



Terms of Reference

Technical Assistance to Update Gambia's National Export Strategy (NES) to 2020-2025

1. Background

The Commonwealth Secretariat is supporting the Government of the Gambia through the Gambia Investment and Export Promotion Agency (GIEPA) to update its National Export Strategy (NES) which recently ended, to cover a new period 2020 -2025. The country's NES 2013-2017 was not implemented largely due to extreme financial and institutional pressures experienced by the country under the autocratic leadership of Jammeh. In 2017, The Gambia returned to democratic rule in February 2017, with the election of President Adama Barrow. The Government of the Gambia is very focused on returning the country to a pathway of sustainable economic development and has thus positioned export development as an important priority under the country's new National Development Plan 2018-2021. It is expected that the country's updated NES will build on the identified sectors and functional (cross-cutting) priorities of the first NES recognizing that the bottlenecks and challenges of these sectors and issues remain relevant for the country and must be addressed if the sectors are to develop.

As a part of the re-integration of the Gambia into the Commonwealth¹ and other discussions at the highest level of the new Gambia government, which took place in early 2018, the country subsequently made a formal request in June 2019, for technical assistance from the Commonwealth Secretariat to support the development of export diversification. The NES update project has been designed as part of that package of technical assistance. The project will be led in country by statutory agency Gambia Investment and Export Promotion Agency (GIEPA) which sits under Ministry of Industry, Trade and Regional Integration.

The first NES focused on increasing foreign exchange earnings, an improved export to GDP ratio and an increase in the contribution of the export sector to overall job creation. These high-level objectives remain in alignment with the new National Development Plan for The Gambia. It is anticipated that high level targets for the updated NES shall broadly follow similar objectives.

The Gambian economy is one of the smallest in the Economic Community of West Africa States (ECOWAS) trading bloc. The country is heavily dependent on tourism and agricultural production of 4 main crops (coconuts, brazil nuts, cashews and ground nuts). In 2016, GDP of the Gambia was USD964m and its GDP per capita was USD1680. It historically carries a significant negative trade balance of approximately USD800 million, imports are typically four times the volume of exports each year.

In order to effectively update the country's National Export Strategy, GIEPA and key stakeholders will be challenged to determine which sectors will be of critical importance to the country as it seeks to diversify its export base. There is also a need for the Gambia to increase its volume of trade and in so doing contribute positively towards addressing the unsustainable debt to GDP position of the country, which in early November 2018 was recorded at 130%. A recent re-basement by the Ministry of Finance has helped to (on paper at least) lower this to approximately 70%. However, this does not change the underlying fundamentals of the economy.



2. Scope of Work

Stage 1: Diagnostics and Strategy Development

- I. Supporting the GIEPA (and the NES Secretariat) to finalise the diagnostic phase of the NES design. This process should include verification of the outputs in order to produce a robust situation analysis report.
- II. For the selected sectors, use an appropriate methodology (such as value chain analysis) to identify priority products and services, map linkages and identify strategic points where value may be maximised, and export competitiveness increased.
- III. Undertake a market assessment of priority products and services to identify key drivers of competitive advantage, target markets, main competitors and recommend appropriate positioning and market entry strategies for the Gambia.
- IV. For each priority sector or cross-cutting issue, developing key initiatives/actions required to drive export growth. The initiatives should be detailed in an Action Plan and include, among others, targets towards achieving national export performance objectives, owners, resource requirements and deliverables over the NES implementation period.
- V. Preparation of the NES document (including design, layout, format and writing) and implementation Action Plan arising out of the activities above.
- VI. Design or identify an effective monitoring and evaluation (M & E) framework which will capture regular progress reports on the implementation of the strategy.
- VII. Support GIEPA to identify any capacity constraints to better position the agency for effective management of the NES implementation process. This support should include guidance for the agency to communicate the purpose of initiatives/actions; how to share emerging results, sensitising stakeholders and providing wider opportunities for feedback, engagement and knowledge sharing.

3. Key Deliverables / Outputs

- a) An Inception report following the first mission to the Gambia, within 6 weeks of signing the contract.
- b) A Progress report delivered after 12 weeks.
- c) Draft NES document and Strategic Action Plan to be presented at a National Consultative Meeting by week 20. Finalise the NES document considering national contract of objectives for export performance and inputs from the consultative meeting.
- d) The final draft NES document and Strategic Action Plan, incorporating a monitoring and evaluation framework after 28 weeks.
- e) Launch of the NES 2020 - 2025 by week 36.

GIEPA will be responsible for undertaking all logistical arrangements with regards to the update of Gambia's National Export Strategy to 2020-2025 and the launch of the strategy once finalized. These arrangements include, hiring of venues and resources for the consultative process, securing accommodation and flights for delegates and local logistical arrangements.



4. Approach and Implementation Arrangements

The main client for this project is the Government of Gambia ministries and mandated agencies, principally the Ministry of Trade, Industry and Regional Integration and the parastatal GIEPA which is the lead agency for the project. The private sector associations which support the sectors/clusters will also benefit from an implemented successor export strategy. GIEPA is the apex government funded trade promotion institution with a mandate to foster international competitiveness of the export sector in the Gambia.

The assignment will be delivered through a stakeholder-driven approach in partnership with those government ministries and agencies with a critical role in developing the country's export sector and achieve sustainable development. The consultant(s) is expected to moderate several Stakeholder Dialogue consultations or facilitate smaller meetings at key stages of the assignment. The consultant(s) is expected to work in a small national team, made up of 1 or 2 staff members from GIEPA in order to encourage local ownership and ensure the cross-fertilisation of ideas. If it is deemed critical, the consultants should make every attempt to secure the input of a local consultant (possibly via a sub-contract, partnership arrangement). The project will be supervised by the Trade Adviser, Commonwealth Secretariat.

5. Qualifications and Expertise

The Commonwealth Secretariat is seeking to hire the services of an international consultant possessing the following attributes:

1. Considerable expertise in national and/or sectoral strategy development for exports, preferably acquired in emerging or developing economies
2. At least 10 years' international experience in export development
3. Ability to work with a broad range of stakeholders
4. Good understanding of trade policy issues affecting small states
5. Good track record of working in Sub-Saharan Africa and West Africa in particular
6. Good understanding of the policy and business environment of The Gambia will be an added advantage

Qualifications:

- A Trade or marketing specialist with post graduate qualifications in International Trade, Economics, Business or Law.
- Six years' additional employment experience in marketing will be accepted in place of a postgraduate qualification.

6. Preparation of Proposals

Proposals should clearly indicate the following:

1. Technical approach and methodology proposed to undertake activities outlined in the scope of work (Not more than 8 pages)
2. Proposed work plan and milestones
3. Proposed budget with all costs clearly broken down
4. Detailed CVs of the proposed team members
5. A breakdown of tasks and responsibilities between the team members

7. Level of Effort and Duration

The level of effort required from the successful consultants is 16 person weeks over a period of 1st December 2019 to 31st September 2020.

8. Budget

An all-inclusive budget of £36,000 has been allocated for consultancy services which will cover professional fees of £1750 per person week, local consultancy inputs, daily subsistence allowance, and economy class international air fares to The Gambia for up to 3 return trips for the team leader or delegated senior officer.

9. Reporting Arrangements

The successful consultant will sign a contract with Commonwealth Secretariat which will be responsible for making contractual payments under the terms of the contract.

10. Submission of Proposals

Proposals should be submitted to Human Resources Division, Commonwealth Secretariat.

ⁱ The Gambia left the Commonwealth in 2015 under the leadership of then President Yaya Jammeh. The Gambia was re-admitted into the Commonwealth in April at CHOGM 2018 in London.