

PROGRESS REPORT OF PLANNED ACTIVITIES FOR ESDP PROJECT 2019.

Introduction

Output 1.0 Creating an Enabling Environment for inclusive and sustainable private sector development by supporting better policy programming especially with regards to employment and entrepreneurship

No	Policy/Survey Tittle	Status of Implementation
1	Labour Force Survey	Labour force survey completed , launched at national level , and regional disseminations done
2	Consultancy for the MSME Policy Update	Completed with more than 5000 MSME updated
3	Introduction of Entrepreneurship Education into Basic Cycle Schools	Completed, Entrepreneurship education to be launched in Lower Basic Schools in 2020.
3	Feasibility Study of the establishment of Tech Hub	Completed
4	Gender Assessment of Trade-Related Policies	Completed
5	Formulation of National MSME Policy	Completed
6	Consultancy for the terminal evaluation and update the National Youth Policy	The Youth Policy is completed and final draft submitted after validation. Draft CP developed.
7	Development of National Employment Policy	Thus the Employment Policy 2019-2024 and Action Plan 2019-2024 completed and submitted to MOTIE. The Ministry is developing a Cabinet Paper and seek approval from the cabinet and launch the policy fourth quarter.
8	Review and update of Labour Act	Final draft of Labour Act after validation is submitted to MOTIE, for onward transmission to MOJ for final legal drafting and commencement of enactment process. In addition, the MOTIE has

		submitted the draft to ILO for technical review and awaiting response
9	Formulation of Aid for Trade Strategy.	Ongoing
10	National Standards & Regulation on Bread	Completed
11	Preparation of the LDC Report	Completed
12	consultancy to review gender sensitiveness of Government policies	Completed, but report is not circulated widely.
13	Impact Assessment of SICs	Ongoing
14	E-Commerce Platform feasibility Study	Ongoing

From the annual work plan, 14 activities planned for 2019, 11 have been completed, representing 78percent, while the remaining 3 are ongoing. The 5 policy targets set in the project document have all been completed except the gender mainstreaming policy. However, the Gender Policy formulation is been supported by other donors.

Outcome 2: Developing the capacity of local entrepreneurs for improved productivity and competitiveness through training & skills development of existing interventions like Songhai and Empretec

No	Planned Activity	Status of Implementation and achievement
1	E-Commerce Platform feasibility Study	
2	BDS	A total of 184 participants trained in 2019, including students at GSI
3	Trainer National and International-UNCTAD	
4	Conferences	
5	Master class BDS trainings	2 staff trained to master's level.
6	Develop Export Development Guide	Export Development Guide development completed , printed and distributed to stakeholders
7	M&E	Quarterly monitoring of BDS advisers and trainees
8	Review and Design Investment Guide	
9	Upgrade the Investment Monitoring software	The soft completed and functional
10	UNV Youth Planner	Activity not implemented as no UNV Youth Planner is recruited
11	Administration	The EPSD project supports the GSI with the payment of salaries for 1 driver, 1 Matron, 3 Cooks, and 8 Graduate Instructors. Salaries are sometimes delayed
12	Institutional Contract with SRC-Benin	
13	Operational Expenses	GSI supported
14	Crop Production	GSI supported with farming materials and fertilizer for crop production
16	Assessment and development of Business Plan for Sustainability study(Tracer Studies and Business Plan)	Tracer study on past completed and business plan developed. The report indicated that most of the former students are working at private gardens, but there is a marked gender disparity in employment, as most private sector participants seem to prefer men than women.
18	Animal production	GSI supported with animal feeds, vaccines for poultry and animal husbandry at GSI
19	Participate in International Conferences or workshop by MOTIE and UNDP	Staff on the Ministry of Trade participated in an intersectional meeting in Conakry on the preparation of African Negotiators on Investor-State Dispute Resolution for UNCTRAIL Group 3 to be held in Geneva.

20

Consultancy on minimum wages

Consultancy ongoing , but seriously delayed

Outcome 3: Support better Policy Programming and Implementation

No	Name of Institution	Training Provided	Number of Participants
1	Sterling Construim	1.Cybersecurity, 20 2. Aluminum Fabrication 20 3. Vehicle Diagnostic 20 4. Solar Installation 20 5. Fibrous Ceiling (White Ceiling) 20	100
2	GTMI	1.CCNA 20 2.Mobile Rep 16 3.Solar Installation air 20 4.Satellite Installation 20 5. Cisco applications 20	96
3	Real Tech	1.Coding Designing 9 2. Photocopy and Printer Repair 13 3. Flat Screen Repair 12	34
4	Smart Technology	1.Youths on App and Web Development 10 2. Creative Design Techniques 10	20 (This training has not started yet)
	Total		270

Key finding: Only 270 out of the project target of 700 Youths have been trained on live skills as of end of 2019, mid-way into project implementation. More activities should be geared toward this outcome.

Effective Project Management Support

Operational support as well as capacity building supports has been provided to project management unit at MOT. These include fuel, driver's salary, vehicle maintenance, project allowances and capacity building of project staff and implementing partners.

Financial disbursement

Amount Allocated by UNDP	Amount disbursed by UNDP	Disbursement Rate
USD 854,272.23		
Amount Allocated GLF	Amount disbursed on GLF	Disbursement Rate
GMD 2, 840,080.00		

Challenges

- Delay in project activities, payments, thus resulting in a low delivery rate.
- Implementing partners not submitting activity reports on time.
- Delay in consultancies

Recommendation

- PMU should sign an MOU with all IP
- The Project should focus more efforts on outcome 2 and 3 , as we are far from the target set in these outcomes





2018 ANNUAL REPORT: Support to Entrepreneurship and Private Sector Development

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1. PROJECT BRIEF

Project ID	: 00095078
Award ID	:
Project Name	: Support to Entrepreneurship and Private Sector Development
Project Period	: 2017- 2021
Project Component	: UNDAF- CPD 2017- 2012
Implementing Partner	: Ministry of Trade, Industry, Regional Integration and Employment
Total budget	: \$ 850,837.26 UNDP, \$103,092.80 GLF
Total expenditure	: \$ 953,930 (>110% delivery rate)
Relevant CPD Indicator: Indicator 1.0 Strengthening National and Sub-national Institutions to achieve structural transformation of productive capacities that are sustainable, employment and livelihood intensive.	



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EXECUTIVE SUMMARY

The Support to Entrepreneurship and Private Sector Project is an indicative output under the Country Program Document of the UNDAF that is anchored on the past country programme cycle achievements. The new approach is more result-oriented with emphasis on creating strong linkages with the private sector as demonstrated in the number of private sector related activities implemented and the diversity of partners as well as the delivery rate in the year ending 15th December, 2018. The Project has three outcome areas namely; 1) Creating an Enabling Environment for inclusive and sustainable private sector development by supporting better policy programming especially with regards to employment and entrepreneurship, 2) Developing the capacity of local entrepreneurs for improved productivity and competitiveness through training & skills development of existing interventions like Songhai and EMPRETEC and 3) Support better Policy Programming and Implementation.

During the year under review, major studies were conducted as reported below such as the Labour force survey, the MSME mapping study and the Gender mainstreaming, all these studies will be major inputs into the review and update of policies, acts and regulations. Also, the program continues to support capacity building (hard and Soft) Entrepreneurship and TVET trainings for livelihood enhancement and employment creation. So far nine (9) (Policies, strategies and studies) were developed in 2018, 4,223 jobs and livelihoods created through training (entrepreneurship and skills development) and BDS, support to participation local and International Trade Fairs.

INTRODUCTION OF THE PROJECT

The Country Program Document component indicative output; *Strengthening National and Sub-national Institutions to achieve structural transformation of productive capacities that are sustainable and employment and livelihood intensive* -Support to Entrepreneurship and Private Sector Development is a program that focuses on a mix of upstream policy, regulatory interventions and downstream catalytic and transformational interventions skills and capacity development Programmes. This aims to support the structural transformation of the productive capacities of The Gambia in order to generate sustainable livelihoods and intensive employment for the citizenry. The Project (EPSD) is anchored on the success of the EMPRETEC and Songhai Initiatives in order to consolidate the gains from these Projects. This support is in line with United Nations Development Assistance Framework UNDAF (2017- 2021) and the national Vision for Private Sector led growth as encapsulated in the country's long-term development plan-Vision 2020, The National Development Plan (2018-2021), SDGs, UNDP's strategic

2017-2021. This Project has a private sector focus and will contribute to CPD result area one- Inclusive economic growth and poverty eradication and in line with UNDAF Priority area one- governance, economic management and human rights.



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IMPLEMENTATION CHALLENGES

Notwithstanding the delivery rate of the Project, most of the Implementing Partners highlighted the following as major challenges affecting the Project; timely availability of funds relating to bank transfers for payments of activities and delays in submission of request for payments. Also some of the activities under outcome-one are in the form of studies or consultancies and thus require procurement which usually cause delay in implementation. Another challenge faced is delay in getting quarterly reports from sub-IPs, and sometime delays in getting prompt feedback from component coordinators on Proposals send to them for guidance and advice. Sometimes these delays may not be communicated to project manager on time for his intervention. One of the major challenges of this project is the further disaggregation of the activities beyond the gender and youth categories to include people living with disability.

In addition, some of the challenges are relating to limited capacity at the Account Unit in processing payments on time. Currently, the Account Unit has only two staff which are overwhelmed with work. Unavailability of cheque books is another challenge facing the project.

PROJECT PERFORMANCE

Output 1.0 Creating an Enabling Environment for inclusive and sustainable private sector development by supporting better policy programming especially with regards to employment and entrepreneurship

Outcome Targets, Baseline and Indicators; Number of gender sensitive policies and studies to generate and strengthen employment and livelihoods. Baseline: 0 central; 2 urban; 0 rural; Target: 7 central; -urban; - rural

Main Activities; 5 Policies (Trade, Investment, Industrial policy and Trade Strategy and Gender mainstreaming), MSME Mapping study, Labor Force Survey, and Implementation of Entrepreneurship Policy

Main Activity Results / Achievements



The Trade Policy: the Trade Policy update highlighted the need to link the Industrial Policy to the Trade Policy, also it recommends for The Gambia to develop an AGOA Utilization Strategy as well as Aid for Trade Strategy Paper taking advantage of our comparative advantages. It links the private sector to markets.

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Industrial Policy; the Action Plan for the Industrial Policy will be used for development the productivity capacity of the economy and serve as operational tools for the Structural transformation Quest of The Gambia, it recommends for a stratified approach first conducting a feasibility study for Made in The Gambia Promotion then link the Trade Policy and strategy to the Industry Policy programme.

The Investment Policy: The Gambia Investment Policy 1999 has been updated to reflect the current realities on the ground and one of the key recommendations is to review and update The GIEPA Act 2015 and Regulations. The Investment Policy update further recommends for the reduction of the priority list on the GIEPA Act as well as criteria for Domestic-SIC (Special Investment Certificate) as this will make easier for Domestic Investors especially MSMEs to benefit from the DSIC. The policy focuses on increasing investment flows in the economy to create employment opportunities and reduce poverty.

The Gender mainstreaming: This study was recommended in order to look into how Gender sensitive and responsive is government Policies towards the vulnerable groups (Women and Youth). The study highlighted that most of the policies formulated by the Ministry and the Government at large is either gender blind or Gender insensitive. It therefore calls for the review and infusion of Gender issues into our Policies.

The MSME Mapping Exercise: During the year under review an MSME Mapping exercise was conducted to first, update the MSME Database, their characteristics, geographical distribution, sectoral focus and the types of support they receiving from Government and partners. This reports highlighted that over 80% of the MSMEs are in the informal sector and are micro. Thus recommends for the changed of definition of MSME and proposes ways of supporting their formalization. This report will be used as major input in updating the MSME Policy.

The Labor Force Survey (LFS): one of the major studies conducted was the LFS and the preliminary results highlighted **that unemployment has risen** despite all the support of government and partners. This calls a change of approach towards support for employment creation and livelihood by formulating policies and strategies that are responsive to the current employment dynamics. These results will be used for the update of the Employment Policy and Action Plan as a policy action in crumbing high unemployment among youth. It will also be used to update the Labour Act and Regulation.



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Implementation of the Entrepreneurship Policy: In 2018, two key activities were conducted from the Action Plan of the Entrepreneurship Policy; *Developing a Catalogue of Technical and Regulatory Standards* and the *Introduction of Entrepreneurship Education into the Basic Cycle Schools*. The Catalogue of Technical and Regulatory Standards will be used as tool for exporters, Industries and Processors as a guide in meeting international standards when manufacturing for exports as well as domestic market requirements. For the first time, there is a catalogue that has all the gazetted standards in one book thus reducing cost for searching and averting non-compliance due to lack of information on standard requirements on certain products for certain markets. On the other hand, the Introduction of Entrepreneurship into Basic Education curriculum to serve as a medium of exposing kids to entrepreneurship as a career at their tender age.

Project Indicators for Outcome 1:

Baseline: 0

Target: 7

Implemented: 8; rate >100%

Outcome 2: Developing the capacity of local entrepreneurs for improved productivity and competitiveness through training & skills development of existing interventions like Songhai and EMPRETEC

Outcome Targets, Baseline and Indicators; Capacity Building of local entrepreneurs to expand and diversify the productive base, Baseline: 4000 entrepreneurs to be trained among which 600 youth, 2000 women and 100 people with disability, Target: 60% of the trainees must be women and Youth

Main Activities and Results :

ETW Trainings : as one of the flagship programs under this project, 9 ETWs were conducted across the country in 4 languages and 393 entrepreneurs trained. During 2018, 352 businesses have demonstrated an improvement in their business through profits, book keeping and expansion of networks through project support. A total of *723 jobs and 2675 livelihoods created during the year*. The percentage of women trained is 45.45%; male 47.72% and 7% are adults. The main target for these trainings is to build the entrepreneurship capacity of young and women entrepreneurs as highlighted earlier. One of the highlighted activities is that all the winners of the Seedstar competition are Emprectors.

Business Development Service: The rationale behind this activity is to build the capacity and profitability of the businesses through health check and mutually agreed work plans between businesses

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and certified

advisers. During the year under review 2018, 150 businesses were advised on the day to day basic book keeping, expansion and other necessary inputs for small businesses.



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PR and Advocacy: This is to build corporate image of the project and promote the interventions made. 20 Radio talk shows were done at Star FM, Unique and community Radio Stations across the country.

UNCTAD Master Trainers: During the year under review, The Gambia now has 10 national UNCTAD master Trainers, one of the highest in Africa and 3 have completed all the requirement of an International Master Trainer Certification. This will help in attaining the employment creation and livelihood in the coming years by providing efficient and effective services to entrepreneurs.

Trade Fair: during this year's GCCI International Trade Fair, **40 businesses** were supported to participate, this helps them in networking and further expansion of their business and an **additional 10** youth focus business were also supported to participate in the Youth Chamber of Commerce's trade fair.

Launch of the Youth Connekt: The Youth Connekt Gambia is to create awareness throughout the country on Youth Connekt Africa, targeting to create 1000, 000 jobs and livelihood for youth. During this year, the National launching has been done and the National Youth Council has conducted a nationwide sensitization tour linking opportunities to youth for viable ventures.

Gambia Songhai Initiatives: The GSI at Chamen is an agro-entrepreneurship training center, during the year ending 2018, 119 youth were trained and 78 graduated. The 4th batch graduated early February 2018 (39 intake); 19 *female and 20 male*. For the 5th batch, (40 intakes); 23 *female and 17 male* out of the 40 intakes, 38 students are retain as interns at the centre whilst the 6th batch (40); 18 *female and 22 male*. Currently, 8 best students from the 4th batch are employed to work at the center.

Support to MoTIE: the Ministry along with GIEPA, GCCI and PPP unit of MoFEA undertook a study tour to Rwanda looking at the business and regulatory environment and to learn the best practices from Rwanda. The study tour was a great experience for the team and will be used as a major input for the feasibility study for the made in The Gambia strategy paper. This strategy intends to look into the best approach for Gambia's Industrialization. A Cabinet Paper is also being developed to share the experience with the Cabinet and to have support for similar initiatives as our development strategy for

transformation of The Gambia.

Single Window Business Registry:

Single Window Business Registration: MoTIE and the Ministry of Justice have contracted dot.gov and its Gambian partner Cayorr Enterprise to set up the online business registration platform in Basse, URR (single window Business Registration). This will help in the formalization of businesses in provincial Gambia and reduce the cost of trekking up to Banjul or Knifing to register a business. In addition, they can now register within one working day. This SWBR was set up to serve as a one-stop center comprising of all the different stakeholders involved in starting a business in The Gambia. These stakeholders include the Gambia Revenue Authority (GRA), the Trade License Offices (BAC) and the Social Security and Housing Finance Corporation (SSHFC). The idea was to bring these stakeholders under one roof so that anyone wishing to start a business in The Gambia can do so in one place and in one day without any delay. At the moment, the one-stop-shop idea is not working because the other stakeholders (SSHFC and the municipalities/Area councils) are not connected to the SWBR system. We therefore deem it necessary to address the above challenges as a prerequisite to expanding the SWBR to Basse. The Registry will be housed at the former IBAS office in Basse and since it will generate its own income - that will be used as sustenance.



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PENDA Platform: - During 2018, 4 committee meetings were held, a Career day organized; Over 100 students from Gambia Senior Secondary School engaged on coaching, mentoring, writing CVs and how to choose a rewarding career and 6 professional talks about their experience including Lawyers, Bankers, Entrepreneurs, University Lecturers, NAQAA.

Support to GCCI: As part of the support to the Private Sector, the Project helped in the Launching of the National Business Council, established an SME Help Desk as an enquiry point for MSMEs as well as a research center. Furthermore, a Youth App was developed for the Chamber linking all Youth related issues to meaningful businesses for employment creation and livelihood. Training was also conducted on Packaging and Food Handling for 10 youth (5male and 5 female), and were also trained on packaging, bakery and popcorn making as well as standards for packaging and handling. Finally, a Four Year Strategic Plan was developed for GCCI to help shaped the Chamber's future operations vis a vis their advocacy, image building and mobilizing memberships nationwide.

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Project Indicators

for Outcome 2:

Baseline: 4000 entrepreneurs to be trained among which 600 youth, 2000 women and 100 people with disability

Target: Target: 60% of the trainees must be women and Youth

Implemented: Achievements 760 Jobs, 2250 Livelihoods (1756 female and 1254 male) No Data on people living with Disability



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Outcome 3: Support better Policy Programming and Implementation

Outcome Target, Baseline and Indicators ; Target; Number of new jobs and livelihoods generated, Baseline: 700 men, 600 women, 600 youths, Target: over 60 % of the trained must be women and youth.

Main Activities;

Support to Rural Women: 800 rural women were trained on micro-finance and associated banking techniques. 8 Trainers were trained as ToT. NBR; 190 trained, WCR; 193 trained, CRR 200 trained, URR 200 trained and LRR 98 trained. All the 800 women have access to micro finance and are part of Reliance Women Empowerment Project.

Support to Youth: 36 trainees recruited by REAL TECHN Training Centre. **12** were trained on flat panel TV repairs (3 female, 9 male); **9** web designing (4 female, 5 Male). 3 already working on a project to develop a website for a chosen community by the trainees(Mansakonko Area Council, Sare Bojo community and Banaku Garage, **15** trained on photocopier and printer repair (4 female; 11 male). Livelihood enhancement training was conducted by Sterling Consortium and for the year ending 2018, Sterling Consortium trained **17 Youth** on plumbing and gas fitting (15 male, 2 female), **7 Youth** on Fibrous Plastering, **4 are currently employed** and the rest are self employed. In addition, contract has also been signed with the institute to train youth in vehicle diagnosis and aluminum fabrication.

Also, the Gamtel Multimedia Institute-GTMI trained 80 Youth; 20 on solar and Satellite Installation, 20 on phones and laptop repair and 20 on CCNA. Additional batch of 20 youth is currently being trained in CCNA.

Project Indicators for Outcome 3:

Baseline: Baseline: 700 men, 600 women, 600 youths

Target: : over 60 % of the trained must be women and youth.

Implemented: 924 (youth and women trained), 819 are women, rate >100% No Data with People living with disability



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FIELD VISITS- M&E

Several Field visits were conducted by the PMU and the sub-IPs during the year under review for M&E and Asset Inventory or spot checks. During the period under review; it is reported that most of the trained entrepreneurs by the EMPRETEC program are motivated to start a business but find it difficult to start or expand their businesses; some advisers put little effort to assist their clients to register their businesses or keep proper records. Some of the challenges faced by the trained entrepreneurs are start-up capital or funds to expand their businesses. The PMU were able to create an inventory database for all Assets procured by the Project.

Effective Project Management

Meetings: The PMU conducted 7 PSC meetings, four regular and three emergency meetings under the year 2018. Also, the PMU conducted two Meeting one on the Annual General Review with partners and the second one is for partners to send in their proposed activities for the year 2019.

Capacity Building: The Project Management Unit did group training with partners on Result Budgeting in line with The Government of The Gambia (GoTG) Public Financial Management (PFM) reforms aimed at supporting the Government's goal of reducing poverty through the attainment of a stable macroeconomic environment and good governance using the Medium-Term Expenditure Framework (MTEF), as a results-based budgeting instrument. It is against this backdrop that the Ministry of Trade, Industry and Regional Integration has taken initiatives to strengthen the technical capacities of senior staff and partners, in order to respond effectively to the demands of these reforms. This capacity building initiative was funded by the Support to Entrepreneurship and Private Sector Development Project. The objective was to conduct training in results-based budgeting within the context of Public Financial Management (PFM) reforms and results-based management. The training was focused on highlighting key financial management challenges that are common to public administration but analyzing them from a Gambian perspective.

Partners were able to understand how project activities are budgeted, how projects can be derived from government programme, linking outcomes to outputs and proper allocation of resources. Partners were from the PMU, Ministry of Trade and Industry, GCCI, GIEPA and MoYS.

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Also during 2018, three staff of the PMU were sent for overseas training two of the staff were fully funded by the EPSDP while one partly funded. Mr Aziz Bala-Gaye attended the Result Base M&E at the Ghana Management and Productivity Institute, Ms Mariama Touray also attended a one week training on Financial Management and Control at the same institute while Mr Basiru Secka did a short term training on the SME Productivity, a course for Policy makers. Mr Bala-Gaye has been instrumental in preparing the M&E specialist and the 2019 M&E template, also he helped in designing a summary template for tracking the activities of Songhai, MoYS and GIEPA. Also as the outcome coordinator of outcome II, Mr Gaye conducted several field visits to partners under his outcome in ensuring that their planned activities are implemented in time. As the Account Clerk of the PMU. Ms Mariama Touray is responsible for processing all payment after clearance and approval from the Project Manager. After the training she was able to develop a new cash book with codes for all outcomes and every payment also doing the monthly bank reconciliation. As the Ministry is about to update its MSME Policy, Mr Secka's training will be very instrumental in the MSME policy update, the Employment Policy update and Action Plan.



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LESSONS LEARNT

- Entrepreneurship core team comprising of UN, other development partners, national partner institutions is a useful mechanism for ensuring reduction in overlap and synergies in actions. Multiple agencies working together can amplify results building on comparative advantage of each agency,
- Harmonization of Policies along MDAs
- Lack of Gender sensitiveness of national policies and strategies
- The used on national system have improve delivery at PMU and should be encourage
- Need for a database for all the entrepreneurship and skill trainees across the country
- Market needs assessment before trainings. Training institutions should do the recruitment using standards procedures and the PMU to serve as observes
- All trainings needs an assessor by NQAA
- Non -participation of some PSC Members since the inception of this Project (TANGO and Bankers Association).
- Create a harmonized database of all the training Institutions and Trainees in order to avoid overlaps and re-training of the same people over and over.

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- The business advisers should be allocated with businesses within their region instead giving them business that are far from their region and such allocation should base on knowledge, education, background and thorough experience



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RECOMMENDATIONS/SUGGESTIONS

- Definition of "job" needs to be clarified (new jobs vs strengthened or consolidated job/livelihoods) and issues around the Seasonality of job vs. year round job are issues that
- Linking skills training with support for tool kits in order to enhance their employability or livelihood
- Adequate follow-ups on trainings funded by the program
- Linking entrepreneurship training to skills training (hard & soft)
- Any form of transport logistics for the trainees should be harmonized
- Some of the BDS-Advisers who are not punctual or whose standard are below expectation need to be warn or their contract to be revoke with immediate effect.
- Additional personnel's are needed in the monitoring and BDS team to ensure routine monitoring is done on time and impact is registered.

Success Stories

Gambia among the leading countries in terms of UNCTAD Master Trainers and also the PMU with the highest delivery rates among all the PMUs under the UNDP-CPD 2017-2021 support.

The three winners of the Seedstars competition are all Empretec's and trained by the project.

TiGA - Ndey Fatou Njie was among the 10 finalists of the Women-Business-Award the just concluded UNCTAD World Investment Summit.

