegal. However, many fish stocks in Africa are in decline due to too many boats chasing increasingly fewer and smaller fish. This and other factors, such as subsidies, are contributing to a crisis of fishing overcapacity, to the point where the world's fisheries actually contribute a net loss to the total gross product. In other words, the cost to catch, process, and bring to market a harvest of fish is greater than the revenue generated from selling it. This phenomenon is true for most fishing nations and, although reliable data is unavailable, is likely also true for The Gambia and Senegal.

[1] NEPAD Planning and Coordinating Agency, 2012

The fishing sector is especially critical to the rural population. Fish provides the main source of animal protein for the average rural family in the WA region, where the majority of the population lives within the coastal zone and consumes as much as 25 kg fish per capita, annually. Furthermore, in many rural areas, fishing provides a "social safety net" during those times when farming becomes unproductive due to depleted soil, drought, disease or other factors.

In addition to direct socioeconomic and nutrition benefits, the fishing sector indirectly aids other aspects of the region's economy and quality-of-life. An example is the growing tourism sector, wich is taking advantage of WA's globally and regionally ecologically significant reserves, parks, protected areas and natural heritage areas, most of which have direct links to the fate of well-managed fisheries. With annual tourist arrivals surpassing 120,000 in The Gambia and 400,000 in Senegal, the link between sustainable fishing and tourism is only likely to become stronger and more important.

Fisheries in the region can be divided into artisanal and industrial. Artisanal fisheries comprise the majority of the fisheries landings and contribute significantly to income generation and local food security for coastal communities and for many inland communities where the fish are traded. Many artisanal landings, especially sole and shrimp, are also key export earners in the fisheries sector. Seafood products are a leading export in the region and generate as much as 20% of the gross value of exports. While the majority of seafood exports are destined for European Union (EU) markets, a growing volume of trade goes to the United States and other countries in the region. Fisheries trade results in valuable foreign exchange earnings, revenue for the government, as well as employment opportunities that far surpass the labor directly involved in harvesting.

2.2 THE FISHERIES IN THE GAMBIA

Figure 1: Map of The Gambia

According to the first survey of fisheries potentials conducted jointly by the Food and Agriculture Organization (FAO) and the United Nations Development Programme (UNDP) in 1964 and 1965, the marine waters of The Gambia, with over 500 species of fish, are rich in abundance and diversity. Given this enormous potential, the fisheries sector has a significant role to play in the soco-economic development of The Gambia in terms of employment generation and poverty reduction, food security and improved nutritional standards, as well as revenue generation through the regional and international fish trade.

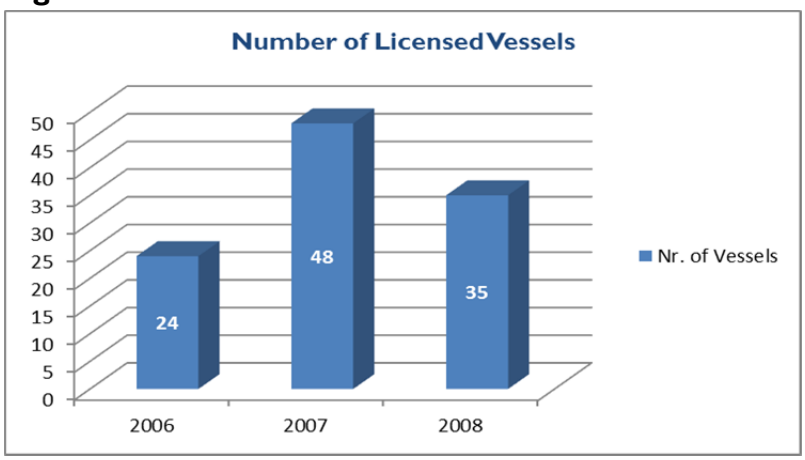
Similarly to the rest of WA, there are two types of fisheries sectors in The Gambia: artisanal and industrial. They are distinguished by their modes of operation. Industrial fisheries are characterized by high capital investment and are limited to the marine area, while artisanal fisheries are characterized by low capital investment, labor intensive activities, and are quite dispersed.

Artisanal fisheries supply most of the dietary fish for the Gambian population as well as the raw fish materials for fish processing establishments. Additionally, the bulk of Gambian fish exports trace back to the artisanal fisheries sector, rendering them a major source of foreign exchange earnings for the country.

Artisanal fisheries consist primarily of fleets of small fishing vessels operating in the waters of both the Atlantic Ocean and the Gambia River. The number of artisanal canoes and fishermen increased by 35% and 50%, respectively, during the past two decades due, among other reasons, to declining agricultural production and to increasing numbers of rural people taking up fishing and related activities. According to the results of the 2006 Frame Survey conducted by DoFish, over 200,000 Gambians are directly or indirectly dependent on artisanal fisheries and their related activities.

The development of industrial fisheries has been relatively limited in The Gambia. It is noteworthy that at present, all industrial fishing vessels operating in Gambian waters are foreign-owned. These vessels land their catches in foreign ports where the fish is processed, packaged and labeled as product originating from those foreign ports. The total catch by industrial fishing vessels in 2006 was estimated at nearly 3,000 tons, representing a major economic loss for the country.

Figure 2: Number of Licensed Vessels



The number of vessels licensed to operate in Gambian waters is presented in Figure 2 at the left. Approximately 67% of these vessels operate under the auspices of the Senegalo-Gambian Agreement on Maritime Fishing, a reciprocal fishing agreement between The Gambia and Senegal in existence since 1982. Unfortunately, however, The Gambia and its citizens have not been able to reap the full benefits of this agreement because of the paucity of locally-based fishing vessels. Furthermore, a majority of the vessels spend limited time in Gambian waters because they usually possess licenses from both countries yet target specific species of fish in their home countries.

Although nine fish processing factories exist in The Gambia, most operate intermittently due to insufficient supplies of raw fish materials, high energy costs, and lack of working capital. As a result, the impact of their operations on the economy, in terms of employment and foreign exchange earnings, has been minimal.

2.2.1 Fishery Policy and Legislation

The policy, legal and management frameworks for fisheries in The Gambia are regulated by the Fisheries Policy of 2007, as well as the Fish Act of 2007 along with its associated 2008 Fisheries Regulation (Tobey et al, 2009).

Although the GoTG adopted the Decentralization Policy under the Fishery Policy of 2007, the fisheries sector is not yet fully decentralized in terms of the establishment of fisheries administration units and the placement of technical staff in municipalities and city councils, and is negatively affected by the lack of trained human resources at the local level. Fisheries staff at landing sites throughout the country are supervised by and report directly to superiors at the Ministry of Fisheries Headquarters or DoFish because municipal authorities have no fisheries management responsibilities other than collecting revenue from fisherfolk.

2.2.2 Institutional Overview

The Gambia's fisheries sector operates under the authority and responsibility of the Ministry of Fisheries and Water Resources, National Assembly Matters, and DoFish. The fisheries sector is under the direct supervision and administration of DoFish.

According to the Fishery Strategic Action Plan, 2012 – 2015, a number of institutional constraints continue to confront the sector including: the absence of an institution dedicated to the development of inland fisheries and aquaculture; weak mechanisms for inter-institutional coordination; inadequate implementation of policies; inadequate human and financial resources for research, monitoring, control and surveillance (MCS) of artisanal operations, fish quality control, and hygiene services; poor management; absence of a reliable monitoring and evaluation system; and lack of a policy on continuous training of DoFish personnel. The sector also faces numerous social constraints including: difficulties recruiting, training and retaining Gambians in artisanal fisheries; the fact that the majority of inland fisherfolk operate part-time and hence, do not realize the full benefits of commercial fishing; and the fact that most artisanal fisherfolk operating within the productive coastal zones are migratory foreigners who hinder fish supplies and cause huge increases in the prices of fish and fishery products. In addition, trade groups such as the National Association of Artisanal Fisheries Operators and the Association of Gambian Fishing Companies, as well as fisheries associations and community-based organizations (CBOs), have inadequate organizational and administrative capacities.

2.2.3. Civil Society Overview

According to the 2011 report of the West African Association for the Development of Artisanal Fisheries (WADAF), there are 139 fisheries professional organizations (FPOs). Currently, only 27 of them are active and functioning. The remaining 112 are dormant, non-existent or inactive. Below is a description of the professional organizations that aim to provide non-governmental stakeholders with representation in The Gambia's fisheries sector governance process:

The Association of Gambian Fishing Companies (TAGFC): was formed in 1993 to serve as a body that would address the needs, problems and constraints of operators in the industrial fisheries sub-sector. TAGFC is the national association created and recognized by the GoTG to coordinate the affiliation of industrial fish-processing establishments, including facilitating access of foreign fishing vessels and Gambian fisheries resources. TAGFC has 6 affiliated fishing companies and over 20 individual members.

Gambia Artisanal Fisheries Development Association (GAMFIDA): serves as an apex body for the advancement and development of different categories of artisanal fisheries operators in the sub-sector. Twenty member-associations, with 4,000 individual members comprising artisanal fishermen, fish processors (smokers & dryers) and fish traders, are affiliated with GAMFIDA.

National Association of Artisanal Fisheries Operators (NAAFO): is a national organization created and recognized by the GoTG to coordinate the affiliations of artisanal fisheries associations countrywide. NAAFO was formed in 2002 with the purpose of defending the interests of all groups within the artisanal fisheries sector. It has 53 affiliated associations and an individual membership base of over 3,000 members comprising fishermen, fish processors (smoking & drying), fish traders, outboard engine mechanics, oyster harvesters, fish un-loaders, fish exporters and boat builders.

Community Based Sole Committees (LACOMS) were established under the umbrella of Ba Nafaa in 2011. They have exclusive use rights to sole fisheries within the sole fisheries zone – from the Atlantic shoreline and shorelines adjacent to the estuarine areas of the Gambia River to 9 nautical miles (nms) offshore – and are responsible for their local management.

National Sole Co-Management Committee (NASCOM): and its associated LACOMs, through the Community Fisheries Center Management Committees, are designated to have exclusive use rights to sole fisheries within the sole fisheries zone. Today, NAAFO, GAMFIDA and TAGFC have stakeholder representation within NASCOM.

TRY Oyster Women's Association: is a national women oyster harvesters' producer association established in 2008. TRY is responsible for coordinating the activities of oyster fishery operators within the Tanbi wetland area. It is affiliatied with 15 oyster associations and has a membership consisting of 490 middle-aged women – mostly widowed, uneducated and the breadwinners of their families – and 10 men.

It is against this legal, institutional and social background that USAID/WA funded the Ba Nafaa project.

2.3 BA NAFAA PROJECT BACKGROUND

Ba Nafaa is a five-year regional initiative supported by the USAID/WA Regional Mission with the aim to develop new models for effective governance of the artisanal fisheries sector of The Gambia, as well as to assist the GoTG to manage and develop the sector in a sustainable manner to achieve increased national socio-economic benefits. The project was awarded in May 2009 under the Sustainable Coastal Communities and Ecosystems Leader Associate Award and is implemented by URI and WWF. URI is the lead institution responsible for the overall project management and implementation. The WWF/WA, with a regional office and program located in Dakar, Senegal and a field office in The Gambia, is the primary regional and in-country implementation partner.

To implement Ba Nafaa, URI and WWF have created several partnerships, and work directly on activities with DoFish, TRY, NASCOM, TAGFC and the Water Resources Laboratory. The project also directly collaborates with Peace Corps volunteers based in Banjul.

USAID/WA initially committed $2.5 million to fund Ba Nafaa to achieve three key results related to the reform of the artisanal fisheries sector in WAMER. In early 2011, USAID/WA increased the ceiling to $3,414,566 in order to incorporate WASH and climate change adaptation components. In July – August 2012, URI requested that USAID/WA extend the project from April 2014 until April 2016, with an incremental budget of $1,983,835 for the climate change component, $430,692 for the WASH component, and $2,023,996 for a biodiversity component.

2.3.1 Ba Nafaa Project Goal

Ba Nafaa is the USAID/WA flagship project in the fisheries sector. Its goal is to support the GoTG in achieving its fisheries development objectives by contributing to the following vision:

> *Artisanal fisheries and coastal ecosystems in The Gambia and selected stocks shared with Senegal are being managed more sustainably, incorporating significant participation of fisherfolk in decision-making, and attaining improved economic benefits for both men and women involved in the market value chain.*

2.3.2 Ba Nafaa Geographic Area

The Ba Nafaa project concentrates on the marine and coastal resources and fisheries stocks shared among the Casamance, Gambia River and Saloum Delta region – an area of regionally significant biodiversity. The majority of Ba Nafaa's on-the-ground activities occur in The Gambia, where the project focuses on the artisanal nearshore fisheries along the Atlantic coastline and the estuarine and mangrove dominated portions of the Gambia River.

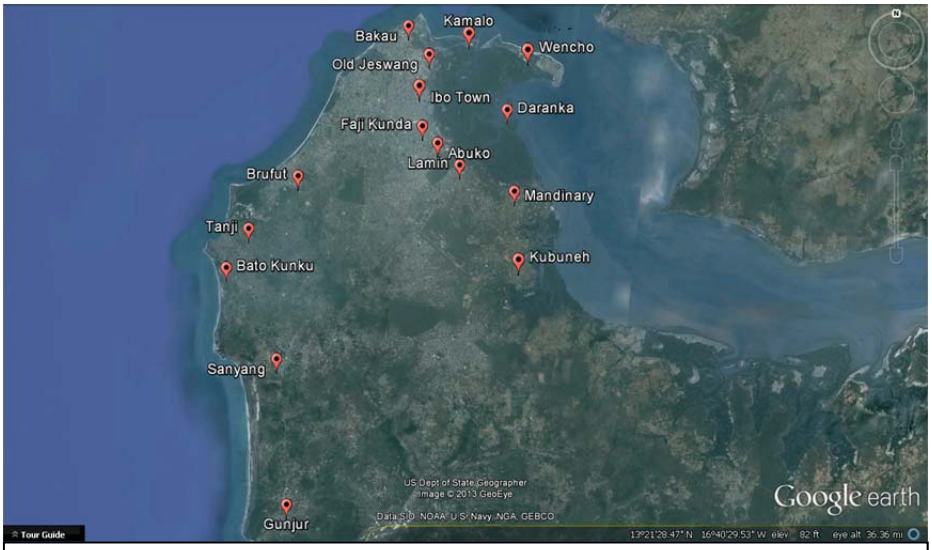


Figure 3: Ba Nafaa's Project Sites

Ba Nafaa project sites include: Old Jeshwang, Wencho, Kamalo, Bakau, Ibo Town, Daranka, Faji Kunda, Lamin, Abuko, Mandinary, Kubuneh, Brufut, Tanji, Bato Kunku, Sanyang, Gunjur, and Kartong (see Figure 3). A sister project in Senegal, the Wula Nafaa project, is working on fisheries management in the Saloum Delta and Casamance River region.

3.0 EVALUATION METHODS AND LIMITATIONS

3.1 EVALUATION METHODOLOGY

To conduct the evaluation, the team adopted a consultative, participatory and transparent approach with internal and external stakeholders and beneficiaries, based on the guidelines and best practices developed at the international level.

The evaluation was structured to collect data and information from a broad range of stakeholders and beneficiaries to ensure independence of the evaluation process, as well as

accuracy and completeness of the subsequent conclusions, lessons learned, and recommendations. To collect data, the team used a number of techniques that balance each other including: quantitative vs. qualitative data; individual vs. group responses; questionnaires; analysis of existing data, etc.

Two types of data were collected: primary (qualitative) data collected through interviews, field visits, and direct observation; and secondary (quantitative) data extracted from existing documents.

To collect qualitative data, the team conducted meetings, consultations, key informant interviews at the national and local levels, and focus group discussions with over 87 fisheries co-management stakeholders along the Gambian coast. In addition, the evaluation team conducted first-person interviews and FGDs with national and local authorities, funding donors and participants, and members of the Community Fisheries Centers (CFC), GAMFIDA, NAAFO, TAGFC, and TARUD. To conduct interviews, the team used interview guides which ensured that there was consistency across the participants interviewed and locations for interviews. A flexible structured interview guide that was used for these interviews is presented in Annex 2.

Interviews were conducted in Banjul as well as in other landing sites such as Old Jeshawang (LACOM, NASCOM and TRY), Brufut (LACOM, NASCOM, TRY and local fisheries center), and Tanji and Kartong (TRY and fisheries center/office).

Quantitative data was collected after conducting an extended, in-depth desk review of Ba Nafaa's logical framework analysis (Annex 9), on-going analyses of URI's reports and project updates, documents related to the Ba Nafaa project provided by USAID/WA, as well as other documents including, but not limited to, program description, work-plans, annual reports, PMP, and results framework. The evaluation team also analyzed DoFish's documents (fisheries strategy, fisheries policy and related documents), the Belize Toledo Institute for Development and Environment report since Belize has faced issues similar to The Gambia and has addressed overfishing through a social control approach, as well as Congress water adaptation and biodiversity earmarks (Annex 10).

Following data collection, the team categorized and coded qualitative responses from the questionnaires and FGDs. Raw data collected was compiled and tabulated on a spreadsheet that facilitated the comparison of responses. This helped to define response patterns and determine the similarity of the various responses. Through this methodology, the team was able to convert qualitative data into quantitative findings. The use of qualitative data provided greater insight about findings that are difficult to understand through quantitative data alone. This technique enabled the evaluation team to effectively summarize and compare the findings listed in the findings section and questionnaire summary (Annex 3).

For the purpose of the evaluation, the project's logical framework (Annex 9) was a valuable tool as it helped conceptualize the project and analyze the assumptions behind it. In addition, the logical framework facilitated an analysis of project inputs, direct results (outputs), and higher level outcomes and impacts, to show the logical structure of what the project is supposed to accomplish.[2]

[2] LA GRA J. 1990. Annex 9 - The logical framework. *A commodity systems assessment methodology for problem and project identification*. University of Idaho.

To measure Ba Nafaa project performance, the team addressed Ba Nafaa's theory of change, the description of a sequence of events that is expected to lead to a particular desired outcome.[3] As described in the logical framework,, performance trajectories articulate the theory of change in elements of the conceptual model over time. Since the trajectories communicate more information than targets set for some time in the future, desk research and field evaluations better enable the team to assess future project performance. [4]

Based on the analysis of the project's logic framework, the PMP, the SOW, as well as the documents provided, the team designed evaluation tools, which are included in Annexes 2, 3 and 4. The tools were discussed, ammended and approved by USAID/WA. Interviews targeted local stakeholders, e.g. fishermen, TRY participants and other program beneficiaries. More detailed interview guides were developed for the primary stakeholders who hold decision-making authority within Ba Nafaa, e.g. government officials, regional authorities, and civil society leaders. Interviews were conducted face-to-face, by Skype or telephone. During field visits, the evaluation team also conducted on-site direct observations.

The evaluation team briefed and debriefed the US Embassy and in-country stakeholders including the Minister of Fishery and Water Resources, Permanent Secretary, Director DoFish, as well as URI Project Coordinator and WWF Project Manager.

3.2 EVALUATION LIMITATIONS

The main limitations encountered during the evaluation were the low levels of understanding of the English language and low capacities to read and write among project beneficiaries.

Figure 4: Evaluation Team Conducting FGD with TRY Oyster Women's Association

The evaluation team could not conduct as many FGDs as initially planned because beneficiary understanding of the English language – the commonly spoken languages in The Gambia are Mandinga and Wolof – was considerably lower than expected, making it difficult to have a large number of FGDs. When possible, the team arranged to have interpreters familiar with Ba Nafaa project components; however, their schedules were often inflexible, and their availability limited.

To circumvent issues arising from the fewer-than-anticipated FGDs, the team increased the number of one-on-one interviews as well as the number of questions asked during these interviews.

[3] I. Vogel. 2012. Review of the use of 'Theory of Change' in International development. UK Department of International Development

[4] R. Eberhard et al. 2009. Adaptive management for water quality planning – from theory to practice. *Marine and Freshwater Research*, 60, 1189–1195.

Although the team had prepared a number of questionnaires, the low capacity of beneficiaries in rural areas to read and write made them difficult to use. In order to optimize evaluation activities, the team used participatory rural assessments (PRAs) and SWOT analyses, as well as brainstorming tools and utilized local personnel for the translation of answers into English.

Poor Internet access and mobile phone usage was another limitation that created difficulties for the team in conducting interviews with overseas stakeholder such as URI's Project Managers, and Ms. Pamela White, the US Ambassador to Haiti who was previously the US Ambassador to The Gambia.

An unscheduled national holiday on November 9, forced the team to cancel all previously scheduled stakeholder interviews and FGDs for that day. Finally, the President's cabinet meeting at the presidential village during the last week of the evaluation, limited the team's access to the Minister of Finance, previously the Minister of Water Resources and Fisheries.

4.0 FINDINGS

Overall, the evaluation team found that, given the challenging environment in which the project operates, Ba Nafaa has achieved significant results. Most of the stakeholders interviewed expressed high satisfaction with the project. Locally, project satisfaction can primarily be attributed to Ba Nafaa having increased awareness of the social and economic benefits of healthy marine, coastal, and mangrove ecosystems, resulting in healthier ecosystem management practices. Nationally, it can be attributed to the project's continuing efforts to build capacity at DoFish. Table 1 below presents a summary of Ba Nafaa's achievements.

Table 1: Summary of Ba Nafaa's Achievements
1. Approval of the Fishery Co-Management Plan for The Gambia Sole Complex in January 2012, bringing 121,245 hectares under improved management.
2. Approval of the Cockle and Oyster Fishery Co-Management Plan for the Tanbi Wetlands National Park Special Management Area in January 2012, bringing 6,304 ha under improved management.
3. Helped establish management committees, including LASCOMS and NASCOM, which are are actively participating in planning processes since 2009. NASCOM is legally registered.
4. Helped establish an agreement with the Marine Stewardship Council on accelerated movement towards international certification of sustainable Gambian sole fisheries products.
5. Because of Ba Nafaa's efforts, the German company Kaufland Seafoods conducted a marketing campaign in Europe in 2011 to raise funds to support the development of sustainable seafood from The Gambia, and donated 50,000 euros to NASCOM.
6. Assisted TRY with establishing Community Management Committees, which are actively participating in planning processes.
7. Helped organize TRY Annual Oyster Festival outreach and fundraising events in 2011 and 2012, which attended by more than 250 non-TRY participants, including the US Ambassador and the President of The Gambia. These events raised 100,000 Gambian dalasi (GMD), funded 20 scholarships for girls, and significantly increased awareness of efforts to sustainably manage

Table 1: Summary of Ba Nafaa's Achievements
the oyster fishery.
8. Provided mangrove training, which increased TRY's awareness about the importance of healthy mangrove ecosystem management. As a result, TRY re-forestated 2.5 ha of mangroves in Kartong and 6.7 ha in other TRY communities with Global Environment Facility (GEF) funding.
9. Led to TRY being selected as a UNDP Equator Prize winner in 2012 for its project Conservation and sustainable management of the mangrove ecosystem of the TANBI National park and periphery communities.
10. Hosted the first Bilateral Fisher Level Co-Management Workshop for The Gambia and Senegal was held in May 2012 and was praised by all participants.
11. Conducted regional workshop to build awareness of climate change issues in fisheries and Marine Protected Areas (MPAs) and to outline strategies for incorporating these issues into fisheries and marine conservation decision-making in Senegal in 2011.
12. Installed energy-efficient oyster smoking oven, with technology transferred from Senegal, at the centrally located Kamalo oyster harvesting/processing site.

Currently, major Ba Nafaa efforts are directed towards co-management and capacity building with a long-term goal of sustainability. Therefore, the evaluation primarily focused on Ba Nafaa's: 1) capacity building among stakeholders; 2) ecosystem-based management; 3) gender empowerment; 4) mangrove ecosystem management practices; 5) participation of local stakeholders in the co-management process; 6) sole and oyster and cockle fishery co-management plans; and 7) WAMER management. Below, we present team's findings, arranged by the questions posed in the SOW.

A. To what extent has the project met targeted objectives and outcomes, and what changes in strategy and efforts are required to improve project performance from a biological as well as social perspective? What biological and social intermediate results has the project had to date on the conservation and management of WAMER?

At the time of this mid-term evaluation, Ba Nafaa's Achieved Results met or exceeded most of its Adjusted Life of Project (LOP) targets, as shown in Table 2 below.

Table 2: Ba Nafaa Achieved Results and Adjusted Life of Project Targets					
	Indicator	Achieved Results			Adjusted LOP Targets
IR 1 Strategies to increase social and economic benefits to artisanal fishing communities, and otherwise create incentives for a sustainable fisheries agenda in the WAMER identified, tested and applied.					
1	Number of businesses economically benefiting[1]	50	250	122	125
2	No persons receiving economic assistance packages (assets, grants, training, etc.)[1]	500	250	157	220
3	Number of people with improved access to loan capital (e.g. benefiting from new or strengthened savings & credit associations) [1]	50	250	122	115

W1	Number of persons with improved access to water and sanitation facilities	0	56,000
W2	Number of persons receiving Participatory Hygiene and Sanitation Transformation (PHAST) Training.	0	280
W3	Number of persons receiving training and outreach messages on hygiene promotion	0	6,000
W4	Community water and sanitation committees established and trained with program assistance	0	7
IR 2 Institutional capacity strengthened at all levels of governance to implement an ecosystem-based, co-management approach to sustainable fisheries, and to prevent overfishing			
4	Number of govt. agencies or management bodies strengthened or created	19	13
5	Number of government personnel, community leaders and private sector stakeholders trained in NRM.	917	200
6	Improvements on a governance scorecard covering, goals, constituencies, commitment and capacity dimensions, including measures that legislation and regulations are being implemented and complied with, and budgetary investments by government in fisheries management	Qualitative increases on score card criteria	Qualitative increases on score card criteria
7	Number of fishermen and women with collective or individual use rights (collective quotas or territorial use rights, saleable licenses)	810	600
8	Number of stakeholders participating in regional meetings and/or exchange visits	237	130
9	Number of workshops/meetings on policy reform for the artisanal fisheries sector held between Senegal and the Gambia	4	6
10	Number of reports documenting transboundary issues and alternative solutions	4	4
11	Number of policies laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance.	2	2
C1	Number of climate vulnerability assessments conducted as a result of USG assistance	1	1
C2	Number of stakeholders using climate information in their decision making as a result of USG assistance	44	30
C3	Number of institutions with improved capacity to address climate change issues as a result of USG assistance	18	8
IR 3 Nursery areas and spawning areas for critical life stages of commercially important species and for associated marine turtles and mammals are protected; and **IR 4** Strategies to overcome unsustainable and destructive marine resource use practices that threaten biodiversity conservation in the West Africa Marine Ecoregion (WAMER) identified tested and applied			
12	Hectares in areas of biological significance under improved management: • Hectares covered by the fisheries management plan defined as the range of fishing fleets targeting these species • Oyster fishery estuarine and mangrove areas designated and allocated as community managed zones, including no-take areas	a) 121,245 ha b) 6304 ha	a) Sole = 12nm seaward = 158,332 ha b) Oyster = Tanbi wetlands 6000 ha
IR 4 Strategies to overcome unsustainable and destructive marine resource use practices that threaten biodiversity conservation in the West Africa Marine Ecoregion (WAMER) identified tested and applied			
16	Number of vessels registered/licensed	1,000	1,000 sole artisanal vessels
GOAL			
17	Hectares under effective management (Key biological reference points in the FMPs for, sole, oyster)	No targets but progress towards BRPs tracked.	No targets but progress towards BRPs tracked.

[1] Indicators 1, 2, & 3 are split by Fiscal Year. Column 1 is FY10, Column 2 is FY11, and Column 3 is FY12. We did this since beneficiaries receive repeated financial assistance and there is uncertainty about an accurate three year total.

Achieved Results are the aggregate totals from Ba Nafaa Annual Reports Years 1, 2, & 3. Adjusted LOP Targets came from the Project Briefing provided by URI-WWF.

Stakeholder responses, as shown in Table 3 below, express similar satisfaction among four targets, each of which overlaps with the abovementioned indicators: 1) co-management plan; 2) DoFish capacity building; 3) gender empowerment; and 4) stakeholder awareness in ecosystem management.

Table 3: Percentage of Stakeholders by Stated Reasons for their Satisfaction with Ba Nafaa Project Targets

Ba Nafaa Project Target	Percentage of stakeholders
Co-management plan	35%
DoFish capacity building	15%
Gender empowerment	50%
Stakeholder awareness in ecosystem management	45%

1) Co-Management Plan: The co-management plan, along with the roles it provides to all stakeholders, lies at the core of Ba Nava's programming. Co-management is a partnership arrangement in which governments, communities, external agents, fisheries, and coastal resource stakeholders share the responsibility and authority for decision-making and management of a fishery.[5]

Ba Nafaa helped establish three co-management institutions, each of which maintains distinct roles and responsibilities within its co-management plan. These institutions include: 1) NASCOM, which is a legally registered institution and serves as an intermediary and representative body with GAMFIDA, NAAFO, and TAGFC representatives, for national and local co-management stakeholders; 2) LACOMs, which serve as the community-driven local stakeholder representative of the NASCOM unit; and 3) TRY, which is a local women oyster harvesters and producers association.

Additionally, Ba Nafaa has helped create fishing-specific co-management plans, such as those for sole and cockle and oysters. The sole and cockle and oyster co-management plans have all met their targeted objectives and have all been approved by the national government. Examples include:

- The Fishery Co-Management Plan for The Gambia Sole Complex, which grants NASCOM with exclusive use rights to the fishing of sole within the 121,245 ha zone and specifies a seasonal closure for all fishing within 1 nautical mile (nm) of the coastline from May 1 through October 31. The plan also includes a minimum fish size, minimum mesh size, and prohibition on the use of drift nets for the mouth of the Gambia River.
- The Oyster and Cockle Fishery Co-Management Plan for the Tanbi Special Management Area, which grants TRY with exclusive use rights within 6,304 ha. The plan also

[5] Pomeroy, R. (1999). Devolution and fisheries Co-management. Paper presented at Workshop on Collective Action, Property Rights, and Devolution of Natural Resource Management, Puerto Azul, the Philippines, 21-25 June.

specifies an extended closed season from July to February to allow oysters to grow larger before harvesting, and identifies gear restrictions to reduce the damage to mangroves during harvesting.

Respondents who viewed these co-management plans favorably expressed satisfaction with local stakeholders' direct contribution to the broader fisheries management decision-making process. Those who viewed co-management favorably also stated that exclusive user rights mentioned above have empowered them to make their own local decisions in the participatory fisheries co-management process established through Ba Nafaa.

Indicators affected by the co-management plan in Table 2 above are: 4, 5, 6, 7, 8, 9, 10, and 11.

2) DoFish Capacity Building: Ba Nafaa has succeeded in helping DoFish strengthen its internal technical capacity. With Ba Nafaa's efforts, 19 personnel from DoFish and other stakeholder institutions attended 6 courses offered by the URI Summer Institute, including: 1) Coastal Adaptation to Climate Change; 2) Water Quality and Shellfish Sanitation; 3) Fish Stock Assessment; 4) Population; 5) Health Environment; and 6) Fisheries Leadership. In addition, two DoFish staff attended DoFish-Nigeria trainings in September 2012, with another currently ongoing.

When compared to the LOP targets, each of the project targets has been exceeded. The number of government agencies or management bodies strengthened or created is 19 and its LOP target is 13. The number of government personnel, community leaders and private sector stakeholders trained in natural resource management (NRM) is 917 and its LOP target is 200. Improvements on the sole and oyster fisheries governance scorecard, included in Table 4 below, have also increased for co-management plans for First and Second Order outcomes. In Ba Nafaa, First Order outcomes are the institutional and societal conditions that must be present if an ecosystem-based initiative is to succeed in executing a sustained plan of action designed to influence the course of events in a coastal ecosystem. Second Order outcomes are evidence of the successful implementation of an ecosystem management program[6].

Table 4: Governance Scorecards

	Oyster Fishery Outcomes		Sole Fishery Outcomes	
	2009	2012	2009	2012
1st Order	11	33	14	36-37
2nd Order	10-12	35	14	32-37

55% of key stakeholders interviewed stated that Ba Nafaa has helped strengthen the technical capacity of DoFish. However, 45% of them believed that DoFish's institutional capacity to contribute to the planned co-management governance arrangement is not effective. These respondents expect DoFish to make informed decisions, provide staff to visit fish landing sites, and have leadership who is and stays familiar with co-management regulations. However, according to them, DoFish is not yet able to perform all of these functions due to a number of constraints, including: lack of resources, which causes the department to be understaffed; frequent staff turnover; and lack of regular leadership. These issues will be further discussed in

[6] UNEP/GPA (2006). Ecosystem-based management: Markers for assessing progress. UNEP/GPA, The Hague.

the section on constraints and challenges. All respondents who discussed DoFish's limitations stated that the co-management plans would be more effective if DoFish was also more effective.

Indicators affected by DoFish capacity building in Table 2 above are: 4, 5, 6, and C3.

3) Gender Empowerment: Ba Nafaa has facilitated and strengthened gender empowerment through its support of TRY and its incorporation of women into WASH management committees. Ba Nafaa supports the efforts of TRY to empower women and promote gender equality. For example, through the mid-term, women comprised more than 900 out of the 1,300 total participants trained at various in-country and regional events. Ba Nafaa offered literacy classes for TRY members in 3 communities as well as workshops on basic financial and small business management and access to credit. Ba Nafaa also provided TRY with an institutional strengthening grant to establish a broad training and support program for its members. Thus far, TRY has provided training in basic financial and small-business management, and access to credit to 250 members. TRY also provides access to credit and savings, which contributes to alternative livelihoods during the closed harvesting season. Ba Nafaa and TRY oversaw a technology transfer from Senegal to install an energy efficient oyster-smoking oven at the centrally located Kamalo oyster harvesting/processing site. In 2012, TRY was selected as a UNDP Equator Prize winner for its project "Conservation and sustainable management of the mangrove ecosystem of the Tanbi National Park and periphery communities."

Figure 5: Fish Drying at Brufut Landing Site

The ecosystem-friendly oyster harvesting practices promoted by Ba Nafaa have greatly benefited TRY members, and strengthened the organization. The project and TRY have strengthened one-another by implementing Ba Nafaa's project goal, "*incorporating significant participation of fisherfolk in decision-making, and attaining improved economic benefits for both men and women involved in the market value chain.*" Prior to Ba Nafaa, TRY harvesting occurred every month; now it occurs only four months per year from March to July. In year three, because of Ba Nafaa's efforts, TRY also planted 33.5 ha of mangroves. Before Ba Nafaa, the association did not plant any mangroves.

As a result of Ba Nafaa support, women's participation in other Ba Nafaa-assisted organizations, such as Brufut and Old Jeshwang WASH Management Committees, has greatly increased. These applied participatory, ecosystem-based co-management approaches have drawn women processors and fishmongers into the co-management institutions.

Indicators affected by gender empowerment shown in Table 2 above are: 1, 2, 3, 5, 7, 8, 12, and17.

4) Stakeholder Awareness in Ecosystem Management: The final targeted objective mentioned by respondents surveyed is satisfaction of stakeholder awareness. Over 45% of respondents feel strongly that Ba Nafaa has been very successful, biologically and socially, in

raising stakeholders' awareness of the economic and social benefits of healthy ecosystem management. Key stakeholders interviewed highlighted the economic benefits of the following initiatives:

1. A 4-month oyster harvesting seasons, which allows beneficiaries to sell more and higher quality oysters.
2. GEF funding for the re-forestation of 2.5 ha of mangroves in Kartong and 6.7 ha in other TRY communities.
3. Granting NASCOM and its associated LACOMs, exclusive use rights to sole fishing through the CFC Management Committees.
4. Granting TRY exclusive use rights to cockle and oyster fishing.

Indicators affected by stakeholder awareness in ecosystem management shown in Table 2 are: 5, 8, 9, and 16.

5) WASH: The WASH component of Ba Nafaa only began on December 13, 2011; therefore, it was not included in this evaluation. However, prior to the evaluation, a WASH needs assessment of 16 fisheries landing sites and oyster and cockle harvesting/processing sites was conducted. The needs assessment resulted in the prioritization of six sites with expected results to include landing sites with trained personnel, the creation of community and management committees, implementation of signed management plans, and WASH facility operation and management being handed over to local communities.

Indicators affected by WASH activities shown in Table 1 under IR 1 are: W1, W2, W3 and W4.

6) WAMER Management: Based on the achieved results compared to the LOP, most of the biological and social intermediate results of WAMER conservation and management have been exceeded or are nearing expectations. For example, the number of businesses benefitting economically from the project has exceeded its LOP of 125; the number of individuals receiving economic assistance packages has exceeded its LOP of 220; the number of people with improved access to loan capital has exceeded its LOP of 115; the number of sole artisanal vessels registered/licensed is equal to its LOP of 1,000; and hectares of areas of biological significance under improved management for sole is below its LOP 158,332 ha, while that for oyster is exceeding its LOP of 6000 ha.

Indicators affected by WAMER Management activities shown in Table 2 under IR 1 and IR 4 are: 1, 2, 3, 12, and 16.

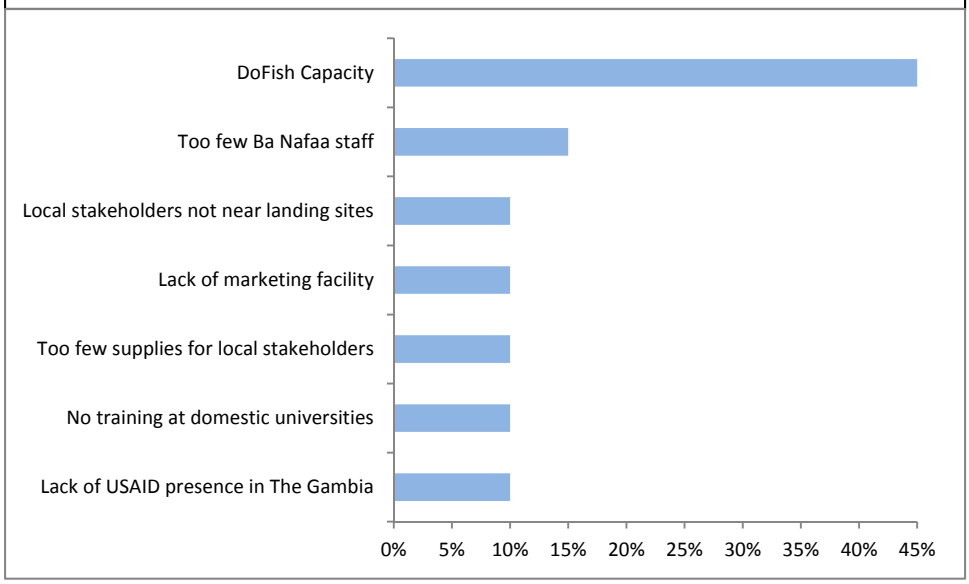
Changes in Strategy: As discussed earlier, the indicators suggest that capacity building within DoFish, especially technical capacity, exceeds expectations, while its current co-management abilities are a primary project constraint. However, because co-management is a governance arrangement, the individual skills developed through technical trainings provided by Ba Nafaa, which increase DoFish's technical capacity, do not improve its institutional abilities to co-manage the fisheries governance process. Therefore, it is suggested that, as a change in strategy, Ba Nafaa engages with other national level stakeholders to participate in the co-management arrangement to reduce DoFish's institutional limitations and provide another voice in the governance process.

B. What major challenges and constraints have the Ba Nafaa project faced, and how can these be addressed to facilitate implementation?

Based on interviews with stakeholders, the evaluation team identified a number of challenges and constraints (see Figure 6). The major challenges and constraints that Ba Nafaa has faced include: 1) weak GoTG institutional capacities (from the lengthy time to implement legislation to DoFish's weak institutional capacities); 2) the small number of Ba Nafaa's staff to handle an expanding project; and 3) infrastructure deficiencies.

1. To enact a regulation in The Gambia, a Minister must first gazette (promulgate) a plan for public notice. Ba Nafaa is waiting for the Minister, who took office on November 5, 2012, to gazette both sole and oyster fisheries co-management plans. Even though some communities are already complying with certain elements in these plans, such as the 1 nm seasonal closure of the entire Atlantic coast of The Gambia beginning on May 1, 2012 (see Figure 7), violations of them can not be punished until the plans are promulgated and enforced by authorities. This situation demonstrates Ba Nafaa's current primary challenge.

Figure 6: Percentage of Individual Stakeholders Interviewed by Stated Specific Constraints



2. DoFish's weak institutional capacity to effectively co-manage, due to a lack of human and financial resources, poor leadership, and regular staff turnover, is another major challenge to Ba Nafaa. Of survey respondents who indicated that DoFish has weak capacity, 56% stated that ministerial turnover within DoFish causes policy delays (as described above) and contributes to poor institutional development – both of which negatively impact Ba Nafaa.

Figure 7: One nautical mile boundary for sole co-management plan

3. The small number of Ba Nafaa staff available to handle the expanding project represents

another key constraint. For example, only two Ba Nafaa staff members administer the $759,126 WASH add-on component, which includes objectives to improve the water supply and sanitation at seven public fisheries landing/processing facilities throughout The Gambia.

4. The lack of adequate infrastructure in The Gambia is a challenge for local Ba Nafaa beneficiaries who must travel to landing sites and to markets to sell their products. For example, TRY members often travel 20-30 miles to markets where they can sell their oysters. Many beneficiaries mentioned their desire for a physical marketing facility to sell products, as currently no such locations exist. Local stakeholders interviewed also discussed their need for more fishing equipment, such as boats to harvest oysters. Additionally, three separate focus groups expressed the same concern about the lack of supplies and transportation to landing sites and markets.

Other constraints include:

The lack of technical fisheries management courses at Gambian universities, which weakens fisheries and ecosystem management awareness for all stakeholders. Key informants interviewed suggested that domestic universities should build their curriculum to include fisheries related courses. Currently, there is discussion about building a fisheries-related academic discipline, but it has yet to be finalized.

Finally, USAID does not currently have a presence in The Gambia. 10% percent of those interviewed commented that USAID's lack of presence limits their ability to quickly rectify administrative and project concerns, and suggested that Ba Nafaa would benefit from frequent communication with USAID officials.

C. Have URI and DoFish's efforts to promote the importance of the ecosystem based, co-management approach been successful? If so, is there potential for expansion/replication?

The efforts of URI and DoFish to promote the importance of the ecosystem based co-management approach have been successful, as shown by both the sole and oyster co-management plans which allocate property rights over fisheries resources and designate special management areas for the purpose of community-based co-management in the interest of conservation, management and sustainable utilization of fisheries resources. Key stakeholders interviewed highlighted Ba Nafaa's continued contribution to TRY's success, especially the technical training for oyster harvesting, mangrove restoration and financial support, as an example of how URI and DoFish's efforts have been effective in promoting the ecosystem based co-management approach.

During two FGDs, participants discussed the importance of this approach because it allows co-management to circumvent poor authority and enables a stakeholder group to be responsible for fisheries management. For example, participants from the NASCOM focus group indicated that they have used their local knowledge of fish migration patterns to contribute to successful management plans. LACOM Old Jeshwang focus group participants were happy with LACOM's role in co-management because they now have local authority for exclusive rights to sole fishery within the sole fisheries zone. Additionally, Ba Nafaa established local property rights over fisheries resources and delegated their authority for the responsible and sustained management and conservation. Participants also stated that prior to Ba Nafaa, resource co-management had not existed.

Stakeholders also commented on the social objectives for the sole, and cockle and oyster co-management plans. Sole co-management plan social objectives include: increased safety at sea; reductions in conflict between fishermen; increased compliance; capacity building; education and training for fishermen; and behavioral changes to act responsibly. Oyster co-management plan social objectives include: strengthening of community participation in planning, implementation and decision-making for the rational and sustainable use and management of the oyster and cockle resources.

Overall, 85% of stakeholders interviewed stated that the URI and DoFish ecosystem based, co-management approach has been very successful and that this success should be an incentive for expansion and replication.

Expansion/Replication

The NEA's Coastal and Marine Environment Working Group currently includes representatives from the departments of fisheries, forestry, physical planning, parks and wildlife, local authorities, tourism authority, and ports authority. This group provides Ba Nafaa with another organization to facilitate expansion/replication of the ecosystem-based co-management approach. This functioning working group enables parties to discuss differences of environmental opinions and coordinate efforts.

Within DoFish, institutional and resource constraints, discussed earlier, limit its ability to expand environmental based co-management beyond the current geographic area. However, NASCOM, LACOMs, and TRY are not hindered by the same institutional constraints. Therefore, they are more able to expand or replicate their roles within co-management.

D. In what ways is the Ba Nafaa project integrating the principles outlined by the program description? Are there areas for improvement or expansion?

According to the program description, the goal of Ba Nafaa is to support the GoTG in achieving its fisheries development objectives by contributing to the following vision:

> *Artisanal fisheries and coastal ecosystems in The Gambia and selected stocks shared with Senegal are being managed more sustainably, incorporating significant participation of fisherfolk in decision-making, and attaining improved economic benefits for both men and women involved in the market value chain.*

The policy objectives of the fisheries sector are linked to key national development objectives that include: increased food self-sufficiency and security; a healthy population; enhanced employment opportunities for nationals; increased revenue generation and foreign exchange earnings; and the attainment of national social and economic development.

Ba Nafaa has made a significant contribution to the broader health and well-being of the Gambian people. Below are some of the project's results:

1. Ba Nafaa has completed a WASH needs assessment to prioritize 6 fish landing/oyster harvesting sites for project assistance.
2. NASCOM received in 2012 a €50,000 donation from the German company Kaufland for the development of a Marine Stewardship Council eco-label for sole fishery in The Gambia.

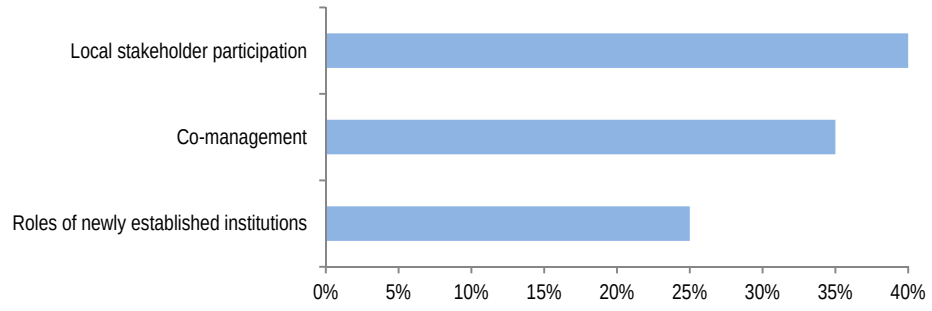
3. In 2010, 2011, and 2012, there were 50, 250, and 122 businesses, respectively, benefiting economically from Ba Nafaa in terms of improvements in facility infrastructure, product quality, packaging and labeling, training and certification in HACCP.
4. In 2010, 2011, and 2012, there were 500, 250, and 157 people, respectively, receiving economic assistance packages from Ba Nafaa such as assets, grants, and training.
5. In 2010, 2011, and 2012, there were 50, 250, and 122 people, respectively, with improved access to loan capital and benefiting from new or strengthened savings and credit associations.

As discussed earlier, 50% of stakeholders interviewed stated gender empowerment as a targeted objective, 35% stated the role of co-management to enable local stakeholders' direct contribution to the fisheries management decision-making process, and 45% stated stakeholder awareness in ecosystem management for the economic and social benefits. These responses demonstrate how Ba Nafaa integrated the principles outlined by the program description.

E. How is the project achieving results at the different levels of governance to promote sustainable fisheries and to prevent overfishing?

As a partnership arrangement, Ba Nafaa enables all stakeholders involved in the project to contribute to the decision-making process. Answering the question of whether Ba Nafaa is achieving results at different levels of governance, stakeholders mentioned that it is at various organizational governance levels: local stakeholder participation, the co-management's governance structure, and the roles of newly established organizations. Responses to this question are shown in Figure 8 below.

Figure 8: Percentage of Individual Stakeholders Interviewed by Stated Specific Reasons for Ba Nafaa Project Achieving Results



This question was asked to stakeholders in an open-ended format. All responses shown in Figure 8 are those mentioned independently by interviewees during the course of conversations and do not imply that the opposite are responses. For example, 35% of respondents recognize that co-management's governance structure and foundation enables Ba Nafaa to achieve results at different governance levels. This number does not indicate that 65% are unsatisfied with co-management, rather they independently realize the benefits it produces for stakeholders.

Many respondents in the above table recognize that the co-management foundation and governance structure enable Ba Nafaa to achieve results at different governance levels especially because they allow local level stakeholders to have authority within their own jurisdictions. DoFish officials, the TRY President, and NEA staff expressed their belief that Ba

Nafaa's local level participation contributes to project results. For example, it enables local fisherfolk to apply local existing knowledge of critical spawning areas in order to create mappings for fisheries management.

The roles of TRY, NASCOM, and LACOMs have also helped achieve project results. TRY was trained by Ba Nafaa in economic and healthy ecosystem management practices and has created a sense of social well being because members now learn from one-another about how to improve their livelihoods. Ba Nafaa created an enabling environment for NASCOM and LACOMs to work together and share responsibilities with one-another and with DoFish in the development of a co-management strategy and in the overall co-management process.

The private sector further helps achieve Ba Nafaa's results at the various levels of governance because, by working with local, national, and multinational stakeholders, it strengthens value chains and revenue generating activities. For example, an agreement between NASCOM and German company Kaufland Seafood, which aims to improve the fisheries value chain to develop exportable Gambian products, includes a €50,000 donation to support the development of a Marine Stewardship Council eco-label for sole fishery and sustainable seafood in The Gambia. The donation, the result of a marketing campaign conducted in Europe in 2011 by Kaufland Seafoods, has enabled Ba Nafaa stakeholders to upgrade their current practices with icebox fish refrigeration.

F. Is the information produced by URI being utilized by government and fishers' organizations to promote bilateral dialogue and regional harmonization of artisanal fisheries governance?

In 1982, the Governments of the Senegal and The Gambia entered into a reciprocal fishing agreement on maritime fisheries and have since conducted regular bilateral meetings every two years, although without the participation of individuals from the fisheries industry. URI contributed to this bilateral dialogue by hosting a regional forum for all fisheries stakeholders, including artisanal fisheries, from Senegal and The Gambia. Additionally, URI held one bilateral stakeholder workshop from April 10 – 11, 2012, the Bilateral (Gambia/Senegal) Workshop on Artisanal Fisheries Co-Management, which was attended by 44 participants.

URI, along with WWF-WAMER, convened a regional harmonization workshop to focus on building awareness among fisheries and MPAs regarding climate change issues and to develop strategies for incorporating them into fisheries and marine conservation decision-making. The workshop was held in Senegal from March 22 – 25, 2011, and was attended by representatives from each of the seven countries of the Commission Sous-Régionale des Pêches (CSRP), including Cape Verde, The Gambia, Guinea, Guinea Bissau, Mauritania, Senegal and Sierra Leone. The objectives of the workshop included:

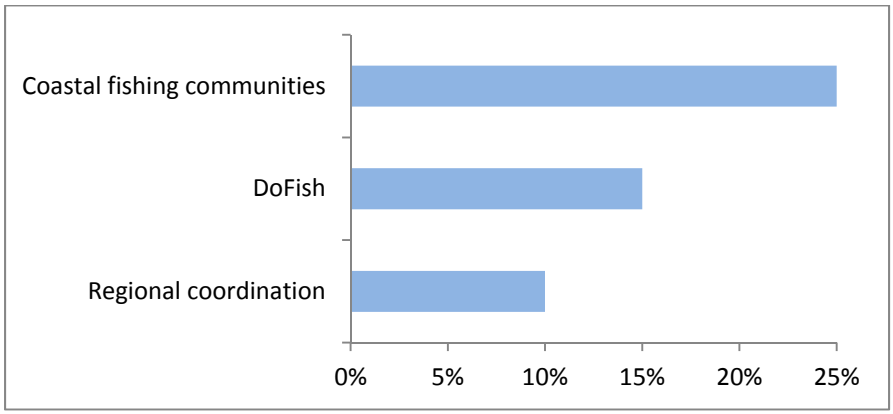
1. Consolidation of information on regional climate change initiatives in coastal areas and marine ecosystems.
2. Assessment of climate change issues affecting artisanal fishing communities and marine ecosystems and discussions of actions taken to date by each CSRP country. Identification of similarities of key issues and responses across countries.
3. Identification of needs and opportunities for mainstreaming adaptation considerations and actions into national, sub-national and artisanal (local) level strategies and initiatives.
4. Definition of a follow-up plan of action.

In addition, URI proposed to draft a cabinet paper following a report, *Comparative Cost Study on Sole Fish: The Gambia and Senegal*, which examined the competitiveness, profitability and sustainability of the Gambian fish processing industry. According to Ba Nafaa's Year 3 Annual Report, "drafting of a Cabinet Paper in The Gambia is the next action to be undertaken." However, when asked about the status and knowledge of the cabinet paper, the DoFish Director was not aware of it.

G. With respect to the threats and opportunities facing conservation and sustainable management of the WAMER, are there any critical human and institutional capacity gaps the Ba Nafaa project is not targeting?

Ba Nafaa regularly targets the critical human and institutional capacity gaps facing conservation and sustainable management of the WAMER. However, when asked about any gaps that Ba Nafaa is not targeting, key stakeholders interviewed identified three areas that need improvement (as shown in Figure 9): capacity building of coastal fishing communities (25%); capacity building of DoFish (15%); and regional coordination (10%). As DoFish's capacity building is already discussed, this section will focus on the critical human and institutional capacity building needs for coastal fishing communities and regional coordination.

Figure 9: Percentage of Individual Stakeholders Interviewed by Stated Specific Threats and Opportunities to WAMER



Currently, the critical human capacity gaps of coastal fishing communities include their role in co-management, fisheries hygiene and sanitation, and reporting of fish catches. Interviewees explained that improvements to coastal communities' capacities would strengthen the fisheries sector and civil society in The Gambia as a whole.

Additionally, there is a need for improved institutional information sharing and integration of data at the regional level among Mauritania, Senegal, The Gambia, Cape Verde, Guinea Bissau, and Guinea. For example, all WAMER countries must collaborate because the common threats that they face, such as fuel prices, types of nets, and minimum gear size, require common solutions.

H. Can the efficiency and effectiveness of the project be improved? Is the significant cost of acquiring data for management (for example, human and migratory fish surveys) an appropriate investment? What are your suggestions?

Responses to these questions were fairly uniform; 65% of all respondents believe that improving Ba Nafaa's efficiency and effectiveness, specifically regarding methods for acquiring data and data management, will strengthen the program because overall, it will yield better decisions for project management. Stakeholder responses regarding this question included:

1. Having data and quality information is important for informed management decisions.
2. Methods for acquiring data and data management are an appropriate investment because there is currently very little data in The Gambia regarding the number of fish caught, fish species, fish landings and the number of boats landing at a given site per day.
3. Improved data management will enable fisheries management to exercise prudent foresight in order to avoid unacceptable or undesirable situations. Especially, due to the fact that changes in fisheries systems happen very slowly, are difficult to control, not well understood, and subject to change based on the environment and human values, improved data management is very important.[7]

Potential limitations to acquiring more data are the human resource and financial costs. Of those interviewed, the 31% who stated that improved data management strengthens the project, also commented that the costs of acquiring such data, including financial costs and the difficulty of requisite data collection training at DoFish, are too high for Ba Nafaa to accomplish.

I. To what extent the processes, systems, and capacity improvements being put in place by Ba Nafaa are conducive to project sustainability? What is a reasonable time frame to consider in planning for sustainability of the fisheries improved management plans, conservation of the WAMER, and eventually the overall impact?

Ba Nafaa has successfully established participatory ecosystem-based co-management planning processes and institutional capacity building that has led to sole and cockle and oyster co-management plans. The process initiated by the project, together with fisheries stakeholders in The Gambia, is significant because it has created the enabling conditions for successful implementation of the co-management plans, especially with regards to adaptive management. The two co-management plans have been described in the earlier sections of the report.

65% of stakeholders interviewed recognized co-management's significance in promoting sustainable fisheries. NASCOM and LACOMs involvement in the decision-making process described above has contributed to the co-management processes. Through Ba Nafaa, NASCOM is supported by co-management existence and relationships among civil society groups, including the Trust Agency for Rural Development (TARUD), GAMFIDA, TRY, NASCOM, and LACOM.

TRY's livelihood practices, established through Ba Nafaa, will also serve as a driver for project sustainability. TRY serves as a livelihood unifying organization for women, who are a marginalized group within fisheries co-management. Its unified livelihood development provides an outlet through which beneficiaries can learn as a group, promoting greater levels of self-confidence, and can access microfinance opportunities, which contribute to alternative livelihoods during the closed oyster harvesting season. During two TRY FGDs, participants discussed how training in microfinance, borrowing and repaying loans, making soap, and

[7] Food and Agricultural Organization. Precautionary Approach to Capture Fisheries and Species Introductions. 1996

investing in other commodities for sale including firewood, corn, and charcoal, contribute to their wellbeing.

Private sector integration has also aided fisheries in selling their products to larger companies, another positive development of Ba Nafaa. USAID provided a seed grant to TRY to conduct a hotel and restaurant survey in order to determine new market expansion opportunities. TRY staff and a Peace Corps Volunteer developed the survey, with input from the USAID/Ba Nafaa team, administered it in August 2012, and is currently waiting for the next step in the process.

Timeframe for Sustainability

75% of survey respondents stated that in order to further improve fisheries management plans, conservation of WAMER, and overall impact, Ba Nafaa would need, from the date it ends on May 1, 2014, an additional 5 -10 years to achieve fisheries improvement. Based on the timeframe mentioned by respondents for continuing Ba Nafaa's activities, the establishment of three new instititutions (NASCOM, TRY and LACOMs), and weak capacity at DoFish, the evaluation team recommends that the project be continued for 4-5 years to ensure sustainability and to strengthen and better define each organization's role in the ecosystem based, co-management plan.

J. Are funds being implemented consistently with the requirements of Congressional water, adaptation and biodiversity earmarks?

Ba Nafaa matches Congressional water earmark requirements and for each criterion, the US Government definition is numbered and followed by an explanation in bullet point format:

1. An activity must state as a primary or secondary objective increased access to drinking water supply or sanitation services, better quality of those services, and/or hygiene promotion. The objective may correspond to either direct or indirect support, but it must make explicit the linkage to drinking water supply, sanitation or hygiene outcomes.
    a. WASH activities have a stated objective to improve water supply and sanitation at approximately seven public fisheries landing/processing facilities, including oyster harvesting/processing sites.

Figure 10: WASH Training at Brufut Landing Site

2. Activities must identify objectively verifiable indicators and targets that track progress towards the identified drinking water supply, sanitation, and/or hygiene objective.
    a. Objectively verifiable indicators and targets that track progress towards the identified drinking water supply, sanitation, and/or hygiene objective are: 1)

improved access to water and sanitation facilities; 2) number of persons receiving Participatory Hygiene and Sanitation Transformation (PHAST) Training; 3) number of persons receiving training and outreach messages on hygiene promotion; and 4) community water and sanitation committees established and trained with program assistance.

3. In programs that include both earmark eligible and non-eligible activities, funding may be attributed to the earmark only in proportion to the activity's support of the earmark definitions provided here.
    a. Ba Nafaa includes both earmark eligible and non-eligible activities. At the time of the mid-term evaluation, WASH activities have received funding of $759,126 for the above WASH objective.

Ba Nafaa matches Congressional adaptation earmark requirements:

1. Program/activity must have climate change adaptation pillar funding and not be attributed to any other initiative.
    a. For Years 2 and 3, Ba Nafaa includes climate change adaptation pillar funding of $155,440, which is attributed to climate change and any other initiative.
2. Program/activity has the explicit objective of reducing vulnerability of human or natural systems to the impacts of climate change and climate-related risks.
    a. The goal of the USAID/Ba Nafaa project is to support the GoTG in achieving its fisheries development objectives by contributing to the following vision: Artisanal fisheries and coastal ecosystems in The Gambia and selected stocks shared with Senegal are being managed more sustainably, incorporating significant participation of fisherfolk in decision-making, and attaining improved economic benefits for both men and women involved in the market value chain.
3. Program/activity monitors its impact using one or more USAID climate change indicators, at least one of which must be a standard indicator.
    a. Climate change indicators that monitor Ba Nafaa project impact are: a) number of climate vulnerability assessments conducted as a result of US Governmnet (USG) assistance; 2) number of stakeholders using climate information in their decision making as a result of USG assistance; and 3) number of institutions with improved capacity to address climate change issues as a result of USG assistance.
4. Program/activity reduces or supports the reduction of vulnerability of human or natural systems to the impacts of climate change and climate-related risks.
    a. Ba Nafaa reduces and supports the reduction of vulnerability of human or natural systems to the impacts of climate change and climate-related risks.

Ba Nafaa matches Congressional biodiversity earmark requirements:

1. The program must have an explicit biodiversity objective, it is not enough to have biodiversity conservation result as a positive externality from another program.
    a. The goal of the USAID/Ba Nafaa project is to support the GoTG in achieving its fisheries development objectives by contributing to the following vision: Artisanal fisheries and coastal ecosystems in The Gambia and selected stocks shared with Senegal are being managed more sustainably, incorporating significant participation of fisherfolk in decision-making, and attaining improved economic benefits for both men and women involved in the market value chain.

2. Activities must be identified based on an analysis of threats to biodiversity.
    a. According to Ba Nafaa annual reports, Ba Nafaa activities were identified based on an analysis of threats to biodiversity. Examples of threat assessments include: regional and local fisheries value chain assessments, compilation of local knowledge of the biology of the species and harvesting practices, feasibility study on improved landing and marketing facilities and outlets, and a study tour to the Saloum and local extension on oyster aquaculture in the development of aquaculture as one means to take pressure off of wild harvests. These are the primary examples identified in the annual reports.
3. The program must monitor associated indicators for biodiversity conservation
    a. Project indicators that monitor associated indicators for biodiversity conservation are: 1) hectares in areas of biological significance under improved management (sub-indicator: Hectares covered by fisheries management plans; sub-indicator: oyster fishery areas designated and allocated as community managed and no-take areas); 2) number of vessels registered/licensed; and 3) number of ha in areas of biological significance showing improved biophysical conditions as a result of USG assistance.
4. Site-based programs must positively impact biologically significant areas
    a. The Ba Nafaa management plan and associated activities positively impact biologically significant areas. Ba Nafaa's biological diversity includes the variety and variability of genes, species, ecosystems, and ecological processes. We base this hypothesis on USAID's definition of characteristics of effective conservation targets. These characteristics include targets that: 1) are clear, specifying quantitative levels and time frames, when appropriate; 2) are ambitious, and sufficient to ensure ecological stability; 3) cover all relevant elements of biodiversity (species, representation of habitats and ecosystems, ecological processes, etc.); and 4) are realistic within present constraints and available resources.

5.0 CONCLUSIONS

Capacity Building Among Stakeholders: Because of Ba Nafaa's efforts, there is a greater level of awareness in The Gambia about managing a healthy ecosystem. Lessons learned from the Bi-lateral (Gambia/Senegal) Workshop on Artisanal Fisheries Co-Management were a frequent topic of discussion among individual stakeholders during the evaluation interviews.

DoFish Indicators: Compared to LOP Targets, each of DoFish's Achieved Targets for various indicators, the purpose of which is to accurately evaluate capacity building and governance abilities, exceeds expectations. However, 45% of respondents believe that while DoFish's technical capacity is strengthened, its institutional capacity in the co-management process is still weak.

Ecosystem-based Management: Similarly to co-management, management plans and the establishment of associated ecosystem committees, such as NASCOM nationally and LACOMs locally, provide a strong foundation for ecosystem-based management. However, Ba Nafaa is in

the beginning stages of ecosystem-based management and has only created sole, and oyster and cockle species management plans. To date, there has been regular ecosystem awareness capacity building for all stakeholders.

Gender Empowerment: Ba Nafaa is creating a healthy environment for gender equality, which exists across all Ba Nafaa stakeholder activities including TRY and participation in WASH management committees. TRY comprises a major component of Ba Nafaa's gender equality integration and design, and receives project support in its efforts to empower women and serve as a unifying livelihood development organization. Furthermore, Ba Nafaa's participatory, ecosystem-based co-management approach, has successfully drawn women processors and fishmongers into co-management institutions.

Mangrove Ecosystem Management Practices: Ba Nafaa has been successful in educating and training stakeholders about the benefits of sustainable mangrove ecosystem management, such as the restoration and replanting of mangroves and the four-month oyster-harvesting period that enables the mangrove ecosystem to sustain itself. Local stakeholders recognize the economic and social benefits of such activities and are likely to continue them after Ba Nafaa's completion.

Participation of Local Stakeholders in the Co-Management Process: NASCOM and LACOMs have established local stakeholder participation and continue to build the foundation for a sustainable governance process. NASCOM's role as an intermediary and representative body for national and local co-management stakeholders serves as a solid springboard for decentralization. Moreover, LACOMs and its local representatives provide direct access to fisherfolk. Both organizations function as the main artery for the Ba Nafaa co-management plan.

Sole and Oyster and Cockle Fishery Co-Management Plans: Ba Nafaa is on track with the fisheries co-management plans for the sole complex as well as for the oyster and cockle fisheries of the Tanbi Special Management Area – both of which have been approved and initiated. Both plans, however, have yet to be promulgated and enforceable by authorities, a delay which has hampered the co-management progress.

WAMER Management: The geographic size of WAMER, in addition to the number of stakeholders involved, makes its management a difficult task. The primary institutional gaps to WAMER management are coastal stakeholder capacity, DoFish capacity, and regional coordination. As WAMER is a single marine ecoregion with common problems and concerns, greater effort to coordinate and build on lessons learned between all involved parties may address its institutional gaps.

6.0 LESSONS LEARNED

This section includes lessons learned that can potentially be applied throughout WA based on the evaluation's findings and conclusions.

National Level Management: Regular rotation of GoTG officials frequently delays project activities. Ba Nafaa and NASCOM have been able to succeed through the mid-term by

informing incoming officials and ministers at DoFish and the Ministry of Fisheries and Water Resources about relevant project updates and regulations.

Private Sector: Ba Nafaa's integration of the private sector into its activities facilitates sustainability and strengthens value chains and revenue generating opportunities for all stakeholders.

Stakeholder Collaboration: Ba Nafaa has provided a platform for organizational collaboration and partnership, which is invaluable for ecosystem-based management because it enables different fisheries sectors to work together toward the same goal.

Stakeholder Coordination: Clear coordination among all levels of governance and stakeholders facilitates effective work because it enables management and information awareness, reduces the potential for user conflict as each party is made aware of the actions of others, and promotes transparency and accountability among each party.

Study Tours: Reciprocal study tours between TRY members and their oyster harvester and processor counterparts in Senegal have been highly successful. FGDs showed how TRY members were able to put into practice skills they had learned after only one study tour and how, at the Kamalo oyster site, they constructed an oyster smoking oven as a result of technology transferred from Senegal. Therefore, information and technology transfer is important and should be encouraged.

Re-Planting Mangrovees: TRY groups in Kartong and Tanbi fish landing villages were trained by Ba Nafaa on replanting mangroves, an activity that had never before been performed in The Gambia or WA. There are over 150 villages in The Gambia where Ba Nafaa is not operational, in addition to other countries in WA, with similar mangrove challenges that could benefit from a replication of such initiatives.

New Oyster Harvesting Techniques: Ba Nafaa trained TRY members in new and more environmentally friendly methods of oyster harvesting that do not involve the destruction of mangroves as former harvesting practices did. These new practices can be taught and replicated throughout The Gambia and WA.

7.0 RECOMMENDATIONS

This section includes actionable recommendations to guide implementation for the remaining period of Ba Nafaa to improve performance based on the evaluation's findings, conclusions and lessons learned. Through the mid-term, Ba Nafaa has achieved significant results, which is a highly commendable accomplishment, given the numerous institutional constraints to fisheries sector development in The Gambia.

This evaluation's overarching recommendation is to continue Ba Nafaa's overall program approach due to its successful results in a challenging environment.

Bilateral Workshop on Artisanal Fisheries Co-Management: Ba Nafaa's Bilateral Workshop on Artisanal Fisheries Co-Management was considered as highly successful and valuable by all stakeholders. The evaluation team recommends that Ba Nafaa and URI host

more bilateral workshops in order to create greater awareness among all stakeholders, disseminate regional lessons learned, and strengthen cross-border relationships.

Coastal and Marine Environment Working Group: It is recommended that Ba Nafaa's efforts expand to the NEA's Coastal and Marine Environment Working Group. 45% of respondents stated that DoFish's role in the co-management process needs improvement and this functioning working group enables parties to discuss differences of environmental opinions and to coordinate efforts. If Ba Nafaa expands at the national level to include another embedded institution that addresses marine ecosystem management concerns, the NEA can share the co-management role with DoFish.

DoFish Integration in the WASH Component: All sanitation facilitites are located at a fisheries landing site, allowing DoFish's local participation in the WASH component to strengthen its co-management role. It is recommended that DoFish take a national level role in the WASH component. Currently, the Gambian Agency for the Management of Public Works (GAMWORKS) supervises infrastructure development and TARUD implements capacity building.

Domestic University Training: Currently, no universities in The Gambia provide fisheries management as an academic discipline. It is recommended that Ba Nafaa assist domestic university students diversify into the field of fisheries management, through the creation of Ba Nafaa affiliated fisheries student awareness clubs and fisheries management presentations by Ba Nafaa stakeholders in order to create broader awareness related to fisheries management.

WAMER Management: WAMER's size has created three human and institutional capacity gaps that the Ba Nafaa project is not currently targeting: capacity building among WAMER stakeholders; defined WAMER management roles for DoFish; and regional coordination. Recommendations for improved WAMER management include: an increase in the frequency of knowledge sharing conferences with participating country representatives; the establishment of clearly defined WAMER management roles and responsibilities for all Gambian national government offices; and increased number of trainings for artisanal fisherfolk to comply with WAMER guidelines on reporting fish catches, fisheries hygiene and sanitation; and their role in co-management.

USAID Presence in The Gambia: The fact that the Ba Nafaa project is based in Senegal and USAID in Ghana creates a disconnect between headquarter and field locations, and makes more difficult the addressing of project and administrative concerns. It is recommended that USAID establish a larger presence in The Gambia through more regular visits to the country, so that it can more easily share information and provide direction to URI/CRC, WWF, and DoFish as needed.

ANNEXES

ANNEX 1: STATEMENT OF WORK

Statement of Work

SCOPE OF WORK FOR MID-TERM PERFORMANCE EVALUATION OF GAMBIA-SENEGAL SUSTAINABLE FISHERIES PROGRAM

Context:

The world's fish stocks are in serious trouble, and the fisheries of the West Africa Marine Eco-region (WAMER)[1] are a good example of both the challenges and opportunities that present themselves for effective fisheries sector reform. Fisheries products are the world's most widely traded food, with nearly 80% of trade coming from developing nations at a total value that surpasses the combined value of rice, coffee, tea, and sugar. Roughly half of the global fish catch comes from the industrial sector and half from the artisanal (or "traditional") sector. But artisanal fisheries are the most valuable, especially in terms of food security, employment, and contributions to rural economies. Worldwide, more than 95% of the fishing labor force is engaged in the small-scale, artisanal sector.

The fisheries sector in The Gambia and Senegal is approaching crisis. Fish stocks are in serious decline, critical habitat is being lost, pollution is of growing concern, and the capacity for effective governance has not kept pace with these challenges. There is severe over fishing in both industrial and artisanal fisheries. In short, there is presently underway a "race to catch the last fish", that is, to maximize catch rather than maximize the value or sustainability of catch. Individual fishermen are losing economic ground, the countries are losing valuable economic rent, aquatic and marine biodiversity is threatened, and an important component of the sub-region's food security is increasingly at risk.

To address this issue, and in support of the overall USAID /West Africa (USAID/WA) objective of reducing vulnerability to climate change in West Africa, the Regional Office of Environment and Climate Change Response (ROECCR) has established the objective of " Strengthened Resilience of Natural Resource Base to Climate Change in Target Areas".

USAID Response:

The Gambia-Senegal Sustainable Fisheries Program (Ba Nafaa) is the USAID/WA flagship project in the fisheries sector with the goal of supporting the Government of The Gambia in achieving its fisheries development objectives by contributing to the following vision:

> Artisanal fisheries and coastal ecosystems in The Gambia and selected stocks shared with Senegal are being managed more sustainably, incorporating significant participation of fisher-folk in decision-making, and attaining improved economic benefits for both men and women involved in the market value chain.

The project was awarded in May 2009 and it's five year initiative being implemented as an Associate Award with the University of Rhode Island/Coastal Resources Center under the Sustainable Coastal Communities and Ecosystems Leader Associate Award. Ba Nafaa aims to develop and replicate new models for effective governance of the artisanal fishing sector of The

[1] The West-Africa Marine Eco-region is comprised of five major ecological zones and six countries, including Mauritania, Cape Verde, Senegal, The Gambia, Guinea-Bissau, and Guinea.

Gambia and Senegal, and to influence such efforts elsewhere in the West Africa region. In both countries, a majority of people live within the coastal zone and derive their livelihood, food security, and way-of-life from fishing. In The Gambia, some 200,000 people, and in Senegal, some 600,000 people, are directly or indirectly employed in the fishing sector. Seafood products are a leading export commodity of the region and are responsible for as much as 20% of the gross value of exports. Fisheries trade results in valuable foreign exchange earnings, revenue for government, and employment opportunities that go well-beyond the labor directly involved in fishing.

But many fish stocks are in decline due to over-fishing, habitat loss, pollution, the growing pressures of climate change, and the globalized trade in seafood. There are simply too many fishers competing to catch increasingly fewer and smaller fish. As one area becomes less productive, fishers move to the next area, perpetuating a cascade effect of over-fishing in coastal zones within the reach of artisanal fleets. Successful governance of the artisanal sector must recognize these factors; undertake efforts to reverse these trends; and, work to transform the fishery from "open access" to "managed access".

USAID/WA initially committed $2.5 million to fund Ba Nafaa over a five-year period to achieve three key results related to reform of the artisanal fishing sector in WAMER. The Gambia and Senegal would be the initial focus of activities to achieve the following results that could then be scaled up:

1. Strategies to increase social and economic benefits to artisanal fishing communities, and otherwise create incentives for a sustainable fisheries agenda in the WAMER identified, tested and applied.

2. Institutional capacity strengthened at all levels of governance to implement an ecosystem-based, co-management approach to sustainable fisheries, and to prevent overfishing;

3. Nursery areas and spawning areas for critical life stages of commercially important species and for associated marine turtles and mammals are protected; and,

4. Strategies to overcome unsustainable and destructive marine resource use practices that threaten biodiversity conservation in the West Africa Marine Eco-region (WAMER) identified tested and applied.

Results Framework Below Outlines the Projects Goal and Efforts Towards its Achievement.

GOAL

Artisanal fisheries ecosystems in The Gambia and selected stocks shared with Senegal are being managed more sustainably, incorporating significant participation of fisheries stakeholders, and attaining improved economic benefits for both male and female

IR 1: Strategies to increase social and economic benefits to artisanal fishing communities, and otherwise create incentives for a sustainable fisheries agenda in the WAMER identified, tested and applied

IR 2: Institutional capacity strengthened at all levels of governance to implement an ecosystem-based, co-management approach to sustainable fisheries, and to prevent overfishing

IR 3: Nursery areas and spawning areas for critical life stages of commercially important species and for associated marine turtles and mammals are protected

IR 4: Change unsustainable and destructive marine resource use practices that threaten improved biodiversity conservation in the West Africa Marine Ecoregion

USAID/WA amended the Ba Nafaa Corporative Agreement in early 2011 to increase the ceiling from $2.5 million to $3,414,566 to incorporate Water, Sanitation and Hygiene (WASH) and Climate Change Adaptation components.

In late September 2011, the project submitted it's combined second year annual report and third year (October 2011 – September 2012) annual work plan for USAID approval. The document presents a brief summary of Project accomplishments to date, and a detailed description of activities to be implemented in Year 3. It includes an implementation schedule of tasks as well as expected outputs and results per activity area. In addition, the project management structure, the monitoring and evaluation strategy, and the corresponding performance and reporting framework are described. Summary budget information is also included as is a summary of targets in the performance plan and the results to be achieved for each performance indicator.

A rapid review of project documents – Program Description, annual reports, work plans, training reports, fisheries management plans, the recent modification to include WASH and GCC Adaptation aspects – was undertaken by the USAID/ROECCR management team in early FY12, at about the time of receiving the joint annual report/work plan noted above.

After three years of implementation it was decided to conduct a formative performance mid-term evaluation.

I. Evaluation Purpose and Use:

The purpose of this midterm evaluation is (1) to assess progress towards achievement of the expected results of the Ba Nafaa project, (2) assess the effectiveness of project design, implementation, and sustainability mechanisms, and (3) propose actionable lessons learned and recommendations to guide implementation for the remaining period of the project to improve performance and potentially apply lessons learned throughout the West Africa region. We would also strongly urge the evaluation team to consider incorporating lessons and promising practices, as appropriate, by another organization in Belize, TIDE, that has faced the similar issues and has addressed overfishing through a social control approach. Lessons learned from this activity can be found at the following web site: http://www.tidebelize.org/about.html

The intended audiences for this evaluation include the US Government, EGAT bureau in USAID/Washington as well as field missions, University of Rhode Island/ Coastal Resource Center; World Wide Fund for Nature, Government of The Gambia, other donors, and fisher folks.

Evaluation Questions:

In line with the purpose of the evaluation, the following evaluation questions have been set for the evaluation team to address:

1. To what extent has the project met targeted objectives and outcomes, and what changes in strategy and efforts are required to improve project performance from a biological as well as social perspective? What biological and social intermediate results has the project had to date on the conservation and management of WAMER?

2. What major challenges and constraints have the Ba-Nafaa project faced, and how can these be addressed to facilitate implementation?

3. Have URI and DoFish efforts to promote the importance of the ecosystem based, co-management approach been successful? If so, is there potential for expansion/replication?

4. In what ways is the Ba-Nafaa project integrating the principles out lined by the program description? Are there areas for improvement or expansion?

5. How is the project achieving results at the different levels of governance to promote sustainable fisheries and to prevent overfishing?

6. Is the information produced by URI being utilized by government and fishers' organizations to promote bilateral dialogue and regional harmonization of artisanal fisheries governance?

7. With respect to the threats and opportunities facing conservation and sustainable management of the WAMER, are there any critical human and institutional capacity gaps the Ba-Nafaa project is not targeting?

8. Can the efficiency and effectiveness of the project be improved? Is the significant cost of acquiring data for management (for example, human and migratory fish surveys) an appropriate investment?

9. To what extent the processes, systems, and capacity improvements being put in place by Ba-Nafaa are conducive to project sustainability? What is a reasonable time frame to consider in planning for sustainability of the fisheries improved management plans, conservation of the WAMER, and eventually the overall impact?

10. Are funds being implemented consistently with the requirements of Congressional water, adaptation and biodiversity earmarks?

II. Evaluation Design and Methodology:

The Evaluation must use quantitative and qualitative data collection methods. Methods used should generate the highest quality and most credible evidence that corresponds to the evaluation questions. A variety of data collection methods is encouraged to triangulate and verify the findings that will be generated.

Data will be collected through primary and secondary sources. This will include:

1. Review of relevant background document to be provided by USAID/WA ROECCR (Project agreement – including but not limited to program description, with modifications—Years 1, 2 and 3 work plan; Year 1 and 2 annual reports, Project PMP and monitoring data –as part of the annual reports—and USAID/WA results framework). The review of PMP and

monitoring data will allow extracting and analyzing quantitative data to answer the question on project progress toward achievement of project results.

2. Interviews with key informants – to be done in-person; the evaluation team will conduct qualitative in-depth interviews with key stakeholders and partners with input from USAID/WA. The exact number of interviews will be determined by the evaluation team based on need and scope. The team will develop a structured interview guide that will be used for the interviews. The interviews should be loosely structured, but following the list of questions in the guide. The interviewer should probe for information and record responses. Interviews will be conducted through face-to face contact or by skype or telephone, although the former method is preferred.
3. Focus group discussions. The evaluation team will hold qualitative focus group discussions with participants of TRY Oyster harvesters and other project beneficiaries (see attachment). The team will develop a structured interview guide that will be used for the interviews. The interviews should be loosely structured, but following the list of questions in the guide. The interviewer should probe for information and record responses.

Project Data

The team will be expected to be familiar with the project's background information prior to arriving in Banjul. A team planning meeting (TPM) will be held upon arrival in Banjul to agree on how team members will work together, their interactions with clients and other stakeholders, and finalize site visit schedules.

The team will develop an interview guide to ensure that the correct evaluation questions are being used to obtain the appropriate responses to the evaluation questions and that these responses are being recorded consistently.

The field visit is principally to answer evaluation questions that cannot be reasonably answered in any other way, and to verify and understand information in reports as well as obtain first hand perception/views of beneficiaries. Field visits and observations will be conducted in conjunction with key informant interviews and focus group discussions. The following will be set up for the team:

- Meetings with the Department of Fisheries, the Ministry of Fisheries, Water Resources, and National Assembly and other state authorities concerned with this project.
- Meetings with the various team leaders of the project, including short technical presentations by URI/CRC key staff to learn about the latest progress and challenges of the project.

Data Analysis Procedures:

- The evaluation team is required to provide USAID/West Africa with the data analysis plan with quantitative and qualitative emphasis. The analysis plan should include illustrative versions (empty shells) of the tables and graphs that will be produced

Methodological Strengths and Limitations:

The evaluation team will be required to justify the methodology used in relation to the evaluation question and indicate the strength in providing evidence based findings. As well, any limitations encountered in the use of this methodology must be reported. It is requested that the evaluation team indicate how they will address or minimize these limitations to ensure the quality of the evaluation.

Deliverables:

Deliverable	Description
Work Plan for Evaluation	Plan - including evaluation design and methodology, data collection tools, document review, scheduled meetings, list of key informants, site visit plan no later than 2 weeks after award of contract
Debriefing Meetings	The evaluation team will prepare and deliver a PowerPoint presentation which summarizes the evaluation methodology, findings, conclusions and recommendations for USAID/WA, Government of Gambia and Ba Nafaa staff, TRY Oyster harvesters and fisher folks.
Draft Evaluation Report: The report should meet criteria for quality (see appendix 1). In addition to a comprehensive narrative, evaluation findings should be presented in easy to understand graphic formats that clearly support final conclusions.	The evaluation team will provide a draft evaluation report of no more than 50 pages that includes the following: Background, Methodology, Findings, Discussions, Conclusions, Lessons Learned, Key Recommendations, References and Annexes. USAID/WA will provide comments on the draft to the evaluation team leader 21 working days after receiving the report. This will include a peer-review of the report.
Final Evaluation Report: The report should meet criteria for quality (see appendix 1). In addition to a comprehensive narrative, evaluation findings should be presented in easy to understand graphical forms that clearly support final conclusions.	The evaluation team leader is required to submit a final report within 14 working days after USAID/WA provides feedback on the draft document. The mission will receive 4 paper copies of the report as well as an electronic version, once the Mission has accepted the product. USAID/WA will submit the final report to

	the DEC.
Focus Group Transcripts	Raw and analyzed data information collected from interviews of focus groups

III. Evaluation Team Composition:

The four-person consultant team will be led by a Senior Expert, with the following qualifications. The individual in question should have at least a masters' degree in natural resource management, environmental science (i.e. coastal and fisheries conservation, marine protected area management and/or wildlife enforcement ; at least ten years of relevant professional experience; experience in USAID project design or analysis; excellent interpersonal and teamwork skills and experience working in West Africa.

The other two experts on the team should have at least bachelor's degrees in natural resources management, environmental science, and/or economics; at least five years of relevant professional experience in monitoring and evaluation, community based fishery, participatory rapid appraisal.

The team leader will be the formal representative of the team and will arrange for updates regarding progress against the evaluation work-plan to the ROECCR team leader (or as agreed during the TPM). It is suggested a member of the Tide board from Belize could provide key inputs that would be beneficial (http://www.tidebelize.org/board_directors.html).

Evaluation team members will provide a written disclosure of conflicts of interest.

IV. Evaluation Tasks:

Prior to arriving in Banjul, the External Evaluators will have familiarized themselves with the background material provided to them, as referenced above.

All team members should be present for the TPM and for initial briefings and discussions with USAID's ENRM and other Mission officers, as well as IP and URI officials. A Work Plan and travel program for the in-country visit as well as the subsequent report-writing period will be submitted to USAID for approval during the first couple of days of work in Banjul. The Work Plan will also include a schedule for periodic USAID progress reports and possible submissions of specific work products, as determined by the parties.

Prior to departure the Evaluation Team will present to USAID, Implementing Partners and the URI, and possibly DoFish, an out-briefing, with succinct supporting documents. The Draft Evaluation Report will be submitted prior to the External Evaluators' departure from Banjul and will be presented in Accra, Ghana

The Mission and the IP will each submit its comments on the draft report within twenty one work days of receipt of the draft report. The Draft Final Report will be submitted to USAID ten work days after the Team Leader's receipt of USAID's and the IP's final written comments on the draft.

It is envisioned that all External Evaluators will be in The Gambia the entire duration of the evaluation's in country component (six-day work weeks are authorized), including the TPM, a debriefing, and submission of a draft report to USAID/West Africa in Accra, Ghana and URI prior to departure from The Gambia. In addition to travel days, additional days are provided for the External Evaluators to complete reading and processing all background information prior to departure for The Gambia. Additional days are provided to finalize the report.

VIII. Logistics:

URI and IP field office in Banjul will be responsible for travel arrangements (travel, housing in the field, etc.) on behalf of the Evaluation team members; it will also provide support in arranging meetings and interviews as needed. The team will be provided office and meeting space, as needed, at URI/IP offices in Banjul. USAID/WA

IX Level of Effort and Budget:

Cost Element	Unit	Rate ($)	Total ($)
Team Leader consultancy fee	45 days	500/day	22,500
Evaluation Specialist	45 days	420/day	18,900
Technical Specialist	45 days	420/day	18,900
MI&E	4x5 days in Ghana 4x20 days in Gambia	319/day 226/day	6,380 18,080
Travel and transportation for: Round trip to Accra & Round trip to Banjul from Accra	4 persons	4,000	16,000
Miscellaneous			10,000
Overhead			20,000

Total			**130,760**

Appendix 1

Criteria to Ensure that Evaluation Reports are of High quality[2]

• The evaluation report should represent a thoughtful, well-researched and well organized effort to objectively evaluate what worked in the project, what did not and why.

• Evaluation reports shall address all evaluation questions included in the scope of work.

• The evaluation report should include the scope of work as an annex. All modifications to the scope of work, whether in technical requirements, evaluation questions, evaluation team composition, methodology or timeline need to be agreed upon in writing by the technical officer.

• Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation, such as questionnaires, checklists and discussion guides, will be included in an Annex in the final report.

• Evaluation findings will assess outcomes and impact on males and females.

• Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).

• Evaluation findings should be presented as analyzed facts, evidence and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence both on the biological and human social element. For example, it would be useful to know what is the limiting factors in the life history of each desired species/targeted fishery; to know how best to direct social efforts; what fishing traditions are contributing to those limiting factors and which are not. From an economic standpoint, it would be useful to understand the relative importance of different fisheries. Investigating these issues may help more precisely target where the social change need to happen relative to the sustainability.

• Sources of information need to be properly identified and listed in an annex.

• Recommendations need to be supported by a specific set of findings.

• Recommendations should be action-oriented, practical and specific, with defined responsibility for the action.

ANNEX 2: BA NAFAA PROJECT INTERVIEW QUESTIONNAIRE

Ba Nafaa Project Interview Questionnaire

	Place:	**Name:**
	Organization:	**Interview Date:**
	Time:	**Email:**
A.	To what extent has the project met targeted objectives and outcomes, and what changes / adjustments in the strategy and efforts are required or can be suggested to improve project performance from a biological as well as social perspective?	
	What biological and social intermediate results has the project had to date on the conservation and management of WAMER?	
B.	What major challenges and constraints have the *Ba Nafaa* project faced, and how can these be addressed to facilitate implementation?	
C.	Have URI and DoF efforts to promote the importance of the ecosystem based, co-management approach been successful?	
	If so, is there potential for expansion and /or replication?	
D.	In what ways is the *Ba Nafaa* project integrating the principles out lined by the program description?	
	Are there areas for improvement or expansion?	
E.	How is the project achieving results at the different levels of governance to promote sustainable and co-managed fisheries and to prevent overfishing?	
F.	Is the information produced by the University of Rhode Island being utilized by government and fishers' organizations to promote bilateral dialogue and regional harmonization of artisanal fisheries governance?	
G.	With respect to the threats and opportunities facing conservation and sustainable management of the WAMER, are there any critical human and institutional capacity gaps the *Ba Nafaa* project is not targeting?	

H.	Can the efficiency and effectiveness of the project be improved?	
	Is the significant cost of acquiring data for management (for example, human and migratory fish surveys) an appropriate investment?	
I.	To what extent the processes, systems, and capacity improvements being put in place by *Ba Nafaa* are conducive to project sustainability?	
	What is a reasonable time frame to consider in planning for sustainability of the fisheries improved management plans, conservation of the WAMER, and eventually the overall impact?	
J.	What are the lessons learned from *Ba Nafaa* at Mid-term?	

ANNEX 3: EVALUATION QUESTIONS, FINDINGS BASED ON THE ANALYSIS OF INTERVIEW RESPONSES, LESSONS LEARNED, AND RECOMMENDATIONS

	Evaluation Questions	Findings Summary	Lessons Learned	Actionable Recommendations
A.	To what extent has the project met targeted objectives and outcomes, and what changes in strategy and efforts are required to improve project performance from a biological as well as social perspective?	1) Co-management plan: 35% of respondents viewed sole and oyster and cockles co-management plans favorably, and expressed satisfaction with local stakeholders' direct contribution to the fisheries management decision-making process. NASCOM and LACOMs both facilitate co-management. 2) DoFish capacity building: 15% stated that DoFish has strengthened its internal capacity; however, 45% of respondents stated that DoFish's capacity to contribute to the co-management process is weak. URI coastal management courses for 19 staff members and degree training programs in Nigeria for 2 staff members was effective for internal growth 3) Gender empowerment: 50% stated that Ba Nafaa is creating a healthy environment for gender equality; 70% of participants receiving Ba Nafaa training have been women. Of those, 500 women are members of TRY Women's Oyster Association 4) Stakeholder awareness in ecosystem management: over 45% of respondents feel strongly that Ba Nafaa has been successful, biologically and socially, in creating stakeholder awareness of a healthy ecosystem. Respondents highlighted the benefits of the economic incentives of 4-month oyster harvesting seasons, healthy mangrove ecosystem management and awareness of the biological importance of sole fisheries.	1) NASCOM and LACOMs both serve as the main artery for the Ba Nafaa co-management plan. 2) TRY Women's Oyster Association appears to be on track to be a sustainable enterprise in the near future, and there is gender equality across all Ba Nafaa stakeholder activities. Also, TRY study tours are effective training tools allowing members to gain new skills and knowledge. 3) Ba Nafaa has been successful in educating and training stakeholders about the benefits of 4-month oyster harvesting seasons, healthy mangrove ecosystem management and awareness of the biological importance of sole fisheries. TRY Oyster women's groups at Kartong and Tanbi Fish Landing villages learned about and were trained in the replanting of mangroves. Currently, the planting of mangroves is a new and beneficial initiative that has not been implemented in The Gambia and the West African Coastline at large. Prior to Ba Nafaa the harvesting of oysters involved cutting down mangroves but through Ba Nafaa TRY womens groups learned new and more environmentally friendly methods of harvesting. 4) The ecosystem-based management plan strengthens stakeholder awareness. The bi-lateral (Gambia/Senegal) Workshop on Artisanal Fisheries Co-Management was effective for all stakeholders.	1) Ba Nafaa should expand efforts to the National Environmental Agency's coastal and marine environment working group to strengthen its role in co-management. This functioning working group enables parties to discuss differences of environmental opinions and coordinate efforts. 2) Due to their physical proximity with one another it is recommended that DoFish integrates into the WASH component to strengthen their role in the co-management process.
	What biological and social intermediate results has the project had to date on the conservation and management of WAMER?	Most of the biological and social intermediate results on WAMER conservation and management have exceeded or are nearing expectations.		
B.	What major challenges and constraints have the Ba Nafaa project faced, and how can these be addressed to facilitate implementation?	Through the midterm, the primary constraints to Ba Nafaa include: 1) DoFish's weak capacity within the co-management structure, according to 45% of respondents. 2) There are too few Ba Nafaa staff, 15%; 3) Local stakeholders not near landing sites, 10%; 4) Lack of marketing facility, 10%; 5) Too few supplies for local stakeholders, 10%; 6) No training at domestic universities, 10%; 7) Lack of USAID presence in The Gambia, 10%. 8) Also, regular rotation of GoTG officials often delays project activities.	While regular rotation of GoTG officials frequently delays project activities, Ba Nafaa and NASCOM have succeeded through the mid-term by informing incoming officials and ministers at DoFish and the Ministry of Fisheries and Water Resources about relevant project updates and regulations.	1) Ba Nafaa should expand efforts to the National Environmental Agency's coastal and marine environment working group to strengthen its role in co-management. 2) Due to their physical proximity with one another it is recommended that DoFish integrates into the WASH component to strengthen their role in the co-management process. 3) URI needs to update its indicators to accurately evaluate DoFish capacity within the co-management structure. 4) Ba Nafaa needs to provide more financial support to address local level conditions as a constraint. 5) Ba Nafaa should expand its role to assist domestic university students to diversify into the field of fisheries management.

	Evaluation Questions	Findings Summary	Lessons Learned	Actionable Recommendations
				6) USAID should further establish donor representation in The Gambia.
C.	Have URI and DoFish efforts to promote the importance of the ecosystem based, co-management approach been successful?	1) Over 85% of stakeholders interviewed stated that the URI and DoFish ecosystem based, co-management approach has been successful and that there is potential for expansion and/or replication. Of those who stated that efforts are successful, 29% highlighted Ba Nafaa's continued contribution to TRY's success in the ecosystem based, co-management approach. 2) The success of URI and DoFish in promoting the ecosystem based co-management approach is illustrated by both the sole and oyster co-management plans, which allocate property rights over fisheries resources, and designates special management areas for the purpose of community-based co-management with the objective of conservation, management and sustainable utilization of fisheries resources.	Prior to Ba Nafaa, there had never been resource co-management. Currently, stakeholders have been able to use their local knowledge to contribute to the management plans and fish migration patterns.	As URI and DoFish efforts have been successful, Ba Nafaa should continue its program structure.
	If so, is there potential for expansion/replication?	25% of all respondents commented on the need for capacity building and human resource development for expansion/replication efforts to take place.	None	We suggest an expansion feasibility assessment to determine if expansion/replication is possible. This assessment should focus on the capacity building and human resource development related to expansion/replication efforts.
D.	In what ways is the Ba Nafaa project integrating the principles out lined by the program description?	Based on the USAID/Ba Nafaa project objectives, below are documented Ba Nafaa results: 1) Ba Nafaa has completed the WASH needs assessment to prioritize six fish landing/oyster harvesting sites prioritized for project assistance. 2) NASCOM formed agreement with German company Kaufland on a €50,000 donation for development of a Marine Stewardship Council eco-labeled Sole Fishery in The Gambia, which was finalized in 2012. 3) There are more businesses benefiting economically from Ba Nafaa. 4) There are more people receiving economic assistance packages. 5) There are more people with improved access to loan capital. 6) Stakeholder interview responses further demonstrate how the principles were integrated. Approximately, 50% of stakeholders interviewed stated gender empowerment as a targeted objective, 35% stated the role of co-management to enable local stakeholders' direct contribution to the fisheries management decision-making process, and 45% stated stakeholder awareness in ecosystem management for the economic and social benefits.	With the NASCOM-Kaufland agreement as an example, integration of the private sector will facilitate project's financial sustainability. The funding made available also strengthens value chain and revenue generating activities for all stakeholders, including local fisherfolk and NASCOM.	As private sector growth has been a success, it is recommended that Ba Nafaa continue its current practices.
	Are there areas for improvement or	None		

	Evaluation Questions	Findings Summary	Lessons Learned	Actionable Recommendations
	expansion?			
E.	How is the project achieving results at the different levels of governance to promote sustainable fisheries and to prevent overfishing?	1) 35% of respondents recognize that co-management's governance structure and foundation enables Ba Nafaa to achieve results at different governance levels. 2) 40% of stakeholders interviewed independently stated that they feel Ba Nafaa local level participation contributes to project results. 3) 25% of those interviewed independently commented that the roles of TRY, NASCOM, and LACOMs have helped achieve project results. 4) The private sector further helps to achieve Ba Nafaa's results as it strengthens value chains and revenue generating activities through work with local, national and multinational stakeholders.	1) NASCOM and LACOMs both serve as the main artery for the Ba Nafaa co-management plan. 2) TRY Women's Oyster Association appears to be on track to be a sustainable enterprise in the near future. 3) Each organization facilitates Ba Nafaa's ability to achieve results at the different levels of governance to promote sustainable fisheries and to prevent overfishing.	NASCOM, LACOMs, and TRY need to continue and develop their current practices.
F.	Is the information produced by URI being utilized by government and fishers' organizations to promote bilateral dialogue and regional harmonization of artisanal fisheries governance?	In 1982, the Senegal and The Gambia Governments entered into a reciprocal fishing agreement on maritime fisheries and they now conduct regular bilateral meetings every two years. URI contributed to bilateral dialogue by serving as a regional forum for all stakeholders from Senegal and The Gambia. Ba Nafaa held its first and only bilateral stakeholder workshop, Bilateral (Gambia/Senegal) Workshop on Artisanal Fisheries Co-Management, on April 10-11 2012 and was attended by 44 participants.	None	Ba Nafaa has had only one workshop over three years. It is recommended that there be more bilateral workshops to create greater awareness among all stakeholders, disseminate regional lessons learned, and strengthen cross-border relationships.
G.	With respect to the threats and opportunities facing conservation and sustainable management of the WAMER, are there any critical human and institutional capacity gaps the Ba-Nafaa project is not targeting?	1) 25% stated that the WAMER region needs to improve critical human capacity gaps of coastal stakeholders. Those interviewed stated that improvements to coastal stakeholder capacity gaps will strengthen the fisheries sector and civil society in The Gambia as a whole. Regarding artisanal fisherfolk, respondents suggested training on how to report fish catch, their role in co-management, and fisheries hygiene and sanitation. 2) 10% commented on the need for improved institutional information sharing and integration of reliable data at the regional level – Mauritania, Senegal, The Gambia, Cape Verde, Guinea Bissau, and Guinea. 3) 15% stated DoFish capacity building.	None	Recommendations for improved WAMER management include: 1) more frequent knowledge sharing conferences with country representatives as participants, 2) establishment of clearly defined WAMER management roles and responsibilities for all Gambian national government offices, and 3) further training for artisanal fisherfolk.
H.	Can the efficiency and effectiveness of the project be improved?	65% of all respondents feel that efficiency and effectiveness can be improved. This does not prove that stakeholders view Ba Nafaa as inefficient and ineffective; rather stakeholders discussed different methods for acquiring data that they believe will strengthen Ba Nafaa.	None	The evaluation team suggests that URI and WWF take the initiative to collect data within their budgetary and scheduling limitations.

	Evaluation Questions	Findings Summary	Lessons Learned	Actionable Recommendations
	Is the significant cost of acquiring data for management (for example, human and migratory fish surveys) an appropriate investment?	31% who stated that improved data management strengthens the project also commented that the costs of acquiring such data, including financial costs and the difficulty of requisite data collection training at DoFish, are too high for Ba Nafaa to accomplish.		
I.	To what extent have the processes, systems, and capacity improvements being put in place by Ba Nafaa been conducive to project sustainability?	35% of respondents recognize co-management as a foundation to promote sustainable fisheries.	TRY contributes and serves as a livelihood unifying organization for a marginalized group within co-management. TRY livelihood practices established through Ba Nafaa project will also serve as a driver for project sustainability and, depending on availability, access to microfinance, which contributes to livelihood opportunities.	Ba Nafaa should continue to facilitate TRY contributions.
	What is a reasonable time frame to consider in planning for sustainability of the fisheries improved management plans, conservation of the WAMER, and eventually the overall impact?	From May 1, 2014, a reasonable time frame is 4-5 more years. Based on the average timeframe provided by respondents (4.79 years), establishment of three new institutions (NASCOM, TRY and LACOMs), and weak capacity at DoFish, an appropriate timeframe for project sustainability would be 4-5 years if there is continued Ba Nafaa project integration.	None	An additional 4-5 years would strengthen and better define each organization's role in the ecosystem based, co-management plan.
J.	Are funds being implemented consistently with the requirements of Congressional water, adaptation and biodiversity earmarks?	Based on desk research, Ba Nafaa matches Congressional water, adaptation and biodiversity earmark requirements and for all earmark criteria.	Not applicable	Not applicable

ANNEX 4: FOCUS GROUP DISCUSSION RAW TRANSCRIPTS

Focus Group Discussion Raw Transcripts

FOCUS GROUP: TRY OYSTER HARVESTERS ON 8 NOVEMBER 2012

1. Names of individuals:

- Individuals who are conducting this progress assessment: Gianluca Ragusa, Daisy Aciro, Anthony Ortiz
- Individuals who are participating in the assessment: Jarriatou Gibba, Jacquline Jatta, Jarra Kujabi, Amie Jatta, Nyima Jassey, Kilymas Jammeh, Anta Jarjue, Hamadi Jarjue, Sabel Jatta, Haddy Jatta, Fatouh Jatta, Oumie Sambou, Sally Jarju, Fatou Janha, Fern Aguda-Brown, Ousman Drammeh

2. Date of the assessment: 8 November 2012

3. Time period covered by the assessment: 1 October 2009 – 8 November 2012

4. Location: Division or Banjul City, District (etc.): Focus group took place in Banjul City at the TRY Oyster office, but participants are TRY members from local villages: Kubuneh, Kumalo, Faji Kunda, Lamin, Ivo Town, Old Jeshwang, Wencho, Jeshwang, and Ibo Town.

5. What are the stakeholders (participants) involved (public and populations)? TRY is a national women oyster harvesters' producer association. Its membership consists of roughly 500 membes. Members are primarily middle aged marginalized women, mostly widowed and uneducated, who are the bread winners of their families. The women suffer disproportionately from indebtedness and economic hardships during the closed harvesting season and a difficult and hazardous working environment during the harvesting season. Thus, TRY also facilitates improved processing, attention to quality and hygiene as well as plans to develop supplemental livelihoods for the women harvesters during the traditional closed season.

6. Raw Transcripts

- TRY Oyster Association members are very happy with this project. They have seen a difference over the 2 years.
- Before there was no help to harvest oysters, no organization or savings. Now they have all that.
- Prior to Ba Nafaa they worked individually but now they are happy to have an office. They also have savings and can prepare fish for their children.
- A lot of changes: before from hand to mouth. Now they are all coming together, which they did not have before. They can always come to the office to borrow money.
- Before Ba Nafaa they never thought about planting mangroves.
- They are happy with the WASH program facilitated through TRY.

- They can afford WASH facilities and they want to pay first to gain access to WASH facilities.
- They are very pleased with all the benefits they have received from the project and help. They want more now.
- Content with the initiative to protect and conserve mangroves.
- They are also happy that their children are happy.
- They are pleased with with microfinance. What microfinance activities improve? Currently, when they get the money to invest in other commodities for sale, firewood, corn, charcoal. Also learned how to make soap.
- They want to own their own office and processing plant.
- It costs 400-500 dalasi per month for boot (rental).
- They feel that Ba Nafaa has helped them, but it still is not enough. The micro-finance will strengthen them and help them to be sustaibale if they have 2 more years.
- They don't have any market to sell their product.
- Only 3 WASH communities have toilets. All of them should have toilets.
- Senegal has more export markets. For example, Senegal exports to Japan. They believe that there is a need to improve certification practices (water quality).
- Microfinance can enable them to do more for themselves.
- Constraints: long distance to travel. Many don't have canoes and they have to walk or rent a canoe to travel.
- Hazards of the job include, some people are attacked on the job or loss of life, as canoes are not stable in waves; lack of market, as mentioned above they would like to see improvements to education for opportunities for their children; smoking of the oysters is hazardous to their eyes.
- TRY oysters promote strength through unity. This means more recognition for them. International recognition in Brazil (Rio).
- There is alternative livelihood training, like making soap and other items, that enable them to continue to earn money.
- They want TRY to own its own property rather than rent.
- They want to have access to a market to sell their goods. This access gives them incentive to pursue alternative livelihood activities during the off-season. Micro-finance allows for individual accounts and group accounts that enable them to provide loans to themselves. This promotes alternative livelihood regeneration.
- Before they came to form this organization they were unable to save money, now they know how to save and how to budget in terms of what can be spent on daily necessities. They can manage their lives better because they now have the means. The men spend the money and don't say where or on what it is spent. They say that since the woman conceived the babe, it's her responsibility.
- TRY functions as a women's empowerment organization to facilitate women's mental and financial health due to irresponsible men/husbands.

FOCUS GROUP: TRY OYSTER HARVESTERS ON 9 NOVEMBER 2012

1. Names of individuals

1. Individuals who are conducting this progress assessment: Gianluca Ragusa, Daisy Aciro, Anthony Ortiz
2. Individuals who are participating in the assessment: Fatouh Janha, Sainabou Jatta, Fatouh Jammeh, Theresa Jatta, Odet Kolley, Florence Jayne, Rose Kolley, Neneh Jaryne, Susan Sanbou, Conse Jatta, Yama Sanyany, Clemence Sambou, Ellen Jaryne, Mane Jatta, Victoria Jatta, Theresa Gibba, Madelene Jayne, Anna Jarjue, Ida Jatta, Sofie Manga

2. Date of the assessment: 9 November 2012

3. Time period covered by the assessment: 1 October 2009 – 9 November 2012

4. Location: Division or Banjul City, District (etc.): Faji Kunda Village

5. What are the stakeholders (participants) involved (public and populations)? TRY is a local women oyster harvesters' producer association. Its membership consists of 500 middle aged women, mostly widowed and uneducated, who also tend to be the bread winners of their families. The women suffered disproportionately from indebtedness and economic hardships during the closed harvesting season and a difficult and hazardous working environment during the harvesting season. Thus, TRY also facilitates improved processing, quality and hygiene as well as plans to develop supplemental livelihoods for the women harvesters during the traditional closed season.

6. Raw Transcripts

- Since the association has come together there is visible improvement. Everyone is now more aware and they are saving money. The mangrove-planting helps them get more oysters to sell in the market.
- The microfinance element taught them how to borrow and how to repay loans.
- Before the oysters they were sleeping and now they are awake.
- They started practicing what they saw after an exchange to Senegal focusing on oysters, cockle, and aquaculture.
- Following the training they now wear jackets, shoes, and appropriate working gear to prepare to harvest oysters.
- They want to have access to markets outside the Gambia. This way they will make more money to provide for their children's education.
- They want access to the smoked oyster market; will begin smoking oysters "next week." Smoked oysters have a higher market demand.
- They also want to explore other livelihoods such as beekeeping. "They have an idea of what they need do next?" They saw a beekeeping program on TV and now they want to pursue the idea based on the TV program, in the same location. "Can they

talk to someone at the market?" they haven't tried this yet. If they have an idea, it only helps to communicate with others.

- They want to have a way to have their own boats as they always get boats from men. They have never thought that they could buy boats themselves but through microfinance they can get their own boats.
- They don't know the total amount of how much money they have acquired thus far.
- They don't understand the concept of total savings. They don't understand how much profit they earned after 3 months i.e. revenue minus expenses over 3 months. According to Fatoh, "they have not done proper microfinance." They do not know how much they spend in a day. Men do not have regular jobs. Men buy rice once per month.
- If Ba Nafaa ended next month, how do they feel? They would continue independently to the best of their abilities.

FOCUS GROUP: NASCOM ON 10 NOVEMBER 2012

1. Names of individuals

- Individuals who are conducting this progress assessment: Gianluca Ragusa, Daisy Aciro, Anthony Ortiz

- Individuals who are participating in the assessment: Eliman Sarr, Kadijjatou Jallow, Dawda .F Saine, Nyima GIbba, Ousman Bojang, Isatou Ndong, Momodou L Sanneh, Mustapha Yarbo,
Mayorro Gaye, Alagie Sillah, Omar Jeng.

2. Date of the assessment: 10 November 2012

3. Time period covered by the assessment: 1 October 2009 – 10 November 2012

4. Location: Division or Banjul City, District (etc.): this focus group took place in Banjul City at the TRY Oyster office, but participants are NASCOM officials and members.

5. What are the stakeholders (participants) involved (public and populations)? NASCOM is the National Sole Co-Management Committee. NASCOM and its associated LACOMs (Landing sites sole Co-management Committees: Head of village, Counselor, Fishery officer as facilitator and for conflict mitigation, representatives and advisors from the Associations: responsibility of management the landing sites), through the Community Fisheries Center Management Committees, are designated as having exclusive use rights to the sole fishery within the sole fisheries zone – from the Atlantic shoreline and shorelines adjacent to the estuarine areas of The Gambia River out to nine nautical miles. Within NASCOM, there is stakeholder representation from NAAFO, GAMFIDA, and TAGFC.

6. Raw Transcripts

- NASCOM co-management executive committee – President, Vice-President, Treasurer, Association of Gambia Fisheries Companies takes the industrial lead/interests.
- They also work with LACOM
- The benefits of Ba Nafaa cannot be counted. Educational exchange with Senegal was valuable. How do we co-manage our fisheries (e.g. learned from Senegal). How women are organized and how to manage preserved areas. Overall, they learned how to monitor the landing site. They also learned how to collaborate with management leadership within the body.
- They want to integrate certification requirements at landing sites. Landing site management includes everything along the chain, not just physically at the landing site; they want facilities to handle the resources properly for certification.
- Fishermen have been sensitized about their fishing area.
- They feel that they have a good relationship (industry and fishermen relationship). They supply them with the fish.
- They want to implement fish processing techniques they observed in Senegal. They do not have the infrastructure to do this. They want to number boats and process fish in an organized and certified manner. This includes proper handling of fish and smoking fish (in Senegal they dry fish in the sun first).
- NASCOM has worked with LACOM to develop by-laws as to how each landing site will be managed, infrastructure, handling, resources.
- LACOM has involved a local ecology, village head, by-laws. This includes: enforced by local authorities, fisheries extension (DoFISH & NEA).
- This management structure facilitates a well-managed landing site for co-management. Co-management is introduced to landing sites.
- Fisheries in the Gambia are no longer top to bottom, but bottom up.
- Another benefit is that they have come together collectively, capacity development. Moreover, the Senegal exchange was beneficial in the training in co-management.
- Future generations: very good management plan for the value species. Ba Nafaa has provided knowledge on continuing co-management, which they want to continue in the future, and they hope to continue working with URI.
- Anytime the government wants to issue a license, they should be involved.
- NASCOM committee – 800 members are represented. NASCOM is more specific to sole; they may have 3,000-4,000 members. For now, just at the coastal landing sites 500 dalasi
- Local stakeholders pay 5 dalasi weekly to LACOM, which pays NASCOM.
- There is NASCOM & WASH at landing sites.
- NASCOM is fully involved and influences policy through Ba Nafaa.
- Weaknesses: (the government wants to implement FAO code of conduct.) financially, not enough funding. They need more materials and equipment and they need sanitation truck to move everything in the case of a disaster. Surveillance boats are a weakness, and they don't currently conduct surveillance. Also, there is a need

for GPS, sensor to monitor. There is also absence of handling facilities. All the weaknesses require money. Improve and train a team of people for data collection, need more ice as the ice supply currently cannot keep up with the demand. It's very good to have data collection.

- Opportunities include access to international markets and food security improvements.
- Constraints include mobility to landing sites and communication. They want to improve communication to for awareness outreach, rescue, data collection through mobile phone calls from landing sites. Data collection includes keeping a record of which species are caught. LACOM is the management committee to monitor this type of species and by-catch information.
- Sustainability: $16,000 from another USAID project. There are 203 landing sites on a rotational basis, approximately 3 times per year each site. This is a volunteer activity for the future. Also write proposals for more donor funds. NASCOM fundraising.

FOCUS GROUP: NASCOM ON 12 NOVEMBER 2012

1. Names of individuals

1. Individuals who are conducting this progress assessment: Gianluca Ragusa, Daisy Aciro, Anthony Ortiz
2. Individuals who are participating in the assessment: Ousman Bojang, Dawda .F. Saine, Isatou Saine, Omar Jong

2. Date of the assessment: 12 November 2012

3. Time period covered by the assessment: 1 October 2009 – 12 November 2012

4. Location: Division or Banjul City, District (etc.): this focus group took place in Banjul City at the TRY Oyster office, but participants are NASCOM officials and Old Jeshwang LACOMS members.

5. What are the stakeholders (participants) involved (public and populations)? NASCOM is the National Sole Co-Management Committee. NASCOM and its associated LACOMs, through the Community Fisheries Center Management Committees, are designated as having exclusive use rights to the sole fishery within the sole fisheries zone – from the Atlantic shoreline and shorelines adjacent to the estuarine areas of The Gambia River out to nine nautical miles. Within NASCOM, there is stakeholder representation from NAAFO, GAMFIDA, and TAGFC.

6. Raw Transcripts

- Head of the women's section of the Old Jeshwang fishermen's association. Advisor to LACOM and vice-president of Old Jeshwang fishermen's association. NASCOM Treasurer Dawda: NASCOM Secretary General.
- They have been involved with Ba Nafaa since inception (2009-2012). They have used their local knowledge and contributed a lot to the management plans and fish

migration patterns. Prior to the project, there had never been resource co-management.

- Ba Nafaa helped them recognized their collective responsibilities. Ba Nafaa also brought them together to create one voice. They realized and accept that they destroy the sea, and if they continue to do this their livelihood will disappear.
- Before Ba Nafaa, there was no monitoring nor open access fishing. Now they understand about responsible fishing.
- Ba Nafaa also institutionalized co-management systems and processes. 15 landing sites are NASCOM members throughout the coastal area. Each landing site has LACOM together with the committee. Fish processors, fisherfolk, fish trader/intermediary (banabana), LACOM, counselor (alcalo's technical fisheries advisor), alcalo (village head).
- Fisheries officer at each landing site reports directly to DoFish. Fisheries officers collect data directly from the fishermen and report to DoFish. Enforcement is very weak at this point.
- Challenges and constraints to co-management: In Old Jeshwang, collecting fees and under the table contributions was difficult to accomplish. Fees are to purchase coastal management tools and facilities, e.g. wheel barrows, cleaning the beach, and collective emergency fuel (140 L). Not all fisherfolk incomes are the same, therefore it was difficult to collect the same amount from everyone. They could not collect the fuel because of the costs and the pricing limited them to purchase the entire amount, 140L. The goal of the fuel was to serve as emergency fuel, in case the family is not at the landing site to provide fuel for rescue. The navy does not rescue boats at sea, since they do not want to use their own fuel.
- Co-management circumvents poor authority and fisheries management. The co-management enables a stakeholder group to be responsible for fisheries management. All fishing boats are registered.
- Local fisherfolk are motivated and energized to work. However, no one wants to pay for anything. Thus, when they need money to accomplish tasks and activities, they cannot do it. Oftentimes, there are no fish for one week and, as a result, there is no money. During the decision-making process in the women's group and overall group, everyone participates.
- Lessons learned and recommendations Red and Yellow Woman: lessons learned-issue of coming together and doing things collectively, e.g. the woman can now tell their husbands that if they bring home juveniles, they will not buy them. They also learned financial management and responsibility. Now they save their money. Another recommendation is to work together but also they need to maintain responsibility.
- They also had outside training on report writing, financial management, and environmental sanitation through collaboration with Senegal WWF but they want more training.
- Recommendation: they need loans to support their organization and there should be more involvement in management of the funds. If NASCOM provided loans, the

interest (by itself) would enable long term sustainability. NASCOM would develop its own low interest rate policy that would benefit local fisherfolk. They advocate a revolving low rate interest fund for their own members.

- Social Development Fund (SDF) is funded by AfDB (Badiya). SDF cannot give loans directly to beneficiaries. It must pass through a micro-finance institute. SDF provides a 10% loan and adds 4-5% to the loan.
- Fish captured in the Gambia and taken to Senegal. NASCOM wants to limit the efforts of Senegal fishers in the Gambia. After establishing co-management, they want an MOU between The Gambia and Senegal that limits Senegalese fishers in The Gambia. There needs to be awareness of fisheries border agreements among fishers. Coordinate and create awareness of conservation management.
- Also they want to create safe fish smoke houses that address eye safety among women.

FOCUS GROUP: LACOM ON 18 NOVEMBER 2012

1. Names of individuals

1. Individuals who are conducting this progress assessment: Gianluca Ragusa, Daisy Aciro, Anthony Ortiz
2. Individuals who are participating in the assessment: Members of LACOMs, NASCOM Secretary and members of the local landing site.

2. Date of the assessment: 18 November 2012

3. Time period covered by the assessment: 1 October 2009 – 18 November 2012

4. Location: Division or Banjul City, District (etc.): Old Jeshwang Landing Site

5. What are the stakeholders (participants) involved (public and populations)? LACOMs is the Community Based Sole Committee and holds exclusive use rights to the fishery and are responsible for its local management. Through its Community Fisheries Center Management Committees, LACOMs has exclusive use rights to the sole fishery within the sole fisheries zone – from the Atlantic shoreline and shorelines adjacent to the estuarine areas of The Gambia River out to nine nautical miles.

6. Raw Transcripts

- They do not engage in any other livelihood activities, only in fishing. In this area, 95% of the population engage in fisheries activities for their livelihood. This includes five neighboring villages that come to the Old Jeshwang landing site.
- To participate in any fisheries related activities, they need to be part of LACOM and pay the user fees that provide for cleaning of maintenance facilities. This includes anyone who pays or sells fish in Old Jeshwang.
- They want to develop by-laws to strengthen and regulate local fishing operations, landings, handling, and processing. They want to do this because they were losing many fish as as a result of poorly managed local conditions.

- They want to control landings and make sure that fishers are paid accordingly. Some of the fishermen have a log book that counts the number of fish they capture. They verify the number of fish sold to the number of fish caught. They use the same concept to verify receipts and sales at stores. If there is a conflict between a banabana and fishermen, LACOM serves as a mediator. "I will give you the fish, you give me credit, and you give me money after you sell the fish." This is the business arrangement that banabana have with fishermen.
- In LACOM Old Jeshwang, many management officials are women.
- LACOM serves as a facilitator to enable the fishermen to communicate with DoFish. Through this, there is information sharing between DoFish and the local fishermen. The best way to help the fishermen is through material support, e.g. financial materials and fishing tools. This is the only time he comes here to exchange information with the local landing site. For approximately one year, they have not seen the fisheries extension officer. During the first two years he came more often.
- Four years ago, prior to institutionalization of LACOM, there was an accident. At the time, they had to go to Bakau to request support from the navy to rescue the fishermen. Today LACOM is currently responsible for rescue operations.
- They need to designate the nautical mile. Currently, there are no markers or indicators to make fishermen aware of the one mile nautical boundary.
- Major challenges and constraints include the lack of access to materials and the need for improved storage facilities. LACOM and TRY do not have a specific documented relationship, but they are able to work together in harmony. Currently they have an organizational agreement about fishing times to sell fish.
- Why does the government change to a policy of a 40mm mesh size and not allow 35mm (for bunga), but they allow 14mm (for different fish)? This is planned for January.

ANNEX 5: EVALUATION DESIGN MATRIX

Evaluation Design Matrix

	Evaluation questions	Data collection instrument(s)	Sources of information	Evaluation design	Data Analysis
1.	To what extent has the project met targeted objectives and outcomes, and what changes in strategy and efforts are required to improve project performance from a biological as well as social perspective?	Semi-structured interviews, stakeholder survey, FGDs, and desk research.	18 individual interviews, 2 stakeholder surveys, 5 FGDs, 12 work plans and annual reports, and other desk research.	Data triangulation, PRA, and SWOT analyses	Categorized analysis
	What biological and social intermediate results has the project had to date on the conservation and management of WAMER?	Semi-structured interviews, stakeholder survey, FGDs, and desk research.	18 individual interviews, 2 stakeholder surveys, 5 FGDs 12 work plans and annual reports, and other desk research.	Data triangulation, PRA, and SWOT analyses	Categorized analysis
2.	What major challenges and constraints have the Ba-Nafaa project faced, and how can these be addressed to facilitate implementation?	Semi-structured interviews, stakeholder survey, FGDs, and desk research.	18 individual interviews, 2 stakeholder surveys, 5 FGDs, 12 work plans and annual reports, and other desk research.	Data triangulation, PRA, and SWOT analyses	Categorized analysis
3.	Have URI and DoFish efforts to promote the importance of the ecosystem based, co-management approach been successful?	Semi-structured interviews, stakeholder survey, and desk research	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation	Categorized analysis
	If so, is there potential for expansion/replication?	Semi-structured interviews, stakeholder survey, FGDs, and desk research.	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation, PRA, and SWOT analyses	Categorized analysis
4.	In what ways is the Ba-Nafaa project integrating the principles out lined by the program description?	Semi-structured interviews, stakeholder survey, FGDs, and desk research.	18 individual interviews, 2 stakeholder surveys, 5 FGDs, 12 work plans and annual reports, and other desk research.	Data triangulation, PRA, and SWOT analyses	Categorized analysis
	Are there areas for improvement or expansion?	Semi-structured interviews, stakeholder survey, FGDs, and desk research.	18 individual interviews, 2 stakeholder surveys, 5 FGDs, 12 work plans and annual reports, and other desk research.	Data triangulation, PRA, and SWOT analyses	Categorized analysis
5.	How is the project achieving results at the different levels of governance to promote sustainable fisheries and to prevent overfishing?	Semi-structured interviews, stakeholder survey, and desk research	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation	Categorized analysis
6.	Is the information produced by URI being utilized by government and fishers' organizations to promote bilateral dialogue and regional harmonization of artisanal fisheries governance?	Semi-structured interviews, stakeholder survey, and desk research	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation	Categorized analysis
7.	With respect to the threats and opportunities facing conservation and sustainable management of the WAMER, are there any critical human and institutional capacity gaps the Ba-Nafaa project is not targeting?	Semi-structured interviews, stakeholder survey, and desk research	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation	Categorized analysis
8.	Can the efficiency and effectiveness of the project be improved?	Semi-structured interviews, stakeholder survey, and desk research	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation	Categorized analysis
	Is the significant cost of acquiring data for management (for example, human and migratory fish surveys) an appropriate investment?	Semi-structured interviews, stakeholder survey, and desk research	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation	Categorized analysis

9.	To what extent the processes, systems, and capacity improvements being put in place by Ba-Nafaa are conducive to project sustainability?	Semi-structured interviews, stakeholder survey, and desk research	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation	Categorized analysis
	What is a reasonable time frame to consider in planning for sustainability of the fisheries improved management plans, conservation of the WAMER, and eventually the overall impact?	Semi-structured interviews, stakeholder survey, and desk research	18 individual interviews, 2 stakeholder surveys, 12 work plans and annual reports, and other desk research.	Data triangulation	Categorized analysis
10.	Are funds being implemented consistently with the requirements of Congressional water, adaptation and biodiversity earmarks?	Desk research	12 work plans and annual reports and USAID earmark definition documents.	Data triangulation	Literature assessment

ANNEX 6: REFERENCES

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91. Kaddijatou Jallow	President of NASCOM Brufut / NASCOM Vice-president Vice-president of fish smokers association of The Gambia	Ministry of Fisheries and Water Resources	janko_bojang@yahoo.com (220) 99445086
92. Agnes Guilland	Economic officer European External Action Service	European Delegation in The Gambia, 74 Atlantic Road, Banjul	agnes.guillan@eeas.europa.eu (220) 4495146
93. Dawda Jones	Public Relation Officer	Banjul City Council, Banjul	dawdajones@yahoo.com
94. Duwa .O. Jatta	Director of Administration	Kanifying Municipal Council (KMC)	(220) 9222019 (220) 3581616
95. Ebrima KM Jabang	Assistant Fisheries Officer (Extension Officer from the Ministry Of Fisheries and water resources based at Kartong)	Ministry Of Fisheries and water resources based at Kartong	(220) 7957622
96. Isatou Jarjan	TRY Oyster Secretary and Coordinator for Kartong Village for the TRY Oyster Association	TRY ASSOCIATION/ Kartong Fish Landing Site	www.tryoyster.com tryoyster@gamail.com
97. Richard T Yomeka	Deputy Chief of mission	Embassy of the United States of America in The Gambia, Kairaba Avenue Fajara, Banjul The Gambia	yomeokar@state.gov (220) 439-2856 ext. 2101
98. John D Stubbs	Political/Economic officer	Embassy of the United States of America in The Gambia, Kairaba Avenue Fajara, Banjul The Gambia	yomeokar@state.gov (220) 439-2856 ext. 2101
99. Amadou Saine	Permanent Secretary	Ministry of Fisheries and Water Resources 7 Marina parade, Banjul, The Gambia	ab_sayne@yahoo.com (220) 42227624 / 42227623
100. Nfamara . J. Dampha	Director Of Fisheries	Fisheries Department 6 Marina Parade, Banjul	nfamarajerrodamrho@yahoo.com (220) 4201515 (220) 9924834

ANNEX 8: MTE FIELD ACTIVITY SCHEDULE

MTE Field Activity Schedule

	29-Oct Conference call Karen Kent (URI) and Ousman Drammeh (WWF) Desk Research and prepare work plan Home	**30-Oct** Desk Research and prepare work plan Home	**31-Oct** Desk Research and prepare work plan Home	**1-Nov** **Team Planning Meeting with USAID via teleconference** Desk Research and prepare work plan Home	**2-Nov** Desk Research and prepare work plan Home	**3-Nov** Team Leader travels to The Gambia Home/Banjul
4-Nov Anthony arrives in The Gambia Home/Banjul	**5-Nov** 9.00AM- project presentation and debriefing at WWF Daisy arrives in The Gambia Home/Banjul	**6-Nov** 9:00 AM- project presentation and planning meeting at WWF 12:30PM- planning meeting with TRY. Draft work plan Banjul	**7-Nov** 10:30AM- interview WWF Country Director 2:00PM- inbrief with Minister of Fisheries and Water Resources. 3:00PM- inbrief with DoFish Deputy Director Draft work plan Banjul	**8-Nov** **Submit Final Work Plan & Evaluation Design to USAID** 10:00AM- meet TRY Executive Director and focus group with TRY oyster harvesters. 3:00PM- observe WASH Old Jeshwang. Banjul/Old Jeshwang	**9-Nov** 11:00AM- interview Karen Kent Banjul	**10-Nov** 10:00AM- focus group and planning meeting with NASCOM. 6:00PM- focus group with TRY Faji Kunda. Banjul/ Faji Kunda Village
11-Nov Banjul	**12-Nov** 9:00AM- planning meeting at WWF 10:00AM- interview WWF project manager. Banjul	**13-Nov** 10:00AM- interview WWF WASH coordinator. Banjul	**14-Nov** 10:00AM- interview 2 Peace Corps Volunteers (WWF staff). 2:00PM- observe TRY stakeholder training. Banjul	**15-Nov** 12:00PM- team meeting analyze data and draft report. 4:00PM- focus group with NASCOM. Banjul	**16-Nov** 10:00AM- interview TRY Executive Director 2:00PM- intervew TRY National President Banjul	**17-Nov** Banjul
18-Nov 12:00PM- team meeting analyze data and draft report. 4:00PM- LACOM /NASCOM at Old Jeshwang landing site. Banjul/Old Jeshwang	**19-Nov** 9:00AM- planning meeting at WWF 12:00PM- meeting and inbriefing with DoFish. 3:00PM- interview GAMWORKS staff. Banjul	**20-Nov** 10:00AM- meeting with Minister of Finance 11:30AM- observing DoFish Workshop. 2:00PM- team meeting analyze data and draft report. Banjul	**21-Nov** 10:00AM- interview NEA officer. 1:00PM- interview DoFish AfDB coordinator. 3:45PM- interview NEA officer. Banjul	**22-Nov** 10:00AM- interview WWF project manager 1:00PM- observe AfDB fish market and port. Banjul	**23-Nov** 10:00AM- interview Peace Corps Volunteer (TRY staff). 12:00PM- meeting at WFP. 2:00PM- interview NASCOM secretary. Banjul	**24-Nov** 2:00PM- team meeting analyze data and draft report. Banjul

25-Nov Banjul	**26-Nov** 9:00AM- planning meeting at WWF 10:00AM- meet GEF. 2:00PM- interview TARUD in Gunjur. Banjul/Gunjur	**27-Nov** 10:00AM- interview DoFish official. 2:00PM- SWOT analysis with local principal fisheries officer and NASCOM vice-president at Brufut landing site. 5:00Pm-observe Tanji Landing Sites Banjul/Brufut/Tanji	**28-Nov** 3:00PM- meet EU Delegation. Banjul	**29-Nov** 10:30AM- interview Director of DoFish 1:00PM- interview Banjul City Council. 2:30 PM- meet Kanifing Municipal Council Banjul	**30-Nov** 10:00AM- USAID Teleconference 12:00PM- interview to TRY Kartong local secretary and local fishery officer atKartong Landing site. Banjul/Kartong	**1-Dec** Analyze data Banjul
2-Dec Banjul	**3-Dec** 4:15PM- teleconference with Brian Crawford (URI). Draft evaluation report Banjul	**4-Dec** 10:00AM- meeting with Momodou Njie at DoFish Draft evaluation report Banjul	**5-Dec** 4:15PM- teleconference with Kathy Castro (URI). Draft evaluation report Banjul	**6-Dec** 10:30AM- U.S. Embassy in/out briefings. Draft evaluation report Banjul	**7-Dec** 9:30AM- Debriefing with Minister of Fisheries and Water Resources. 4:15PM- Debriefing teleconference with Karen Kent and Brian Crawford. Draft evaluation report Banjul	**8-Dec** Draft evaluation report Banjul
9-Dec Draft evaluation report Daisy travels home Banjul/Home	**10-Dec** Draft evaluation report Banjul/Home	**11-Dec** Draft evaluation report Banjul/Home	**12-Dec** **Submit Evaluation Report Draft to ME&A** Anthony travels home Banjul/Home	**13-Dec** Revise evaluation report draft Gianluca travels home Banjul/Home	**14-Dec** Revise evaluation report draft Home	**15-Dec** Revise evaluation report draft Home
16-Dec Revise evaluation report draft Home	**17-Dec** **Submit Evaluation Report Draft to USAID** Home	**18-Dec** Prepare presentation Home	**19-Dec** Prepare presentation Home	**20-Dec** Prepare presentation Home	**21-Dec** **Team debriefs USAID via teleconference** Home	**22-Dec**

ANNEX 9: BA NAFAA LOGICAL FRAMEWORK ANALYSIS

Ba Nafaa Project Logical Framework Analysis

Summary of Objectives/Activities	Objectively Verifiable Indicators	Means/Source of Verification	Risks & Assumptions
Project Goal/General Objective: Support the Government of The Gambia in achieving its fisheries development objectives, as outlined in the Poverty Reduction Strategy Paper and The Gambia Incorporated Vision 2020.	**1.** Increased food self-sufficiency and security; **2.** A healthy population; **3.** Enhanced employment opportunities for nationals; **4.** Increased revenue generation and foreign exchange earnings; and **5.** Attainment of national social and economic development.	**1.** Ministry of Agriculture and Ministry of Fisheries & Water Resources statistics; **2.** Ministry of Health, Social Welfare & Women's Affairs statistics; **3.** Ministry of Trade, Regional Integration & Employment statistics; **4.** Ministry of Trade, Regional Integration & Employment statistics; and **5.** Ministry of Finance and Economic Affairs statistics.	Assumption: Each ministry will maintain its fisheries development objective, as outlined in the Poverty Reduction Strategy Paper and The Gambia Incorporated Vision 2020. Risks: The government will modify its fisheries development objective due to external factors, such as budgetary constraints, reduction in regional integration, and changes in national government leadership.
Specific Objectives: Artisanal fisheries and coastal ecosystems in The Gambia and selected stocks shared with Senegal are being managed more sustainably, incorporating significant participation of fisher-folks in decision-making and attaining improved economic benefits for both men and women involved in the market value chain	**1.** Work with several community fisheries centers and their management committees to improve fisher-folks involvement in the management of fisheries resources; **2.** Further development and implementation of the draft fisheries management plan for sole, sardinella, and shrimp; **3.** Partnerships with shrimp and sole export processing businesses; and	**1.** Survey of community fisheries centers, their management committees, and their management plans from the Ministry of Fisheries & Water Resources. **2.** Drafts of Ministry of Fisheries & Water Resources Policies. **3.** Survey of export processing businesses from the Ministry of Trade, Regional Integration & Employment.	Assumption: **1.** Local fisher-folks continue their involvement in community fisheries centers. **2.** Ministry of Fisheries & Water Resources finalize and implement policies. **3.** Local market prices are regionally competitive. **4.** Local fisher-folks continue their involvement in oyster harvester programs. Risks: Lack of exit strategies to continue objectives after Ba Nafaa program completion. Business norms continue that limit partnerships with local fisheries processing businesses. Gender inequality continues and women are unable to gain

Ba Nafaa Project Logical Framework Analysis			
Summary of Objectives/Activities	**Objectively Verifiable Indicators**	**Means/Source of Verification**	**Risks & Assumptions**
	4. Work with oyster harvesters—a women-dominated fishery	**4.** Survey of oyster harvesters active in The Gambia, including their management committees and management plans from the Ministry of Fisheries & Water Resources.	access to the market value chain.
Expected Outputs:			
1. Strategies to increase social and economic benefits to artisanal fishing communities, and otherwise create incentives for a sustainable fisheries agenda in the WAMER identified, tested and applied	**1**. Number of businesses economically benefiting Number of people receiving economic assistance packages (assets, grants, training, etc.) Number of people with improved access to loan capital (e.g. benefiting from new or strengthened savings & credit associations)	**1.** Interviews with businesses. Interviews with local stakeholders and surveys of local financial institutions. Interviews with local stakeholders and surveys of local financial institutions.	Assumptions**:** Incentivized economic and social strategies enable local fisher-folks to manage longer-term business practices. Risks: Local fisher-folks do not have access to financial capital to establish and maintain local businesses.
2. Institutional capacity strengthened at all levels of governance to implement an ecosystem-based, co-management approach to sustainable fisheries, and to prevent overfishing SUB-IR: The Gambia – enabling conditions in place SUB-IR: Constituencies to support harmonized fisheries policies and management plans at the trans-boundary scale built	**2.** Number of government agencies or management bodies strengthened or created. Number of government personnel, community leaders and private sector stakeholders trained in resources management. Improvements on a governance scorecard covering, goals, constituencies, commitment and capacity dimensions, including measures that legislation and regulations are being implemented and complied with, and budgetary investments by government in fisheries management Number of fishermen and women with collective or individual use rights	**2.** Interviews with government officials and review of government organizational policies. Interviews with government officials and survey of trained stakeholders. Governance scorecard for relevant ministries based on 'Ecosystem-based management Markers for assessing progress.' Interviews with local stakeholders.	Assumptions**:** The Gambian National Government and regional governments *both* have political will to maintain ecosystem-based management and co-management. Risks: The Gambian National Government *and/or* regional governments do not have political will to maintain ecosystem-based management and co-management.

Ba Nafaa Project Logical Framework Analysis			
Summary of Objectives/Activities	**Objectively Verifiable Indicators**	**Means/Source of Verification**	**Risks & Assumptions**
	(collective quotas or territorial use rights, saleable licenses)	Surveys of regional meetings and interviews with exchange visit participants.	
	Number of stakeholders participating in regional meetings and/or exchange visits		
	Number of workshops/meetings on policy reform for the artisanal fisheries sector held between Senegal and the Gambia	Survey of workshops/meetings	
	Number of reports documenting trans-boundary issues and alternative solutions	Review published documents, government policies, and web resources.	
	Number of policies, laws, agreements or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	Review documented and proposed policy changes.	
	CC1: Number of climate vulnerability assessments conducted as a result of USG assistance	Review climate vulnerability assessments	
	CC2: Number of stakeholders using climate information in their decision making as a result of USG assistance	Surveys of stakeholders using climate information.	
	CC3: Number of institutions with improved capacity to address climate change issues as a result of USG assistance	Interviews with relevant institutions.	

Ba Nafaa Project Logical Framework Analysis			
Summary of Objectives/Activities	**Objectively Verifiable Indicators**	**Means/Source of Verification**	**Risks & Assumptions**
3. Nursery areas and spawning areas for critical life stages of commercially important species and for associated marine turtles and mammals are protected.	**3.** Hectares in areas of biological significance under improved management Hectares in areas of biological significance under improved management Hectares in areas of biological significance under improved management Hectares under effective management.	**3.** Review management plans for each area. Interview relevant stakeholders to determine management plan effectiveness. Key biological reference points in the FMPs for sardinella, shrimp, sole, oyster.	Assumptions**:** Fisherfolk will reduce illegal fishing practices and local authorities will prevent illegal practices. Risks: Fisherfolk will continue illegal fishing practices and local authorities will not enforce illegal practices.
4. Change unsustainable and destructive marine resource use practices that threaten improved biodiversity conservation in the West Africa Marine Eco-region	**4.** Number of technological innovations (gear or fisher behaviors) developed and/or effort restrictions that reduce by-catch Number of fishing units that adopt by-catch reduction devices Number of processers that reduce fuel wood consumption Number of vessels registered/licensed.	**4.** Interview local stakeholders who are familiar with technological innovations. Survey local authorities for fishing units registered for by-catch reduction devices with local authorities. Survey local authorities for processors that reduce fuel wood consumption. Survey local authorities for number of vessels registered licensed.	Assumptions**:** Fisher-folks will reduce illegal fishing practices and local authorities will prevent illegal practices. Risks: Fisher-folks will continue illegal fishing practices and local authorities will not enforce illegal practices.
Activities:			
1. Sole : Putting in place a sustainable fishery co-management plan and other measures and capacity required for The Gambia to obtain the eco-label through MSC (Marine Stewardship Council) certification	**1.** Technical and financial support: $645,805 **2.** Materials, technical assistance and financial support: $332,757 **3.** Technical assessments: $78,765	**1.** to be identified **2.** to be identified	**1.** Assumptions: There is continued support for the Department of Fisheries and local stakeholders to co-manage and achieve MSC certification for The Gambian sole fishery. Risks: All relevant stakeholders will not stay involved in the co-management

Ba Nafaa Project Logical Framework Analysis			
Summary of Objectives/Activities	**Objectively Verifiable Indicators**	**Means/Source of Verification**	**Risks & Assumptions**
2. Oysters : The project's near term goal is to develop a small ecosystem scale model – for the Tanbi Wetlands National Park – of a co-management plan that empowers the women harvesters to directly manage the harvesting of the oysters and cockles, and that can be replicated in other mangrove subsystems within the country and region **3. Biodiversity conservation**: Some of the initial fishing community consultation processes conducted as part of start-up activities included collection of local knowledge on "hotspot" areas in the Atlantic coastal near-shore marine zones **4. Shrimp** : Compile information that can help to more clearly understand the current issues related to a value chain assessment of the shrimp fishery on the Gambia River and partner with the *Wula Nafaa* Project. **Sardinella** : Concentrate on local management issues while supporting efforts of the sub-regional commission to harmonize policies and measures to reduce overall effort, including	**4.** Technical assessments and outreach activities: $9,000 **5.** Technical assistance: $169,635 **6.** Technical assessments and workshop: $382,752 **7.** Technical assistance and material support: $236,349 **8.** Technical assistance, workshops and administrative support: $302.294	**3.** to be identified **4.** to be identified **5.** to be identified **6.** to be identified **7.** to be identified **8.** to be identified	process. **2.** Assumptions: This pilot community based approach model can be replicated elsewhere. Risks: The pilot model cannot be applied elsewhere; also gender inequality may be pervasive. **3.** Assumptions: This information successfully contributes to obtain a full picture of the entire Atlantic coast and to planning of the proposed Numi Marine Park and associated fishing no-take areas. Risks: Local fishing practices adhere to biodiversity conservation practices. **4.** Assumptions: Shrimp & sardinella have a strong regional market and local management can strengthen their practices. Risks: Local management cannot maintain practices for localized growth and sustainability. Also, shrimp and sardinella regional markets may weaken. **5.** Assumptions: Catfish management committee successfully integrates into their management plan and there is a strong regional market. Risks: Catfish management committee cannot maintain practices for localized growth and sustainability. Also, catfish

Ba Nafaa Project Logical Framework Analysis			
Summary of Objectives/Activities	**Objectively Verifiable Indicators**	**Means/Source of Verification**	**Risks & Assumptions**
a need to register and license artisanal fishing vessels, capture of juvenile fish, and the extensive use of wood in the smoking and drying process **5. Catfish** : Integrate catfish management responsibilities into the sole management committee that allows the project to incrementally build to a multispecies management plan for demersal stocks, primarily targeted by the bottom set gill nets and long lines. **6. Climate Change** : Year 2: Ba Nafaa convened a regional workshop in Senegal with a focus on building awareness of climate change issues in fisheries and MPAs and strategies for incorporating these issues into fisheries and marine conservation decision-making. Year 3: Fisheries climate change vulnerability assessment of the Saloum Delta and Gambia River estuary area **7. Water and Sanitation** (WASH) : Improve water supply and sanitation at approximately seven public fisheries landing/processing facilities.			regional markets may weaken. **6**. Assumptions: Climate change multilateral relations continue with Cape Verde, Gambia, Guinea, Guinea Bissau, Mauritania, Senegal and Sierra Leone (workshop representatives); and upcoming fisheries climate change vulnerability assessment strengthens marine ecosystem management planning among all relevant stakeholders. Risks: There is continued interaction to maintain to an ecosystem-based management plan among all regional jurisdictions. **7.** Assumptions: Local stakeholders maintain improved water and sanitation management at the public fisheries landing/processing facilities. Risks: Unhealthy past water and sanitation practices may continue. **8.** Assumptions: Capacity building practices prove to be effective for trained stakeholders. Risks: Trained stakeholders do not apply trained practices to maintain their abilities.

Ba Nafaa Project Logical Framework Analysis

Summary of Objectives/Activities	Objectively Verifiable Indicators	Means/Source of Verification	Risks & Assumptions
8. Capacity Building : Year 1: Capacity Building for DoF and DoE; Coordination with other regional fisheries projects; and Communications and Public Outreach. Year 2: Degree training for DoF staff; MPA Pro Certification; The Gambia and Senegal are exchanging lessons in artisanal fisheries co-management and actively working to address trans-boundary issues that affect sustainable fishing of shared stocks; URI Fisheries Institute; and Communications and Public Outreach. Year 3: Regional Co-Management Best Practices meeting with PARTAGE Degree training for DoF staff; MPA Pro certification; URI Fisheries and Coastal Institute; and Communications and Public Outreach			

ANNEX 10: CONGRESSIONAL WATER, ADAPTATION AND BIODIVERSITY EARMARKS

Congressional Water, Adaptation and Biodiverstiy Earmarks

<u>Adaptation Earmark</u>: Focused/Direct GCC funded investments in Adaptation should meet all of the following criteria:
1. **Funding:** Program/activity must have climate change adaptation pillar funding and not be attributed to any other initiative.

2. **Objective:** Program/activity has the explicit objective of reducing vulnerability of human or natural systems to the impacts of climate change and climate-related risks. Eligible Adaptation programs/activities will fall under the following broad categories:

- Science and analysis for decision-making: Investments in scientific capacity, improved climate information and predictions and diffusion of information, and evidence-based analysis to identify vulnerable sectors, populations, and regions and to evaluate the costs and benefits of potential adaptation strategies.

- Effective governance for climate resilience: Investments in capacity to use climate information and analysis in decision-making, effective governmental coordination and response to climate change, improved public communication and education, and strengthened community, civil society, and private sector engagement on climate change.

- Implementation of climate solutions: Investments in integration of adaptation strategies into programs in infrastructure, health, water, agriculture, disaster risk reduction, conflict, natural resources management, and other sectors.

3. **Indicators:** Program/activity monitors its impact using one or more USAID climate change indicators, at least one of which must be a standard indicator.

4. **Outcome:** Program/activity reduces or supports the reduction of vulnerability of human or natural systems to the impacts of climate change and climate-related risks.

<u>Biodiversity Earmark</u>: Within the Code are four key criteria, all of which must be met to be considered a biodiversity program:

- The program must have an explicit biodiversity objective, *it is not enough to have biodiversity conservation result as a positive externality from another program* (Chapters 5 and 6).

- Activities must be identified based on an analysis of threats to biodiversity (Chapter 5).

- The program must monitor associated indicators for biodiversity conservation (Chapter 8).

- Site-based programs must positively impact biologically significant areas (Chapters 3 and 6).

<u>Water Earmark</u>: Activities eligible for allocation or attribution to this earmark must meet all of the following conditions:

1. An activity must state as a primary or secondary objective increased access to drinking water supply or sanitation services, better quality of those services, and/or hygiene promotion. The objective may correspond to either direct or indirect support, but it must make explicit the linkage to drinking water supply, sanitation or hygiene outcomes.

2. Activities must identify objectively verifiable indicators and targets that track progress towards the identified drinking water supply, sanitation, and/or hygiene objective. To the extent possible, the use of common Foreign Assistance Coordination and Tracking System (FACTS) indicators is encouraged. For those interventions that do not lend themselves to the standardized FACTS indicators, activity managers may also develop customized indicators to track progress.

3. In programs that include both earmark eligible and non-eligible activities, funding may be attributed to the earmark only in proportion to the activity's support of the earmark definitions provided here.

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