Micro, Small and Medium Enterprise Development in The Gambia

Cluster Development Strategy

Ministry of Trade, Industry, Regional Integration and Employment

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Contents

Introduction

This report serves as a Cluster Development Strategy for micro, small and medium enterprise (MSME) development in the Republic of The Gambia (The Gambia). It provides a high-level, forward-looking assessment on the intent by the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE) to adopt a '**cluster-based**' approach to embedding, supporting and growing MSMEs. MOTIE is being assisted by the United Nations Development Programme (UNDP) in The Gambia to review the feasibility and scalability of a cluster-based approach to MSME development.

A key aim of the report is to assess and recommend whether a cluster-based approach is feasible, viable, and preferable as a means of developing The Gambia's MSME sector. The report also identifies a high-level roadmap with actionable and practical next-step recommendations for developing and facilitating a cluster-based approach to MSME development.

This report brings together in a single document, analysis and assessment of key issues underpinning the adoption of acluster-based approach to MSME development in The Gambia. Reflecting the extent to which MSME policies and frameworks already exist in the country, and the number of agencies active in supporting MSME development at different levels (policy, institutional, programming and project delivery), the report is informed by a high level assessment of the current institutional and programming mix.

The report reviews existing policies and considers previously prepared reports on MSME and enterprise development in The Gambia. In considering the feasibility of a cluster-based approach to MSME development in The Gambia, the review of MSME and sector development, and the overarching policy framework existing in The Gambia, MOTIE provided the consultant with following documents as the basis for this study.

1. The Gambia National Policy for MSMEs 2014-2018;[1]
2. Micro, Small and Medium Enterprises Mapping Studies Report;[2]
3. Micro, Small & Medium Enterprise Market Research and Survey The Gambia[3]; and,
4. Republic of The Gambia National Export Strategy (2012-2016).[4]

These documents provide strategic policy and programming context and evidence.This report is complementary to the reports identified above, and does not seek to duplicate, validate or critique their findings. This report does, however, extract key findings from these reports that are informative, relevant, and pertinent

[1] See: Government of The Gambia (2013) The Gambia National Policy for MSMEs 2014-2018, September.
[2] See: Social Development Fund (2014) Micro, Small and Medium Enterprises Mapping Studies Report.
[3] See: Social Development Fund (2014) Micro, Small & Medium Enterprise (MSME) Market Research and Survey The Gambia, Draft Report, January.
[4] See: Government of The Gambia (No date) Republic of The Gambia National Export Strategy (2012-2016.

to an assessment of a cluster-based approach to MSME development and cluster development Roadmap. These reports serve as a primary policy and data source for assessing the potential feasibility of a cluster-based approach to MSME development.

This study was informed by a series of consultative stakeholder meetings held with officials and representatives of government and business support agencies, and with MSME and private sector representatives.Stakeholder meetings with key agencies supporting MSME development were organized by MOTIE, as were meetings held with MSME representatives in Farafenni, Basse Santa Su, Brikama Ba, Soma and Kanifing. Stakeholder consultations were conducted between September 11 and September 19, 2014. A list of stakeholders consulted is contained in the Appendix 6. Reports used as the basis for cluster and sector analysis are also listed in the Appendix 7.

The report identifies a series of directions contained in strategic national programming documents relating to MSME development. These reports already identify MSME development as a national priority to foster and facilitate MSME skills and growth in The Gambia. In conducting stakeholder consultations, the following questions were considered as outliers to assess whether a cluster-based approach is a feasible approach to facilitating and fostering MSME development:

- What is the current position on MSME development in The Gambia? In what way are MOTIE and other agencies active in MSME development currently?
- What are others doing? How do these activities align to the identified needs of The Gambia's MSME sectors?
- Is a 'cluster-based' appraoch to MSME development approproate as a policy tool to support MSME development nationally?
- What are the key economic MSME sectors that hold greatest value-adding potential to serve as the focusof a cluster-based MSME programme?

Structure of Report

The report consists of four sections.

Section I describes the current state of MSME development in The Gambia and the activities and frameworks of key agencies and institutions. The section also identifies the main characteristics of a cluster-based approach as the basis of MSME development in The Gambia.

Section II provides the feasibility aspect of the report and considers the scalability and potential for using a cluster-based approach to MSME development. Section II also identifies a list of preliminary economic sectors as the focus for further consultation and discussion on a cluster-based approach to development.

Section III presents a Roadmap with which to take forward a cluster-based approach to MSME development. This Roadmap identifies the key phases of actions required to launch cluster development efforts and details the planning and process issues necessary to ensure a structured and considered planning initiative.

The Appendix provides details of proposed economic sectors, those consulted as part of this assessment, and the main reports used to conduct sector assessment and establish sector profiles. Preliminary analysis conducted on key economic sectors is also included to establish a baseline of sector knowledge and activity and the basis for evaluating key economic sectors with potential for cluster-based development. The Appendix serves as a knowledge resource to identity and collate in a single source, key agencies and programmes for future reference in preparing a MSME cluster-based development Roadmap.

Context

Reflecting the short timescale in which to conduct this study the report seeks to distil the main points raised during the assignment. This report serves as a feasibility study for use by MOTIE leadership to assess and determine the potential viability and focus, scope, and direction of future government policy and priorities in the area of cluster-based MSME development.

It is not within the scope of this report to review or critique existing MSME and entrepreneurship policies, frameworks, agencies or activities. Rather, the report uses these policies, frameworks, agencies and activities as the basis for this feasibility report. The aim is to determine whether a cluster-based approach to development is a viable, practical and feasible approach to supporting the growth of MSMEs in The Gambia.

A number of sector specific studies and reports have already been undertaken in The Gambia. These include *The Gambia Sector Development and Export Strategy: Sesame*, *The Gambia Sector Development and Export Strategy: Cashew; The 2013 National Agricultural Sample Survey;* and*, Revitalization of the Groundnut Sector in West Africa (Gambia, Guinea Bissau and Senegal)*. Drawing on this analysis, the focus of this cluster feasibility report is the assessment of clustering as an industrial strategy per se (as opposed to cluster analysis). The report draws on qualitative analysis in the mainand is complemented by quantitative analysis where such data exists. Further efforts will be made to identity sector specific economic data.

The study providesstrategic and contextual direction on how to take forward a cluster-based approach to MSME development in The Gambia.

SECTION I. MSME Cluster Development: Policy Frameworks and Context

Introduction

The Ministry of Trade, Industry, Regional Integration and Employment has adopted a cluster-based approach as a key strategy for enhancing productivity and competitiveness of, as well as supporting capacity building in,MSMEs. This approach is intended to facilitate economies of scale in terms of the deployment of resources and sustainable and synergistic results in MSME development in the medium to long term. Section I provides a high-level review of the state of MSME development in The Gambia and the current context for a cluster-based approach to MSME development from a policy and programming perspective.

MSME Definition

As is generally accepted, the definition of MSMEs varies from one country to another, and is informed by the relative social and economic context of a given place. The definition of MSME used inthis report reflects the current official definition of MSME in The Gambia as identified in the publication *The Gambia National Policy for MSMEs 2014-2018*.[5]This definitionis based on the number of employees, paid in capital/assets, and annual sales. This definition has been adjusted to reflectthe situation in The Gambia and is supported by data obtained during the MSME Mapping Exercise. This definition is being used to ensure consistency with the national policy position as detailed in the National Policy for MSMEs.

Table 1: MSME Definition Matrix

MSME Category	Employees (Numbers)	Paid in Capital/Assets (GMD)	Annual Sales (GMD)
Micro	1-4	0-25,000	0-100,000
Small	5-49	25,000-1 million	100,001-1 million
Medium	50-99	1 million-5 million	1 million-10 million

MSME Development in The Gambia

The Gambian economy is characterised by a dominance of MSMEs engaged across a range of priority sectors at the formal and informal level. MSMEs employ over 60% of the urban labour force and contribute 20% to the country's GDP.[6]They play multiple roles in the economy, absorbing labour, building skills through apprenticeships and introducing new services and products to the market. Indeed, the majority of enterprises in The Gambia are in the MSME category. They are present in all the sectors of the economy and employ the highest share of the labour

[5] Source: Government of The Gambia (2013) The Gambia National Policy for MSMEs 2014-2018, September, p.5.
[6] Source: Government of The Gambia (2013) The Gambia National Policy for MSMEs 2014-2018, September. p.5.

force. MSMEs are of strategic importance to the functioning of The Gambian economy.

According to the*Micro, Small and Medium Enterprises Mapping Studies Report,* there are 88,490 MSMEs in thecountry, employing approximately 99,940workers. Fifty three per cent of these MSMEs employ between 1 and 4 paid workers, and there are 47,300 such enterprises in total. The majority of these enterprises are micro enterprises. Of the 88,490 MSMEs that employ paid workers, 70% are not registered. Most of those operate as micro and small enterprises and are classified as being in the informal sector. In terms of spatial distribution, the Brikama local government area has the largest share of MSME enterprises accounting for 37% of the total number of enterprises (32,665 in total). The Kanifing Municipality in the Greater Banjul Area has the next highest concentration, with 29,390 MSMEs.[7]

The MSME sector in The Gambiahas experienced, and continues to experience, slow performance.[8] This has been attributed to the lack of co-ordinated development policy, especially for small and medium scale enterprises. Cognizant of this position, the Government of The Gambia has formulated a series of national entrepreneurial development programmes and policies geared towards economic growth and development.It is for this reason that the Government of The Gambia, in its attempt to develop the MSME sector, has drawn up an integrated National Entrepreneurship Strategy. This strategy provides much of the overarching framework and identifies many of the needs in regard to fostering a strong and productive MSME sector. This strategy also provides key context as to the fragmented approach to current MSME and business development generally, the need for a co-ordinated and resourced approach to fostering economic growth, and the likely direction of a cluster-based approach to MSME development.

Cluster-based Approach to MSME Development

Much has been written on the benefits of clustering as a mechanism for organising and facilitating national, regional and local efforts in support of enterprise development, competitiveness, and growth. Clusters are generally defined as groups of similar and related enterprises, businesses or firms in a defined geographic area that share common markets, technologies, worker skill needs, and which are often linked by buyer-seller relationships.Firms and workers in an industry cluster draw competitive advantage from their proximity to competitors, to a skilled workforce, to specialised suppliers and a shared base of knowledge about their industry or sector.

A cluster-based approach to development can, if effectively planned and implemented, result in a range of benefits to both enterprises and the wider

[7] Source: Social Development Fund (No date) *Micro, Small & Medium Enterprise (MSME) Mapping Exercise Report* p.4.
[8] Source: Ministry of Trade, Industry and Regional Integration and Employment (2014) *National Entrepreneurship Promotion Strategy for The Gambia* (2014), 29 August, p.8.

economy. Clustering can lead to increased levels of expertise. It can enhance the ability of enterprises to draw together complementary skills in order to bid for large pieces of work that as individual enterprises they would be unable to compete for. It can enhance the potential for economies of scale to be realised by enhancing activities and production within each enterprise through collaborative working and advocacy, joint purchasing of materials or equipment, or joint marketing. It can serve to strengthen social and other informal networks that lead to new ideas and new opportunities. It can lead to improved information flows within a cluster (and constituent sectors) to build market knowledge and partnering.

Undoubtedly in The Gambia, a cluster-based approach to fostering MSMEs is a timely development that is complementary to a broader range of actions already taking place. As a necessary pre-requisite for any MSME cluster-based effort, Gambia National Policy for MSMEs provides an informed policy framework for facilitating their growth and aligning activities with the overall economic growth objectives of The Gambia.[9]

Clustering as a concept is already being considered in a number of policy frameworks and programmes being delivered in The Gambia in support of MSME development. There is already broad interest in the value of adopting a cluster-based approach to MSME development nationally, with a number of reports identifying or referring to the role of a cluster-based approach to facilitating MSME development.

The Gambia National Policy for MSMEs (2014-2018)[10] identifies 'clusters' in a number of policy objectives.[11]To enhance access to finance for MSMEs through alternative sources of finance including guarantees, funds will be delivered through mentoring, incubators, clusters and other forms of business development support. Policy Objective 8 of the National Policy explicitly states the intent to encourage "linkages between large companies and MSMEs" and the facilitation of "MSME clusters and networks". It states that the "government and its agencies should endeavour to encourage MSMEs to work in clusters in designated industrial estates, in order to achieve economies of scale". MSMEs should be "encouraged to link together in networks of similar groups to benefit from training in market intelligence, access to export markets, logistics, funding and technological innovation." Such a statement is undoubtedly an endorsement of a cluster-based approach to MSME development.

[9] Source: Ministry of Trade, Industry and Regional Integration and Employment (2014) *National Entrepreneurship Promotion Strategy for The Gambia*, 29 August. p.6.
[10] Source: Government of The Gambia (2013) The Gambia National Policy for MSMEs 2014-2018, September.
[11] See Policy Objective #2: Enhance access to Finance for MSMEs through alternative finance including guarantees, seed and venture capital, in addition to debt and equity lending, p.18; Policy Objective #8: Encourage linkages between large companies and MSMEs and facilitate MSME clusters and networks, p.34.

At the institutional level, the Gambia Investment and Export Promotion Agency (GIEPA) aims to facilitate MSMEs operating in the same geographic location or sub-sector to establish clusters initially to purchase inputs such as equipment, raw materials, and services, in order to reduce cost. "Later these ventures may develop into clusters where different operators make different parts of the same product." Key stakeholders will assist in "building trust, constructive dialogue and exchange of information among cluster members." GIEPA "should consider the employment of a short term consultant to facilitate the implementation of clusters and networks" and large and medium sized companies should be encouraged to sub-contract with MSMEs through providing designs and technical support. The Policy identities that industry clusters "could grow organically from a range of sub contracts."[12]

The World Bank-funded Growth and Competitiveness Project's (CGP) objective of improving the investment climate and strengthening the competitiveness of key sectors, is, through its component of strengthening economic clusters, supporting horticulture development through a quality assurance programme for the groundnuts sector as well as supporting MSME growth and access to finance.[13]

The MSME mapping exercise, a key document informing on the nature of MSME development in The Gambia, identifies the range of development business enabling environment issues that impact MSME growth, and that will be one focus of a MSME cluster development effort. These challenges are outlined below.

Cluster-based Development: Challenges to MSME Growth

Statistics contained in various documents demonstrate the vital role of MSMEs to the economic and social vitality of The Gambia; however, a number of issues and challenges need to be highlighted in considering the merits and challenges of a cluster-based approach to MSME development.

In considering a cluster-based approach to MSME development, national partners and stakeholders should start from the perspective that any programming intervention will not create a MSME cluster from scratch but, will facilitate existing clusters (hidden or otherwise) to build onwhatever stage of development they are. As noted by one stakeholder consulted, a cluster-based approach should be conceptualized as an organising effort to bring together similarly focused MSMEs in a given location. Linkages between MSMEs will be both vertical, through buying and selling chains for example, and horizontal, through complementary products and services. Many of these linkages will involve the use or creation of social relationships

[12] Source: Government of The Gambia (2013) The Gambia National Policy for MSMEs 2014-2018, September.
[13] Source: World Bank (2010) Growth & Competitiveness Project, Project Appraisal Document, p.12. < http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/09/14/000333037_20100914235019/Rendered/PDF/560660PAD0P1141Official0use0Only191.pdf >

or networks that result in benefits for the MSMEs involved. However, in considering the feasibility of adopting a cluster-based approach to MSME development in The Gambia, a number of practical realities exist that will inform the adoption of a cluster-based approach to development. Such considerations will shape how a cluster-based approach is viewed in terms of structuring, implementation, and expectations both at national government level, at a cluster support level, and at the level of participating MSMEs as well. Expectations for MSME cluster development implementation and outcomes need to be carefully considered and managed at the institutional, sector, and stakeholder levels.

While not insurmountable, such issues will impact the resourcing levels that a cluster-based approach will require, and the timeframe in which outcomes can be expected. Organizing MSME clusters will be a lengthy process that requires human and technical capacity, as well as financial resourcing commitments over a number of years.

Key issues identified in the MSME Mapping Study are relevant here. In terms of organising individual MSME clusters and building MSME capacity and an appropriate institutional leadership among clusters, the mapping study revealed that approximately 78 percent of MSMEs surveyed did not register their businesses. Of business owners surveyed, only 17.9% had formal business training, a key sector feature and opportunity that will necessitate targeted cluster support efforts to address these traits.

The vast majority of the business owners interviewed that had formal business training are to be found in micro enterprise category. 93 per cent of those interviewed identified that they were not members of any business association. Furthermore, the survey revealed a number of constraints and difficulties that the enterprises considered as being the most challenging. Access to finance, unreliable and high cost of electricity, a high tax burden, inadequate Business Development Services (BDS) and lack of sufficient technical expertise and business management skills were typically mentioned.

While the above issues are to be expected in MSMEs generally, it is necessary to highlight them as concerns for an MSME cluster-based approach to address and accommodate in devising cluster-based planning and programming interventions.

At a broader level, a range of business enabling environment issues exist that a cluster-based approach to MSME development will need to accommodate.

Despite the large prevalence of MSMEs in the country, the full potential of the MSME sector has yet to be tapped. The MSME Mapping Study revealed that entrepreneurship growth and development in the country is constrained by structural imbalances in the economy. These imbalances are systemic.

The key point here is that cluster-development will be **'embryonic' and incremental**, that is, it will start from the position of MSMEs in the early stages of growth. Adopting a cluster-based approach will enable a strategically co-ordinated effort to address a range of MSME issues including:

Reductions in informality, building linkages and value chains, expanding access to finance and microfinance options, build entrepreneurship capacity, building linkages and increasing exposure to markets, and increasing access to financial markets

To establish an overarching typology of the range of issues that the MSME cluster-based approach will seek (and need) to address, the conclusions and recommendations identified in the MSME Mapping Study are worth reiterating. As the study states, "implementing the following recommendations will no doubt facilitate the successful operation of MSMEs. Findings of the survey will help actors within the MSME sector develop strategies to address some of the critical issues identified.Interventions that serve as a guide to support cluster-based development in targeted sectors are listed in Appendix 6.

Role of the Government Position the Government as a Facilitator

The government's role in promoting business activity is that of a facilitator that provides the requisite regulatory, procedural and legal systems and environment. Businesses then operate within the bounds of this system. In The Gambia however, businesses view government not as the facilitator but as the provider and financier of all services, even business development services. This has also been promoted by governmental agencies that are promoting enterprise culture in asupply driven approach.

Opportunity exists therefore to position a cluster-based approach to development as a mechanism to establish a new approach to fostering and leading MSME development that is facilitating in nature to:

- Establish the formalisation of informal MSMEs; by providing a mechanism to encourage informal MSMEs into the formal sector through targeted business registration interventions;

- Assisting specific sectors to scale-up activities and to pilot test a more strategic approach to enterprise development, through sector growth projects;

- Fostering linkages between MSMEs (vertical, through buying and selling chains for example, and horizontal, through complementary products and services) by connecting MSMEs to established businesses; and,

- Strengthening social relationships and networks that result in benefits for the MSMEs involved, by strengthening cluster relationships and sector opportunities for information sharing and capacity building.

Furthermore, a cluster-based approach can be used as an organizing tool to facilitate the regional and local delivery of key tenets of the National Entrepreneurship Promotion Strategy for The Gambia.

SECTION II. Cluster Feasibility Assessment

Introduction

Drawing on the findings of Section I, and the wide review on the state of MSME development in The Gambia, Section II determines the feasibility of clustering as an organising concept and mechanism to spurring MSME growth in productivity and competitiveness. The section briefly describes the methodology used, and proposes a number of preliminary economic issues and sectors as the focus of a cluster-based approach to MSME development in The Gambia.

Summary

This feasibility assessment has involved the use of stakeholder interviews, and where such data is available, a review of economic and trade data. Qualitative analysis has also been applied to assess the economic sectors identified as having the potential to become "clusters". In this sense, a cluster means a scalable concentration of similarly-focused MSMEs that exhibit capacity for employment and productivity potential, clustering and interconnectedness, the ability to work together in some respects while pursuing competitive rivalry in others, and with the potential to create linkages to regional and national foundations of economic opportunity, competitiveness, and business development.

While a number of economic sectors in The Gambia exhibit these characteristics to a significant extent today, a wider number exhibit considerable potential for such linkages to develop, thereby making improved performance through a cluster-based approach to development, feasible. By obtaining insights from select private sector representatives and by reviewing a range of policy frameworks, agency and donor actions, MSME programming interventions and project level activities, it is evident that, with institutional alignment, strong leadership, the commitment of resources, and co-coordinated programming activity to supporting cluster-based growth, ***a cluster-based approach to MSME development in The Gambia is feasible***.

Certain groupings of MSME clusters are more suitable than others for cluster-based development. This section identifies a preliminary selection of economic clusters. It presents the key elements of a further review of these preliminary clusters to assess their viabilityand long-term opportunity to achieve market-driven sustainable growth. It lists a narrower set of economic clusters as the focus of a cluster-based piloting initiative to foster MSME development. It also identifies other economic clusters that hold the potential for future cluster-based efforts as the spur for future development.

Cluster-based Development and Stakeholder Perspectives

While business owners and government representatives varied widely in their potential to understand and participate in a MSME cluster development process, a core of business leaders and government stakeholders clearly understood the potential, and demonstrated their willingness, to participate in cluster-based development. With almost unanimous interest and agreement by committed entrepreneurs, business leaders and government agencies consulted, The Gambia has the potential to launch a cluster-based development process that can accelerate economic growth, leverage its competitive advantage in key sectors, and build a cluster-based programme.

A cluster-based programme that demonstrates strong leadership, resourcing, and that is structured to generate early results, based on a conscious "fast track" effort, applied in parallel with a more integrated, comprehensive and inclusive but measured and gradual process that ensures the integrity of the effort, will likely keep action-oriented business leaders engaged while also satisfying the needs of government and international agencies.

Identifying Target Clusters

A strategic issue that needs agreement is, which sectors of the economy should be targeted as the focus of a cluster-based approach to MSME development. A number of preliminary economic sectors are identified as the focus of a cluster-based approach to development. These sectors have not been selected randomly; rather, they have been selected through analysis of stakeholder consultations, and the review of sector-focused documents authored by a range of institutions (see Appendix). The identification of key MSME sectors for cluster-based development is intended to provide context to the further selection of priority sectors to be considered by stakeholders as the core focus of an MSME cluster-based initiative.

Sectors have been selected using a range of criteria that deliver national development objectives, but which also have the potential to provide scalability, employment generation, import substitution, value adding opportunity, growth potential, productivity enhancement and revenue generation, as well as capacity to support poverty alleviation. To ensure complementarity of effort, and the avoidance of duplicative efforts, the choice of target MSME sectors has also been informed by a review of on-going and planned sector interventions by other agencies and donors.

Sector Development and On-going and Planned Efforts

To identify sectors that are the current focus of growth and development efforts in The Gambia, the following table identifies sectors already targeted by a range of strategies and initiatives. This table identifies the current economic sectors considered as being important to development in The Gambia. The table is prepared to inform on existing national development efforts and to demonstrate the need for selective cluster targeting, to avoid duplication with the efforts of other strategies, initiatives and programmes that are taking place or that are planned.

MSME cluster-based development in The Gambia should start gradually and incrementally, and where other agencies are already active in supporting sector-based development, MSME cluster-based activities should not seek to compete or replicate these activities. This does not mean that there is no role for a MSME cluster-based initiative in these sectors or that MSME development efforts should not engage with these initiatives or programmes. It means that given the likely time and effort required to deliver the scaling up of a MSME cluster effort, and the institutional, financial and human resources that such a cluster-based effort will require, MSME cluster development efforts should be targeted at those high-growth economic sectors in which other programmes are not already delivering extensive support.

Table 3: Sectors Targeted in Existing Frameworks, Strategies, Programmes

Strategy/Initiative	Description	Targeted Sectors
Vision 2020	National blueprint document	Agriculture, energy, fisheries, manufacturing, information technology and telecommunications, oil and petroleum, tourism, mining, livestock, and food and drink.
MSME Market Research and Survey[14]	The MSME Market Research and Survey,[15] by the Social Development Fund used a sampling structure with fifteen sector activities that the mapping study determined MSMEs were engaged in.[16]	Agriculture, hunting (wildlife) and forestry, Fishing, Mining and quarrying, Manufacturing, Electricity, Gas and Water supply, Construction, Wholesale and retail trade, Repair of motor vehicles, motor cycles and personal and house, Hotels and restaurants, Transport, storage and communication, Banking and insurance, Real estate, renting and business activity, Education, Health and social work and Other community, social and personal service activities
MSME Market Research and Survey[17]	MSME sectors identified in the report as being growth-driving, based on their potential for supporting national production, market expansion and export rebalancingincluded:	Fishing, fish farming (aquaculture), beekeeping (apiculture), animal husbandry (milk and meat processing), horticulture, production of beverages, ornaments/jewellery, handicrafts (tie and dye, carvings, sculptures) tailoring, carpentry and joinery, and welding and fabrication.

[14] Micro, Small & Medium Enterprise (MSME) Market Research and Survey The Gambia, (2014), Social Development Fund, January, p. 10

[15] See: Micro, Small & Medium Enterprise (MSME) Market Research and Survey: The Gambia (2014) Social Development Fund, January, p. 10.

[16] Agriculture, hunting (wildlife) and forestry, Fishing, Mining and quarrying, Manufacturing, Electricity, Gas and Water supply, Construction, Wholesale and retail trade, Repair of motor vehicles, motor cycles and personal and house, Hotels and restaurants, Transport, storage and communication, Banking and insurance, Real estate, renting and business activity, Education, Health and social work and Other community, social and personal service activities.

[17] Micro, Small & Medium Enterprise (MSME) Market Research and Survey The Gambia, (2014), Social Development Fund, January, p. 10

National Export Strategy (NES)	Goals of the NES include: export-led economic growth; improving and sustaining export performance, and achieving trade competitiveness.	Agriculture (Groundnut sub-sector); Horticulture (Cashew); Agriculture & Natural Resources (Fisheries); Services (Tourism); Industry (Manufacturing); Services & Industry (Re-exports). Crosscutting sub-sectors include: Transportation & Trade Facilitation, Telecommunications, Financial Services, Human Resource Development, and Research and Development.
Ministry of Agriculture Gambia Commercial Agriculture and Value Chain Management Project (GCAV)	Project financed through an IDA grant and credit totalling US$15.92 million (US$8.72 million as grant and credit of US$7.2 million). The objective is to improve productivity and access to markets for targeted agricultural commodities of smallholder farmers in select project areas.	Selected value chains are rice and horticulture (vegetables). The project will also facilitate construction of medium-scale rice and mango processing plants.
World Bank supported Growth and Competitiveness Project (GCP) Matching Grant Facility	Supporting the establishment of a mango out-growers and processing scheme across the West Coast Region.	Mango Vegetables
International Trade Center, Ministry of Agriculture, and MOTIE EIF Project	Launch of sector strategies including value chain analysis and diagnoses of the sector, strategic orientation and detailed plan of action with clear objectives to enhance production and productivity	Cashew and Sesame Sectors

From a cluster development perceptive, sectors selected should be those that provide the greatest opportunity for value-adding interventions both at the level of individual and clustered enterprises, and from the perspective of organising and maximising institutional engagement in terms of human and financial resourcing. Sectors targeted by the MSME cluster-based approach should beproductive in nature and growth driving, based on their potential to support national objectives in terms of production, market expansion and export rebalancing.

Cluster-based Approach to MSME Development: High-Level SWOT Analysis

The following serves as a high-level integrated analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) identified during this review of MSME cluster development in The Gambia. Themes identified hold the potential for a further 'drill-down' to determine the underlying causes and solutions from a cluster development level and from an institutional, implementation and positioning perspective in regard to other MSME actors and programmes in The Gambia. The opportunity existsto develop individual SWOT analyses for sectors identified as part of this review.

Table 4: **High-LevelSWOT Analysis of National Framework in Support ofCluster-based MSME Development**

Strengths	Weaknesses
1. Political support is being provided by the MOTIE to support a cluster-based approach to MSME development 2. Range of Ministries active in various sector development efforts across The Gambia working with different agencies. 3. Leadership in some areas being provided by the of Ministry of Trade, Industry, Regional Integration and Employment 4. A broad range of donor agencies are pursuing similar sector competitiveness and development initiatives (FAO, World Bank, UNDP, IFAD) 5. With a mandate to support MSME development, GIEPA exists as a natural lead agency through which to channel a cluster-based programme 6. A number of programme and project level interventions are taking place or planned throughout the country through which support of sector and value chain development 7. Supporting policy framework exists through The Gambia National Policy for MSME Development (2014-2018) and the draft National Entrepreneurship Promotion Strategy. 8. Strong existing MSME sectors operating across the country and appetite for a new way to building MSME development	1. Lack of national leadership, capacity and resourcing (human, technical and financial) to provide strategic leadership to the MSME cluster-based development effort 2. Weakness in intra-departmental and inter-Ministry co-ordination to pursue strategic-level interventions 3. Programme and project-driven BDS agencies and services facing resourcing and capacity issues and funding-led issues 4. Plethora of overlapping initiatives in support of business development, entrepreneurship, sector and value chain development 5. Relatively weak data, evidence base and value chain analysis in a broad range of potential sectors (outside the cashew and sesame sectors) 6. Project and agency driven rather than cluster and strategically driven.
Opportunities	**Threats**
1. Numerous programme and project level interventions taking place or planned throughout the country through which to align cluster-based approach and MSME linkages 2. Number of strong MSME growth sectors that hold considerable opportunity for economic growth and scalability, to become backbone of an increasing and 'formal MSME sectors. 3. Potential to strengthen existing financial and business enabling environment frameworks and support agencies to better align their products to the MSME sector 4. Potential to scale-up enabling environment economic clusters (ICT, design, marketing, services generally etc.) in support of MSME development	1. Unwillingness or inability of Ministries, agencies and donors to align their existing and future programming activities in support of cluster-based development 2. Lack of funding and broad political support to develop a sustainable long-range cluster development programme 3. Change of national policy and national development objectives that weakens and/or re-directs Ministerial and MSME development efforts 4. Continuing spread of the Ebola virus across West Africa and the potential impact on cross-border trade, flow of goods, export potential, especially in tourism and agriculture 5. Changes in staffing at Ministry and agency levels, lack of continuity and loss of institutional and technical knowledge

Selecting Target Clusters

In theabsence of detailed sector specific data and studies on levels of employment, economic value, exporting data, scalability, and value chain analysis, the selection of target clusters is based on the review of existing reports on key sectors and sub-sectors, MSME development generally, and stakeholder interviews conducted as part of the analysis.

A requirement of the assessment is to determine in which locations, geographically, drawing on the basis of economic potential, cluster-based efforts should be focused across The Gambia. Irrespective of geographical consideration, sectors have been selected on the basis of existing MSME activities, potential for production, and ultimately, scalability of activities through clustering. Furthermore, they have been selected on the basis of information available and obtained by the consultant and that provided or highlighted by MOTIE. Selection has been informed by intent of not duplicating existing activities. The rationale here is to provide a cluster-based effort with a clear mandate to determine a new approach to MSME development in The Gambia that is free from existing programming and institutional constraint.

Focusing on these sectors will enable MOTIE, other Government Departments and national and MSME stakeholders to pursue a new piloting model to test MSME cluster programming without existing programming frameworks.

A number of potential growth sectors have **deliberately not been selected** for consideration as part of this cluster feasibility assessment as they are already the focus of sector-based programmes to foster growth in those sectors. These include cashew, sesame, and mango. An on-going programme to develop a commercial mango farming system in The Gambiathrough out-growers and processing is described in Appendix 3. Similarly, the Cashew and Sesame sectors are already the focus of support as demonstrated by the recent launch of sector strategies on 18 June 2014[18] and the subsequent inauguration of the Trade Information Reference Centre. 19 These reports, a joint endeavor between the International Trade Center (ITC), the Ministry of Agriculture, and the Ministry of Trade, Industry, Regional Integration and Employment, include value chain analysis and diagnoses of the sector, strategic orientation and detailed plan of action with clear objectives to enhance production and

[18] See: < http://www.enhancedif.org/en/publication/2014-06/gambia-launching-programme-sector-strategies-cashew-and-sesame-and-inauguration >

[19] It is recommended that consultations be held with the National Coordinating Committees (Sector Strategy Implementation Committees) of the Ministry of Trade, Industry, Regional Integration and Employment. Consultative meetings should also be conducted with the leadership of the Cashew Alliance of The Gambia and National Women Farmers Association.

productivity around cashew nuts.[20] Further detail of this focus is provided in Appendix 4.

Sector Profiles

The following section provides concise profiles of the candidate clusters. These profiles have been compiled using existing reports and data to build greater understanding and knowledge of the nature of each cluster as a means of selecting those clusters with greatest growth potential. These profiles, while not definitive, provide perspective on the development challenges and competitive positioning in each sector and are intended to highlight the value of cluster-based development, and issues that a cluster-based approach to development would likely address.

These profiles have been developed to identify the main characteristics of each sector from an employment and value chain perspective. These profiles can serve as a starting point on which to build more comprehensive cluster profiles over time.

Feasibility Assessment Findings

Using a cluster-based approach to organising the delivery of support to the MSME sector in The Gambia is a feasible proposition from the point of consolidating existing programme and project level activities supporting MSME development, and strengthening future activities for MSME development. It is also preferable as a means of addressing a range of related planning issues that need to be resolved prior to cluster-based development taking place.

[20] This launch served as part of the Sector Competitiveness and Export Diversification Project, which was officially established in 2012 for the purpose of strengthening the capacity of Gambian small- and medium sized enterprises to export value-added goods to the global market.

Table 5: Preliminary TargetMSME Clusters

Sector	Areas with Existing MSME Cluster Concentration, Production, Potential Scalability							
	Greater Banjul		West Coast Region	Lower River Region	North Bank	Central River Region		Upper River Region
	Banjul	KMC				South	North	
Agriculture/Agribusiness								
1. Groundnuts					◆		◆	◆
2. Horticulture			◆	◆	◆	◆	◆	◆
3. Vegetables			◆	◆		◆	◆	
4. Rice				◆		◆	◆	
Manufacturing								
1. Carpentry and Joinery		◆						◆
2. Welding and Fabrication		◆					◆	
3. Food Processing		◆						
Fisheries and Fish Processing	◆	◆	◆	◆				
Information and Communication Technologies		◆						
Poultry		◆	◆		◆	◆		◆
Tourism	◆	◆	◆					
1. Craft (Tie and Dye, soap making, weaving, pottery etc.)	◆	◆	◆	◆	◆	◆	◆	◆
Wholesale/Retail	◆	◆	◆					

◆: Regions where higher concentrations of sector-based economic activities are considered to occur.

Table 6: MSME Priority Clusters Identified by The Feasibility Assessment

Preliminary Cluster	Recommended	Ranking in Order of Cluster Development Launch Projects
Agriculture		
1. Groundnuts[21]	◆	**3**
2. Horticulture[22]		
3. Vegetables		
4. Rice		
Manufacturing		
1. Carpentry and Joinery		
2. Welding and Fabrication		
Food Processing	◆	**4**
Fisheries and Fish Processing	◆	**1**
Information and Communication Technologies		
Poultry	◆	**5**
Tourism (including Craft)	◆	**2**
Wholesale/Retail		

[21] One reviewer thought that aflatoxin remained a challenge in this sector and therefore production outputs had decline over the past decades.

[22] One reviewer suggested that this sector be given priority over groundnuts mainly because it provides employment for the majority of women who together with youth constitute an integral part of the country's active working population. This sector also looks more viable and sustainable because six out of the seven regions were found to be engaging in such activities which demonstrates the sector's potential in terms of contributing to job creation, income generation, import substitution and export diversification.

SECTION III. Cluster Development Roadmap

Introduction

Section III details a planning and implementation roadmap to advance the establishment and delivery of a cluster-based approach to MSME development in The Gambia. It should be stated that initiating and implementing a cluster-based approach to MSME development is a lengthy undertaking that will require extensive negotiation, discussion, agreement, effort, and above all concerted leadership. It will be necessary to plan a focused and inclusive approach to building consensus and stakeholder buy-in over the course of several months. A number of key stakeholders need to be engaged to develop a unified effort to cluster-based development. The following serves as a planning framework to take MSME cluster development forward. The MSME Cluster development roadmap charts the core activities that should be undertaken. It is proposed that a programme timeline of four years is adopted to plan, launch, deliver and implement a cluster programme to support MSME development in The Gambia.

Building Clusters: A Process Driven Initiative

Cluster-based development in The Gambia will not happen by itself and requires meaningful and productive engagement by key Ministries (MoTIE, MoFEA, MoA) working collaboratively, with enterprise agencies (GIEPA, SDF, GCCI) as well as FAO, IFAD, World Bank, UNDP, and others.There is an overriding need for a structured cluster development process to be initiated that formalises a co-ordinated inter-agency and stakeholder driven process that builds the necessary buy-in to support MSME cluster development. Validation workshops have a role to play in disseminating and receiving feed back on static position papers and the development of policies. Initiating a cluster-based approach to development is a process driven initiative that requires, discussion, capacity building, knowledge development, and the creation and use of informal networking. It is a lengthy and continuous process requiring a unified stakeholder effort.

If a cluster-based approach to MSME development in The Gambia is to be pursued, a process of meaningful and genuine discussion, agreement, alignment and intent needs to be initiated, in the first instance, between the key Government of The Gambia Departments engaged in, or considering, MSME development and sector-based growth.

The Ministry of Trade, Industry, Regional Integration, and Employment; the Ministry of Agriculture; and the Ministry of Finance& Economic Affairs, are supportive of a cross section of activities in support of sector development. The quick review of sector based development conducted as part of this feasibility identified a range of sector-based development activities taking place under each of these Government Departments. In one case, the Ministry of Finance is the national agency with oversight of an agriculture programme being supported by IFAD. The need exists therefore for an interdepartmental government effort to co-ordinate a unified approach to MSME sector development.

In pursuing cluster-based development, consultations need to be held with the National Coordinating Committees (Sector Strategy Implementation Committees) of the Ministry of Trade, Industry, Regional Integration and Employment. Consultative meetings should also be conducted with the leadership of the Cashew Alliance of The Gambia, National Women Farmers Association and others to determine whether any linkages can be made with those committees and groups.

Role of Government in Developing MSME Clusters in The Gambia

Government's role in fostering MSME clusters in The Gambia will be to lead the national effort to launch a cluster-based approach to MSME development. This will entail ensuring that an enabling framework exits the supports MSME cluster development, and does not hinder MSME cluster development.

Government will put in place a long-term (5 year) funding framework that enables a resourced MSME development effort to occur. Government will facilitate the necessary strategic linkages across Government Ministries and with international agencies, donor representatives in The Gambia, and private and industry sector groups. The Government will lead on publicizing the MSME cluster development effort as a means of encouraging national and international awareness and support.

At the Departmental level, activities will be guided by a number of key drivers. Activities will emphasize the benefits of creating co-operative networks and encourage dialogue between firms in each cluster and among relevant agencies. Co-operative networks can help firms exchange information, pool resources, identify collective solutions to shared problems and develop a strong collective identity. In order to achieve this, the Government will indentify and appoint appropriate brokers and intermediaries that organize this effort. While cluster development leadership will be provide by a lead body, as well as brokers and intermediaries, it will be the role of Government to ensure inter-Governmental alignment and co-ordination to ensure that MSME development efforts are not impeded by Ministerial activities and policies.[23]

The pursuit of cluster-based development requires a number of planning and implementation stages. Table 7 identifies the key stages of this effort. Descriptions of these key stages are provided below.

STAGE 1: IDENTIFY AND AGREE ON THE INSTITUTIONAL MECHANISM THROUGH which MSME CLUSTER DEVELOPMENT WILL BE DELIVERED

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[23] See: Ali, M (2012) Government's role in cluster development for MSEs: Lessons from Ethiopia Chr. Michelsen Institute (CMI Report R 2012:2) <
http://www.cmi.no/publications/publication/?4538=governments-role-in-cluster-development-for-mses
>

1.1: Establish and Formalise a MSME Cluster Development Working Group

Given the range of sectors already being supported in The Gambia and the broad nature of MSME development across the country, there is a need for a focused and informed process to take place that brings together all the major stakeholders to identify, prioritise and agree on the exact sectors to form the focus of a cluster development effort. While Section II proposes three sectors as the focus of an MSME cluster approach, the decision to focus on these three sectors requires broad consultation beyond that conducted to date. The formation of a **MSME Cluster Development Working Group** should be undertaken to have these discussions and to reach agreement. Key activities of the Working Group will be to develop and agree on a cluster strategy delivery plan and governance framework to identify cluster objectives, planning issues, stakeholders, core programmes, marketing, fund raising, and outreach networks to facilitate clustering. The Working Group will also be tasked with identifying programming metrics to measure progress in realising cluster-based growth objectives.

1.2: Engage a Cluster Enabler and Conduct a One-day Cluster Development Planning Workshop with Key Business and Agency Stakeholders

The short-term nature of this assessment meant that widespread consultation and input with key stakeholders did not occur during the Consultant's visit to The Gambia. Many of the agencies invited to attend a presentation on Thursday 25 September on the initial results of the feasibility were unable to attend. Reflecting the need for MSME cluster-based development to be a genuinely collaborative initiative that brings together diverse stakeholders through common objectives and buy-in, a one-day cluster development information and planning workshop should be organised to engage with all business networks and development agencies impacting sector development in The Gambia to ensure their involvement and support. Such a workshop will be used to publicly secure widespread support for the MSME cluster-based approach to development and activities. Such a planning workshop should be facilitated by an independent 'cluster enabler' that is not allied to any particular stakeholder or position and can serve as an honest broker and rapporteur. This workshop will be used to agree on the core clusters to be targeted by the MSME clusterdevelopment initiative and the leadership and governance structures of the initiative.

1.3: Identify Cluster Development Funding Stream and Agree Programme Timeline

If MSME cluster-based development is to be meaningfully delivered in The Gambia, it will require firm and continuing commitment and resourcing over the lifetime of the initiative. From this perspective, a five-year project timeline is proposed that initially focuses on three key sectors and is then gradually expanded to include additional sectors should resourcing be available and should cluster-based success be achieved. To deliver this it will be necessary to identify and secure multi-year resourcing to deliver national cluster-based development programme (salaries, premises, programming and outreach activities).

STAGE 2: ESTABLISH INSTITUTIONAL LEADERSHIP AND CAPACITY TO DELIVER MSME CLUSTER-BASED DEVELOPMENT

Recognizing that cluster-based development is about organizing government and business support delivery as well as about fostering private sector development and growth, there is a need to identify an appropriate delivery agency through which management and implementation of the cluster development programme will occur. While this review considers that GIEPA is the natural and sensible lead agency through which to deliver the cluster-based approach to MSME development, discussion and negotiation will need to take place to ensure that such a position is tenable. Discussions will need to commence to ascertain whether GIEPA is a willing partner, whether such a position is acceptable to MSMEs, business networks, Government Ministries and national and international agencies, and the practical issues relating to financial, staffing and technical capacity and capabilities within GIEPA. Alternative institutional champions should be identified and approached. In identifying the legal structure of a cluster, the choice of a legal form for the cluster lead agency will be determined by the existing structure of the lead agency. In the first instance, cluster efforts do not necessities the establishment of separate legal entities for each cluster given the role of a single lead agency in taking the cluster programme forward.

2.1:Identify and Recruit Qualified Cluster Development Experts to lead and manage specific MSME cluster/sector development activities

This is a private sector development initiative and will require someone with private sector knowledge, insight, and respect among MSMEs to serve as the cluster expert. It is important to understand businesses specific needs and the issues affecting them. Employing staff with experience in the relevant sector is vital. Recruiting staff with knowledge in the respective MSME sectors will ensure that sector-focused projects have more legitimacy because they are based on knowledge of the sector.

It is envisaged that staffing required to support the launch of a cluster-development effort will be focused and small in size. Based on the proposed incremental nature of launching a single pilot cluster, immediate staffing will entail the recruitment of **one MSME Cluster Manager** to oversee the launch of the initiative and the preparation of planning frameworks, types of programmes, resources and operational delivery. It is recommended that a highly qualified individual is recruited that can work at the highest levels of Government in The Gambia and with international and national agencies supporting MSME development. In preparing these planning frameworks and obtaining agreement from stakeholders, the MSME Cluster Manager will utilize the knowledge and expertise of consultants as and when required. Such a Manager will effectively serve as the programme implementation manager for all aspects of financial, technical and operational delivery and proprietary. As and when specific MSME sectors are ready to be piloted and projects launched, **individual MSME Sector Champions** will be recruited to lead sector development efforts at the MSME sector level.

Task 2.2: Strengthen Economic Evidence and Engage Sector Specialists to Conduct Value Chain Analysis on Target Clusters

Evidence used in this report is drawn primarily from secondary sources and existing reports, and there exists a need to drill-down and develop up-to-date analysis on the current state of each of the target clusters, their linkages, the drivers of change, and opportunities for development. Such evidence needs to be not only developed but also properly questioned and combined with a strategic rationale and transparent options analysis. Building in evaluation activity and collecting accurate outputs data from the start will help to assess cluster development progress, support project prioritization, and build capacity to learn from interventions.

Task 2.3: Develop Cluster Specific Implementation Strategies

Programme and project level interventions in specific MSME target clusters will have a greater impact when they are part of a broader strategy or programme of activity. Developing a cluster specific implementation strategy using the Value Chain Analysis detailed above will ensure that a structured programme of MSME cluster activities are developed that are coherent, integrated, well-conceptualised, and costed. MSME cluster development will be carried out in the first instance because of the wide-ranging issues and opportunities presented, and fragmented standalone projects will rarely address these sufficiently.

Such strategies will identify sector and cross sector specific opportunities and interventions to support MSME cluster growth and development (see Table 8 for a range of cluster development tools that can form the basis of a targeted effort). These strategies will also include performance monitoring and evaluation frameworks, milestones relating to MSME sector development and identify targeted sector specific branding materials and the development of a targeted sector-focused Web site. Such strategies will also consider the issues of sustainability and exit strategy to ensure a market-driven cluster development approach.

STAGE 3: LAUNCH PILOT PROJECT FOR CLUSTER-BASED DEVELOPMENT

TASK 3.1: Fisheries and Fish Processing Cluster Development Pilot Launch

Launching the MSME Cluster effort will be undertaken initially with a pilot project based on one cluster (Fisheries and Fish Processing is recommended), thereby providing an opportunity to test out the optimal approaches to delivering the cluster initiative among MSMEs in the sector. Such an approach will also enable the cluster effort to train local staff and MSMEs in the analysis and facilitation skills needed to launch a cluster initiative.

STAGE 4: ROLL OUT CLUSTER-BASED DEVELOPMENT FOR ADDITIONAL CLUSTERS

Drawing on the findings and results of Task 3.1, and an assessment of the potential of the overall approach has been made, which should take approximately six months, further clusters will be launched simultaneously (in Tourism (**Task 4.1**) and Groundnuts (**Task 4.2**).

Measuring Progress in MSME Cluster Development

In pursuing a cluster-based approach to MSME development, measuring activities and progress will enable Government and stakeholders to assess how effective a cluster-based programme or initiative is in growing and supporting MSME target sectors.[24] Cognizant that the MSME cluster development effort is a new effort that will take time to develop and embed itself, the following performance indicators are suggested as a staring point on which to monitor initial activities as cluster efforts evolve.

- Measuring effectiveness of cluster initiative at the firm level and at the cluster
- Number of firms in each cluster
- Breakdown of member firms in each cluster by staff size
- Number of owners/managers/employees in each cluster
- Number of formal and informal firms in each cluster
- Number of cluster initiatives launched
- Number of firms assisted in each cluster initiative

More informed indicators of performance and activities will be identified under Task 2.3 as individual implementation strategies are developed.

MSME Cluster Development Tools

In developing a range of interventions to support MSME development after agreeing and establishing the institutional leadership and staffing of the cluster-based initiative, cluster staff will need to assess which type of cluster interventions to implement to build and increase capacity of MSME clusters. The following list (see Table 8) serves to identify the range of interventions that can be used to support MSME cluster development.

All of these interventions are useful to fostering a collective sense of 'cluster' among MSMEs in each of the sectors selected. However, the final decision on the planning and delivery of the interventions should be informed by a thorough assessment of the challenges, gaps and needs of each of the MSME sectors.

[24] See, for example: Effective Monitoring for Pro-poor Cluster Development Guidelines for Practitioners <*http://www.unido.org/fileadmin/user_media_upgrade/What_we_do/Topics/Business__investment_and_technology_services/m_e_guidelines.pdf*>

Table 7: Key Development Stages Timeline

Stage/Activity	Timeline (Years/Quarters)															
	Year 1				Year 2				Year 3				Year 4			
Stage 1: Identify and Agree the Institutional Mechanism through which MSME Cluster Development will be delivered																
1.1: Establish and Formalise a MSME Cluster Development Working Group																
1.2: Engage a Cluster Enabler and Conduct a One-day Cluster Development Planning Workshop																
1.3: Identify Cluster Development Funding Stream and Agree Programme Timeline																
Stage 2: Establish Institutional Leadership and Development for MSME Cluster-based Development																
2.1: Identify and Recruit Appropriately Qualified Cluster Development Experts																
2.2: Conduct Value Chain Analysis in each of the targeted clusters to develop up-to-date analysis																
2.3: Develop Cluster Specific Implementation Strategies and Cluster Programmes																
Stage 3: Launch Pilot Project for Cluster-based Development																
3.1: Fisheries and Fish Processing Cluster Development Pilot Launch																
Stage 4: Roll Out Cluster-based Development for Additional Clusters																
4.1: Tourism Cluster Development Launch																
4.2: Groundnuts Cluster Development Launch																

Table 8: MSME Cluster Development Interventions

Intervention	Description
Access to Finance	Given the impact of financing, the status of lending and high interest rates, and the high level of informal and 'unbankable' MSME enterprises operating in The Gambia, Access to Finance will be a key issue requiring concerted effort by the cluster development initiative. Specific MSME programmes can be devised that seek to address weaknesses and challenges in the financing available for MSME cluster development through working with existing and new financial intermediaries and donors to provide seed capital and additional financing streams targeted at MSME owners.[25]
Access to Markets	Given the potential and desirability to scale-up MSME activities as part of a cluster initiative, identifying barriers to markets and developing better tools to increase access to markets will be a fundamental feature of the cluster development approach. Specific programmes can be developed that seek to improve market knowledge and MSME capacity to access new markets locally, nationally and internationally. Examples include the better use of technology, equipment, quality standards, exporting, and online presence.
Advocacy	In building an MSME cluster and developing a sense of collective capacity, Cluster staff can identify emerging issues impacting how MSMEs operate and challenges they are experiencing from a business enabling environment perspective. Cluster staff can serve as a conduit to deliver insights on necessary policy changes to Government and business development services and advocate for changes to policy and financing regimes that adversely impact MSME sectors. Cluster staff can seek to build advocacy capacity within key MSME sectors and leaders so that they are able to engage with policy makers themselves.[26]
Business Directory	In fostering the sense of cluster and developing the sense of belonging among MSME owners, the creation of a cluster business directory detailing contact details and key products (published or available online to MSME cluster members) is a straightforward way of identifying MSMEs that are engaged in similarly focused activities. Such a directory can serve to build relationships among MSMEs, foster communication between MSMEs, and serve as a marketing tool to promote individual MSMEs to a wider business audience.
Business-to-Business Networks	Establishing Business-to-Business Networks and ensuring that MSMEs can communicate and share experiences and knowledge can serve to build linkages, enhance competitive advantage and forge alliances between MSMEs. Developing such networks will be a core activity for the cluster initiative. Cluster staff should identity appropriate programmes to strengthen business-to-business networks among cluster actors and MSMEs. Such networks can take the form of neighbourhood MSME owners, those MSMEs involved in specific niche activities, associations of MSMEs selling and manufacturing similar products, or between different sectors of the same cluster value chain.
Export Development	Within each MSME cluster, the opportunity to identify new or potential international target markets for products or services will be determined by the nature of each cluster and the possibility to scale-up and add value to current offerings. The creation of a market assistance programme to build capacity and systems for MSME exporting could explore potential in MSME clusters or sub-groupings to adopt modern technologies in developing innovative products, exploring new markets and maintaining or enhancing quality. For example, the lack of direct contacts with buyers in international markets could act as a deterrent to exploiting the potential of

[25] See: https://drive.google.com/file/d/0B0ilL7KAK3i5eXpVU1ZPWWVGWG8/edit?pli=1
[26] See: http://responsiblebusinessindia.com/downloads/trainer-manual-business-policy-advocacy/

	international markets fully and in understanding consumer preferences and attitudes. An export development programme could serve to provide market intelligence and contacts to bridge this weakness in market knowledge.
Good Practice Guides	Good Practice Guides (either published or online) can be prepared on a regular basis to identify a wide range of topics of relevance to MSME development and MSME business owners. Varying in complexity, they can address issues identified by MSME owners or can address more strategic issues identified by Cluster development staff. They can relate specifically to identifying lessons learned and specific case studies and can also identity sources of good practice training and knowledge management. Subjects could include: MSME budgeting, marketing, exporting, joint purchasing, and managing staff.
National Sector Planning	The cluster development programme will, through its engagement with MSMEs in key sectors, develop a detailed understanding of the challenges and opportunities of MSMEs. The Cluster initiative will therefore be in a strong position to lead on national sector development planning effortswith the more focused cluster initiative. Cluster staff will engage in broader national sector planning efforts to scale-up the lessons learned from cluster development in specific sectors to build national capacity for MSME and private sector growth, as well as an improved business support framework.
Organising	Building capacity and a sense of an inclusive cluster is a primary undertaking of any cluster development initiative. In starting to formalise an MSME cluster structure, organising through the use of workshops, training, information events and cluster meetings will serve to build the linkages and networks of disparate MSME owners so that they can identity themselves as being part of a cluster initiative. Developing such an identity is vital if a cluster initiative among similarly focussed MSMEs is to develop and grow.
Supplier Networks for MSME Development	To be involved in supply relationships with larger, more formal enterprises represents a significant opportunity for the development of MSMEs in The Gambia. This is due not only to larger, more consistent orders that are often involved, but also to the stricter requirements of a larger firm in terms of quality, delivery, cost reduction and customer service, which provide market-driven incentives for the MSMEs to improve their operations. Working with smaller, local suppliers also represents an opportunity for larger companies to reduce lead times, inventories and logistics costs. However, if the relationship is not managed carefully it can quickly deteriorate, ruining the development opportunity for the MSME involved and discouraging larger firms from expanding its network of small, local suppliers. Building linkages between MSMEs and larger enterprises is therefore a key activity that the cluster initiative should seek to consider in specific MSME clusters to scale-up MSME activity and possible formalization of operations.
Training and Learning Events (National and Regional)	Developing the skills and capacity of MSME owners and MSME BDS services will be a key undertaking for any cluster development initiative. The planning and delivery of training and learning events will play a major part in embedding an MSME cluster and facilitating knowledge, skills development, and linkages between MSME owners, cluster staff and national partners. Any such events should be developed through careful analysis of learning needs and gaps.

APPENDICES

Appendix 1: Definition and Characteristics of MSMEs in The Gambia

The definition of MSME used is this report reflects the current official definition of MSME in The Gambia as contained in *The Gambia National Policy for MSMEs,* and is based on the number of employees, paid in capital/assets, and annual sales. This definition has been adjusted to suit the situation in The Gambia and is based on data obtained during the MSME Mapping Exercise.

MSME Definition Matrix[27]

MSME Category	Employees (Numbers)	Paid in Capital/Assets (GMD)	Annual Sales (GMD)
Micro	1-4	0-25,000	0-100,000
Small	5-49	25,000-1 million	100,001-1 million
Medium	50-99	1 million-5 million	1 million-10 million

Key Characteristics[28]

Micro Enterprises

These are the smallest business units that exist and they have the following characteristics:

- Mainly in the informal sector, that is, they are not formally registered;
- Have minimal capital investment, often less than GMD 10,000, and have limited access to formal finance;
- Low productivity, low volume of business and erratic turnover;
- Owners are the sole operators with possibly one or two family members to assist;
- Little or no record keeping as the function of the business is to supplement household income;
- Limited literacy, education, skills and business knowledge;
- Little or no separation between household and business accounts;
- Resilient in an economic downturn due to their flexibility.
- Have little or no access to finance from formal financial intermediaries relying mainly on microfinance services.

Small Enterprises

Larger operations, but grey area exits between micro and small that is sometimes referred to as "very small". More often, registered/operate in the formal economy but some very small operations remain informal.

- The operations with a business licence are also registered with the tax and social security;
- Have some capital invested in tools and equipment;
- Have the capacity to create job opportunities for both skilled and unskilled labour;
- Productivity can be significant and depends on the demand for products or services;
- Owners are the managers that employ staff to run the business;
- Records are kept but may not conform to International Accounting Standards (IAS);
- Literate, with technical skills and some business knowledge;
- Very often innovative with the potential to grow;
- Less resilient than micro enterprises in an economic downturn, but operate with a degree of flexibility;
- Limited access to formal finance, but may still access funding from microfinance institutions.

Medium Enterprises

These are much larger operations, clearly visible, and all registered as formal business operations.

- Relatively high capital investment dependent on the sector.
- Employ staff on regular wages and salaries and are aware of their social responsibility.
- Use accountants and bookkeepers for financial records that are usually audited.
- Use technology and labour intensive methods for business.
- Well educated with a range of skills both technical and business.
- Relatively easy access to finance from formal financial institutions.
- In economic downturn they shed labour to stay solvent.

[27] Source: The Gambia National Policy for MSMEs 2014-2018, September, GIEPA, p.5.
[28] Source: The Gambia National Policy for MSMEs 2014-2018, September, GIEPA, p.5

Appendix 2: Target Clusters and Outline Profiles

Agriculture/Agribusiness
▪ The Gambia relies heavily on agriculture, with the sector providing approximately 75 per cent of the labour force. Performance of the sector has fluctuated, contributing on average 22.3 per cent of Gross Domestic Product (GDP) in 2012 and a growth rate of 4 per cent. Despite its potential, agricultural production evidences low and unpredictable yields and high susceptibility to droughts and erratic climate patterns. The sector is essentially rain-fed, with only 3 per cent of the arable land estimated under irrigation. The prevalence of drought as a climatic phenomenon was very severe in 2011 to the extent that the gains in the sector were almost completely wiped-off in a single year's drought situation.29
▪ The LRR, CRR/N and CRR/S regions have particularly high productive potential. They are key rice and leafy vegetable growing areas with relatively fertile lowland soils, which can be developed to increase national food security. The uplands, particularly in the north of the LRR, have high potential for the production of coarse grains that are key sources of household income for smallholders. LRR, CRR/N and CRR/S have high potential for livestock particularly small ruminant and poultry production. The WCR is a key area for horticulture and commercial poultry, providing opportunity for development of value chains and market linkages to urban areas, facilitating partnerships with private sector actors.
▪ The transformation of the agriculture and natural resources (ANR) sector from subsistence to a commercially-oriented modern sector is a national priority as stated in the PAGE and ANR Policy and Strategy, which emphasize development of the agribusiness sub-sector in support of smallholders as the main pathway to development. It is envisaged that this will be achieved through accelerated growth in potentially fast growing sub-sectors such as horticulture, groundnuts, coarse grains and livestock, as well as increased rice production and productivity for enhanced food security and import substitution.
▪ The ANR sector holds potential for commercial growth in a wide range of products (food crops, fruits and vegetables, livestock, fish and forest). Value addition through processing and packaging in these production chains for domestic and foreign markets are promising, notably for high-value "niche" commodities (e.g. horticultural, groundnuts, sesame). <u>Other opportunities in the sector also include re-export trade</u> in coarse grains and rice, which has particular opportunity notably through trade with Senegal and other countries in the sub-region.
▪ To commercialize the sector requires improvements in several key areas: value chain and agro-processing development - including post-harvest practices, value addition and meeting quality standards in selected chains; improving and expanding market chain linkages and trade opportunities - including infrastructures and information systems as well as reinforcing or revising regional and international trade agreements and incentive structures; strengthening and promoting linkages among key institutions and actors in the sub-sector, e.g. Government and non-government agencies, producer organizations and private sector; and broadening access to rural finances for smallholder activities.
▪ Agribusiness development through value chain approaches specifically have many challenges: smallholders use low-input technologies, labour-intensive systems and limited value–addition technologies that result in low quality products and low incomes; support services are weak and underdeveloped - including training for smallholders and groups in all aspects of the value chain; market opportunities are still few and largely untapped, not easily known or accessed by small producers due to limited information flow; limited organization and partnerships (notably among producers and with marketing/private sector actors); poor infrastructure and transportation networks (e.g. feeder roads, air freight costs; irregular or no power supplies; limited storage facilities; and limited access to start-up capital for smallholders entering agribusinesses - those MFIs supporting this still require strengthening.

[29] Source: Food and Agriculture Sector Development Project Appraisal Report (2013) African Development Bank. <
http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Gambia_-_Food_and_Agriculture_Sector_Development_Project_-_Appraisal_Report.pdf >

Fisheries and Fish Processing
▪ "Fisheries" include the economic activities of capture or culture of aquatic animals and plants (i.e. fish harvesting). "Fish processing" covers two discrete segments: i) the industrial processing (washing, sorting, cleaning, processing, packaging and freezing) of fresh fish, mainly for export to the European Union (EU), but also to other international destinations; and ii) traditional smoking and drying processes (cured fish products), mainly for the domestic and regional markets, with some smoked fish for the European and other international niche markets.[30]
▪ The fisheries sector is a critical entry point for poverty alleviation in The Gambia. It provides a source of revenue and foreign exchange earnings for the country, but also contributes to food and livelihood security, particularly for the poor.[31] Household heads employed in the fishing sector exhibit higher poverty rates compared to household heads employed in the other sectors of the economy.[32] As the report by UNCTAD notes, sector interventions in the fisheries and fish processing has significant potential to alleviate poverty and support food security.
▪ The sector is the third largest food provider - after cropsand livestock - and plays a significant role from a nutritional standpoint, being the main supplier of animal protein in the diets of most Gambians. Fisheries and related activities (processing and marketing) also provide income to the poor: fish-related activities represent the main source of income for coastal fishing communities, and are an important complement activity (and safety net) for rural communities inland. In The Gambia, the artisanal subsector employs between 25,000 and 30,000 people, while about 2,000 people work in the industrial sub-sector. The livelihoods of an estimated 200,000 people are indirectly dependent on fisheries and related activities.
▪ In the sector, men and women tend to produce rather distinctive products, operate on different scales, and serve different markets. This results in rather specific gender-based trade patterns throughout the chain. Women are the predominant dealers involved in the domestic marketing of fresh and cured fish products; while export of the frozen and smoked-dry products is mainly carried out by men. The operations of the women fish processors essentially involve small-scale direct marketing on a daily basis, and low profit margins.Women typically buy a few trays of fresh fish from large-scale mongers at landing sites, and transport it to various urban markets where the fish is retailed. The operations of male fish processors and traders tend to be more capital-intensive and on a larger scale: their products are marketed to the inland and sub-regional markets, where the profit margins are higher. Some large-scale specialist fish dealers (usually men) export the fish to Senegal, Ghana, Guinea Conakry, Nigeria, etc. - in smoked or dried forms. Processing factories also procure their fresh fish supply for export to the EU from large-scale (men) fish suppliers.
▪ Prioritized investment should also continue to include facilities that cater to small-scale operators (women) who serve the domestic market, and not only facilities designated for export. Strategic domestic-oriented facilities would include: ice plant and cold storage facilities to market high quality fish products at main urban/inland markets; fish handling and processing equipment and improved processing techniques in the domestic chain; packaging material at landing sites; and dedicated, well-equipped fish markets.
▪ Training is needed in at least three key areas: i) technical training in the handling, processing, and marketing of fish and fish products (fresh and cured) with a view to improving food security and quality; ii) marketing (how to use market information and establish business contracts and alliances); and iii) record-keeping and business plan formulation (this will help micro-finance institutions to assess credit-worthiness).

[30] Source: United Nations Conference on Trade and Development (2014) The Fisheries Sector in The Gambia: Trade, Value Addition and Social Inclusiveness, with a Focus on Women, p.6. < http://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=819 >

[31] Women are the predominant dealers involved in the domestic marketing of fresh and cured fish products; while export of the frozen and smoked-dry products is mainly carried out by men.

[32] See: United Nations Conference on Trade and Development (2014) The Fisheries Sector in The Gambia: Trade, Value Addition and Social Inclusiveness, with a Focus on Women. < http://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=819 >

▪	It is also important to explore niche markets for high-value products that can generate income for women. The potential for commercial and artisanal aquaculture involving shrimps and oysters is high. Shrimps offer significant potential for a product differentiation strategy (antibiotic-free shrimp with unique characteristics in terms of texture and size), with a focus on high-value niche markets (e.g. gourmet restaurants in Europe). Artisanal oyster farming, involving women oyster harvesters can expand the local oyster trade and even encourage the development of the half-shell trade to supply The Gambian tourist market. A different niche of interest for potential development and expansion is that of traditional ethnic foods of value for The Gambian Diaspora. Specifically, there is a potential niche export market for smoked catfish and other high-value fish species including shrimps and barracuda.
Artisanal Fisheries	
▪	The artisanal fisheries consist of relatively extensive, low-capital fishing practices. This sub-sector refers to those fishermen and women operating in small units of a few fishermen- or on individual basis - employing little equipment and technology. It also includes the women oyster and cockle harvesters who generally operate within the estuarine areas. The sub-sector is highly diversified, covering marine (coastal), brackish (through the estuary waters of the river Gambia) and freshwater (upstream along the river) fishing operations. In spite of the small-scale nature of its operation, the artisanal sector provides 90 percent of the total national fish consumption, and is the main source of raw material for the industrial sector. Artisanal fisheries also supply about 80 percent of throughput in the industrial fisheries processing plants. The bonga, round and flat sardinella - and other small pelagics - are the main species landed by the artisanal fishermen. These species are mainly consumed locally in fresh or traditionally processed (smoked or dried) product form, or exported regionally. The high-value commercial species the sector produces (shrimps, sole fish, sea breams, lobsters and cephalopods) are mostly supplied to fish processing factories for export: mainly to the EU, North America, and Asia.
▪	As at mid-2012, there were 20 locally registered fishing companies operating in The Gambia, but only 10 companies had managed to invest in on-shore facilities (fish factories). Five of these (Bara Fishing, Kendaka, Rosamond Trade, International Pelican, and West Africa Aquaculture) had met the required standards and been certified to process and export fresh and frozen fish products to the EU. Only one factory (Rosamond Trade) was certified to export cured (smoked) fish products to the EU. The remaining had not yet met the EU regulations on fish-processing establishments.
▪	Exports to the EU essentially consist of fresh and frozen fish, particularly of high-value commercial species (crustacean, cephalopods, sole fish, etc.). Specialized smoked fish products (all traded through the only certified establishment) essentially serve the Gambian Diaspora market in the EU (the UK, Netherlands, Spain, and Belgium) and the US.
▪	The development of industrial fisheries has been limited, with industrial fisheries accounting for as little as 10% of the total national fish consumption, and only an estimated 20% of the locally processed fish. This situation is due, among other things, to the absence of a dedicated modern fisheries port and related ancillary facilities, which has had considerable negative impact on the development of industrial fisheries and the economy in general. This is coupled with constraints such as lack of storage facilities, finances, the high cost of energy, and poor management, resulting in some of the fish factories going bankrupt. The major contribution of the sub-sector lies in its foreign exchange earning potentials, and its employment generating capacity. Licensing requires that 20% of the crew of a fishing vessel licensed to operate in Gambian waters must be Gambian; this is aimed at building up the proportions and capacities of Gambian youths in fishing operations. It is estimated that about 2,000 people are presently employed in the industrial sub-sector of which an estimated 70% are women. The female share of employment is significantly higher in the packaging/ processing nodes, where virtually all workers are women with the notable exception of filetters.

Groundnuts
▪ Out of a total area of 558,000 hectares of arable land devoted to agricultural production, between 100,000 and 150,000 hectares (33%-50%) are devoted to groundnut production. Groundnut exports contribute significantly to foreign exchange earnings and account for 70% percent of domestic exports and contributes about 7% of the country's GDP. It also contributes significantly to food security, poverty reduction, and livestock feed, and serves a key anchor of other economic activities.
▪ The groundnut market, once vibrant and high-income earning, has potential to rebound but has been constrained over recent years (53 percent production loss was reported in 2007) resulting in a decline in rural incomes by more than 50 percent in 2008 (GOTG/ISFP 2008). Constraints to accessing markets are now being overcome as regular and weekly markets exist. Private producers are developing some regional and international market linkages with the potential for scaling-up.
▪ Challenges in groundnut have included inadequate financial resources to purchase the crop by stakeholders (Gambia Groundnut Corporation, private dealers and individuals), leading to credit buying; inadequate processing and storage facilities; insufficient processing equipment and facilities, and high cost of transportation.
▪ Groundnut cake is a by-product from groundnut processing, the major cash crop of the country and a cheap source of protein. The area and yield of groundnuts fluctuate on a yearly basis due to the lack of inputs (seeds, fertilizer and agro chemicals) and poor marketing arrangements. The limited processing of groundnuts into oil, and export of the cake, also affects the availability of groundnut cake for the feed milling industry. In 2008, 858 MT of groundnut cake was produced and sold at GMD 8,500, equivalent to US$ 373.66 per MT and was all exported to Mauritania.[33]
▪ Stakeholder consultation identified the Gambia Groundnut Corporation as a potential groundnut cluster "industry champion" through the utilization of a public-private partnership. GGC could be asked to provide national value-adding leadership to grow and expand the groundnut MSME development.
▪ Groundnuts (with shells) was The Gambia's top commodity by production value in 2012 with a value of UISD $50,579,000.[34]

[33] Source: < http://www.fao.org/3/a-ai321e.pdf >.
[34] Source: FAOSTAT Gambia Profile: < http://faostat3.fao.org/home/index.html >

Poultry
▪ The national poultry flocks comprise local and imported exotic chicken, ducks, geese, guinea fowls, ostriches and pigeons.[35] A key factor underpinning the quality and standards of national poultry production is the way in which humans interact with and handle the production, distribution, processing and marketing of live poultry and poultry products.
▪ In 2008, the Western Region hadthe highest concentration of commercial (73.23%) and backyard (32.88%) chickens in The Gambia. The concentration of commercial chickens in the Western Region is in response to the big demand for chicken products in the Greater Banjul Area (Banjul and Kanifing Municipality (KMC) and the western part of Western Region), which now accounts for about 50% of the human population with a relatively higher per capita income, and the location of major hotels, guest houses and restaurants.[36]
▪ About 15% of all commercial chickens in The Gambia were found in the south bank of Central River Region, and this could be attributed to the establishment and registration of a Community Based Organization (CBO), the Rural Poultry Farmers Association of Central River Region South (CRRS), in 2000.
▪ Stakeholder consultation identified EMPAS (Moggie Chicken) and Rue Chicken as a potential poultry cluster "industry champion". Moggie Chicken claims a production capacity of 100,000 day-old chicks per month.Rue Chicken is operated in line with the 7 HACCP food safety standard used in the food processing industry. It also meets the European Union's hygiene standards for meat production, which allows it to export. Cluster-based efforts should consider the forward and backward linkages from that industry using these companies as a starting point, food security to build national self-sufficiency in chicken and eggs and potentially support maize production, a key ingredient in the production of poultry feed.
▪ Frozen whole chicken and chicken cuts and offal represent the most significant poultry products imported to the country. Importation of frozen whole chicken, cuts and offal from the EU and Brazil was highly significant in 2001, 2002 and 2006 and was estimated at Gambian Dalasi (GMD) 8,843 million, 32,423 million and 51,481 million whiles FAO estimated the imports at US$ 4.4 million, US$ 8.0 million and US$ 44.04 million for the same period.
▪ Studies conducted in The Gambia have revealed that the importation of frozen whole chicken and cuts from the European Union and Brazil is reported to be having a serious negative impact on the marketing of locally produced chicken.
▪ Access to feed (availability and affordability) is the most prohibitive constraint to poultry production. Commercial poultry producers rely on imports of compounded feed rations from neighbouring Senegal. It is estimated that two private companies, namely Dam Jah and First Choice, imported about 550 metric tonnes and 450 metric tonnes of feed in 2007, respectively, whiles RUE Farm imported 3.8 MT for its own use. The amount of feed imported is higher than what is being reported as other individual producers also travel to Senegal to purchase feed for their own use, as well as for sale.
▪ According to the FAO's Poultry sector country review, there are"about5 feed mills in The Gambia with a combined milling capacity of 8.5 MT per hour;" however, none of them is currently operational. Key constraints cited include financing and shortages of feed ingredients such as maize and oilseed cakes, which constitute the key components of poultry feed.
▪ Maize: The amount of maize produced in The Gambia on an annual basis is variable and isinsufficient to meet the demand of the feed processing industry. According to the DOP, maizeproduction increased from 22,000 MT in 2000 to 33,400 MT in 2003, but declined to 31,400in 2007 (Table 7). The data presented shows that the amount of maize imported into thecountry is also variable. Furthermore, the amount of imported or locally produced maizeused, as human or animal food is not known.
▪ There are no breeding farms in The Gambia. Commercial farms are dependent entirely on importation of day-old chicks. Until recently, the RHUE farm hatchery started the production of broiler DOC for sale to farmers. RHUE Farm imports hatching eggs from the United States.

[35] Poultry Sector Country Review (2008) United Nations Food and Agriculture Organisation Animal Production and Health Division. < http://www.fao.org/3/a-ai321e.pdf >
[36] Poultry Sector Country Review (2008) United Nations Food and Agriculture Organisation Animal Production and Health Division. < http://www.fao.org/3/a-ai321e.pdf >

Table: Regional Distribution of Chickens in The Gambia (2007)[37]

Region	Total		Commercial		Backyard	
	#	%	#	%	#	%
Banjul	265	0.03	265	0.26	N/A	N/A
KMC	5,885	0.71	5,885	5.85	N/A	N/A
Western	310,415	37.84	73,722	73.23	236,693	32.88
Lower River Region	28,850	3.52	N/A	N/A	28,850	4.00
North Bank Region	178,722	21.78	9,000	8.99	169,722	23.58
Central River Region (North)	35,310	4.30	N/A	N/A	35,310	4.91
Central River Region (South)	67,719	8.25	10,400	10.33	35,310	7.96
Upper River Region	193,272	23.56	1,400	1.39	191,871	26.66
National Total	**820,437**	**100**	**100,672**	**100**	**719,765**	**100**

[37] Source: Department of Planning, Department of Veterinary Services, and Poultry Sector Review Estimates (2008) < http://www.fao.org/3/a-ai321e.pdf >.

Tourism
▪ Tourism is the single most important export sector and a major foreign exchange earner. As an industry, it has the potential to deliver higher levels of income and substantially increased wage earning employment as well as higher levels of Government revenue.[38] The sector supports over 10,000 direct and indirect jobs out of a total formal, private sector employment of 22,000.
▪ Under The Gambia Tourism Development Master Plan, the target is for net foreign exchange earnings to rise from an estimated US$40 million in 2004 to US$130 million by 2020. The target is for tourism-generated employment to increase to around 35,000 jobs by 2020. Indeed, tourism is one of the few economic sectors that offer significant growth potential. The sector is however, characterized by a number of features.[39]
▪ From a demand perspective, there is a need for investment in product renewal as well as in new accommodation and product diversification.[40] There is also a need to ensure that the tourism sector can support local MSME development across a range of sectors.
▪ A study of tourism in The Gambia found a large share of tourist expenditures are absorbed by international tour operators, foreign airline companies and foreign-owned hotels and restaurants, with only 14 per cent of total tourism expenditures reaching the poor living in The Gambia. While the capture of even these small percentages of tourism expenditures has positive pro-poor impacts and is preferable to no tourism at all, emphasis should be placed on reducing leakage so that benefits can be increased.[41]Tourism, the major foreign exchange earner for the economy, is a seasonal business with a relatively short season. This would help develop the ancillary industry servicing the tourism sector that would create greater employment opportunities for the urban, unemployed youth. Also, foreign tour operators control this tourism trade. There is vast scope for the induction of locally owned businesses in this industry.
▪ Despite the interest in sourcing locally, hotels and restaurants often import fruits and vegetables, as the local supply tends be unreliable, of inconsistent quality and insufficient in peak periods. The partnership Gambia is Good (GiG) was created to purchase fresh horticulture produce from smallholder farmers and market them to tourist hotels and restaurants, thus replacing middlemen between growers and buyers. GiG provides marketing support and production training, and facilitates input procurement. More specifically, it translates the needs of hotels, restaurants and supermarkets into detailed production plans for growers, negotiates fair prices, sets up a seed store and a produce grading system, helps with irrigation systems and diversifying crops to enable year-round production. As a result, produce is purchased from nearly 1,000 growers, 90 per cent of which are women. The growers supply around 20 tons of produce per tourist season month to more than 40 hotels and restaurants.
▪ The Gambia lies within the East Atlantic flyway of migratory birds, and the existence of wetlands in the country provides ideal habitats and sanctuary for migratory birds from Europe, North America and Asia during the winter season. In the Gambia there are more than five hundred and fifty species of birds and one third of these are migratory birds.

[38] Source: African Development Bank and Department of State for Tourism and Culture, Republic of the Gambia (2006) The Gambia Tourism Development Master Plan, p. 1, Summary Report. < http://www.unevoc.unesco.org/e-forum/The%20Gambia%20Summary%20Report%20November%202006.pdf>

[39] Specific characteristics include a high level of dependence on charter flights on aircraft owned by major European tour operators; strong concentration on the winter season; focus on accommodation close to the sea near Banjul airport; short average length of stay with relatively limited travel within The Gambia and relaxation as a prime holiday motive.

[40] Source: African Development Bank and Department of State for Tourism and Culture, Republic of the Gambia (2006) The Gambia Tourism Development Master Plan, p. 6, Summary Report.

[41] Source: African Development Bank and Department of State for Tourism and Culture, Republic of the Gambia (2006) The Gambia Tourism Development Master Plan, p. 6, Summary Report.

Appendix 3: Developing The Gambia's Commercial Mango Farming System

Mango Farming Programme
The Gambia Horticultural Enterprise (GHE) Limited and the World Bank supported Growth and Competitiveness Project (GCP) Matching Grant Facility are supporting the establishment of mango out-growers and processing scheme across the West Coast Region.Support for the mango is intended to contribute tonational food self-sufficiency, increase household food security and increase the income-generation of people. The matching grant facility will,through implementation of the horticulture development programme, develop a commercial mango farming system in order to produce more of the fruit in the country for the export market. The initiative is intended to promote revenue-earning, exportation, employment for young people, as well as getting the private sector involved in agricultural production. The mango out-grower scheme is intended to create a reliable and sustainable mango supply base for exports and processing. It is envisaged that smallholders and commercial mango farmers would be integrated into the mango value chain to improve productivity, quality and supply to meetexport market demands for fresh mangoes, and for value addition. As the private investor, GHE will leverage soft investments under the Matching Grant Facility to support and enable out-growers grow better mangoes by providingexpertise, training and extension support.GHE would also be responsible for marketing the mangoes and providing quality assurance. The selected primary out-growers with mango orchards of 2hectares and above of the required variety and quality would be supported by the project to adopt the new technologies, and would act as collection points for mangoes produced by the secondary out-growers who would in turn rely on them for management guidance. The project has already resulted in the formation of Kombo District mango growers orchards, global GAP certification for the GHE farm at Kembujeh enabling themto export fresh mangoes by sea, buying of some 100 tonnes of out-growers fresh mangoes to the tune of over D700,000 for export marketing and processing, thus contributing to income generation from their mango orchards, and trials of sea shipment of out-growers fresh mangoes to United Kingdom, France and The Netherlands. **Source:**http://www.freshplaza.com/article/127573/Gambia-Looking-to-mango-out-growers-and-processing-scheme-for-2015-season

Appendix 4: Cashew and Sesame Sector

Sector Strategies Development Programme
The Cashew and Sesame sectors are already a focus of support as demonstrated by the recent launch of sector strategies on 18 June 2014[42] and the subsequent inauguration of the Trade Information Reference Centre.[43] These reports, a joint endeavor between the International Trade Center (ITC), the Ministry of Agriculture, and the Ministry of Trade, Industry, Regional Integration and Employment, apparently include value chain analysis and diagnoses of the sector, strategic orientation and detailed plan of action with clear objectives to enhance production and productivity around cashew nuts.[44] The Gambia has been ranked as the world's 15th largest exporter of Raw Cashew Nut (RCN) with a 0.1 percent market share in the global RCN market.[45]This position is primarily due to constant export of RCN mainly to India. It is considered that a global growth rate of 9 percent (import) for RCN and 9 percent for cashew kernels offers an opportunity for The Gambia cashew sector to emerge and support the country's export development. Gambian RCN exports, although primarily concentrated on the Indian market[46], have also made inroads into other markets including the United Arab Emirates, Viet Nam, China, Denmark, Senegal, Singapore and the United States. There is however, a need to enhance data collection for the cashew sector. Production in today's Sesame sector is difficult to gauge. As the recently released report *The Gambia Sector Development and Export Strategy 2014-2019: Sesame*notes, the lack of credible production data has resulted in disputes between different sources over the correct figures for yields and exports. Currently, production is much reduced from its 1986 peak of 4,000 tons (over an area of 12,000 hectares) and the official production level for 2011 was 2,659 tons cultivated over an area of 7,778 hectares. The Gambia's sesame exports have varied greatly over the years.An analysis of Comtrade data put the total export value of sesame as $1 million dollars in 2008, and no exports of sesame were recorded in 2011. This great variability in exports confirms a number of issues in the sesame value chain that constrain the sector from supplying international markets with supply volumes and consistency.

[42] See: < http://www.enhancedif.org/en/publication/2014-06/gambia-launching-programme-sector-strategies-cashew-and-sesame-and-inauguration >
[43] It is recommended that consultations be held with the National Coordinating Committees (Sector Strategy Implementation Committees) of the Ministry of Trade, Industry, Regional Integration and Employment. Consultative meetings should also be conducted with the leadership of the Cashew Alliance of The Gambia and National Women Farmers Association.
[44] This launch served as part of the Sector Competitiveness and Export Diversification Project, which was officially established in 2012 for the purpose of strengthening the capacity of Gambian small- and medium sized enterprises to export value-added goods to the global market.
[45] Source: The Gambia Cashew Sector Development and Export Strategy 2014-2019.
[46] India absorbs more than 95 percent of The Gambia's RCN exports. See: < http://www.africancashewalliance.com/en/news-and-info/newsletter/gambia-launches-new-cashew-sector-strategy >

The event on 18 June 2014 also marked the creation of the Trade Information Reference Center (TIRC), which provides access to business linkages and contact bases, market trends, trade agreements, product and market studies, and business opportunities and events. The Center is intended to serve as a platform through which stakeholders at all levels of the value chain will gain access to crucial information. This new approach seeks to support the diversification of Gambian exports by increasing commodity value addition, and by expanding market destinations through the development and sale of products.

Further analysis on the cashew sector can be seen in The Gambia Cashew Sector Development and Export Strategy 2014-2019.

Appendix 5: Target Clusters and SWOT Profiles

Groundnuts	
Strengths	**Weaknesses**
1. Ready availability of arable land. 45% of arable land is available for groundnut cultivation 2. Favourable climatic conditions for groundnut production 3. Inexpensive and available labour supply 4. Favourable investment climate and incentives for agricultural investment 5. Proximity to European Union and North American Markets	1. Marketing challenges and inadequate financing for marketing of the cash crop 2. Inadequate processing equipment and storage facilities. 3. High cost of transportation from farm gate to groundnut buying & processing centres 4. High cost of farming inputs 5. Aflatoxin, pests and disease challenges 6. Inadequate commercial farms and predominant use of subsistence type farming techniques and practices 7. Inadequate Research & Development and limited agricultural extension services 8. Limited and poorly organized producer organizations 9. Weak co-operative schemes
Opportunities	**Threats**
1. River Gambia for irrigation 2. River Gambia for groundnut evacuation from farm gates to processing centres 3. Multilateral institutional support for the development of the value chain – FAO, AGOA, EU Everything But Arms initiative-EU Pact, and GSP export market access	1. Climate Change, Ex. Sahelian drought 2. Locust invasion 3. Rural-urban migration 4. Preference of farmers for other alternative cash crops, notably cashew supplemented by other annual crops. 5. International price volatility

<table>
<tr><th colspan="2">Fisheries and Fish Processing</th></tr>
<tr><th>Strengths</th><th>Weaknesses</th></tr>
<tr><td>1. Location: The Gambia is located in a highly productive up-welling zone rich in diverse fish species
2. Abundance of pelagic fish resources
3. Proximity to major trading partners (the EU and US Markets
4. River Gambia is a source of freshwater fish farming (aquaculture)
5. Continental shelf of 4,000 square kilometres and a 200 nautical mile Exclusive Economic Zone</td><td>1. Inadequate infrastructure for improved fish handling and processing: Cold storage facilities, Landing sites, Smoke houses and Drying platforms
2. Inadequate technical and scientific expertise to ensure conformity with Industry Standards
3. Inability to adequately implement Sanitary and Phytosanitary (SPS) measures to ensure sustained market access.
4. Weak Management and its attendant challenges of access and cost of credit; poor development of fisheries associations and Community Based Organization
5. Inability to effectively implement the Fisheries Legislation
6. High cost of inputs – Fuel, Fishing nets, Equipment, Boat Engines
7. Fragmented value chain</td></tr>
<tr><th>Opportunities</th><th>Threats</th></tr>
<tr><td>1. Existence of Fisheries Legislation & Fisheries regarded as a Priority Investment Area by Government with attractive Investment Incentives
2. Replication of Pilot Projects of Community Fisheries Centres
3. Aquaculture: The halving of the country into 2 by the River Gambia provides for fresh water fish across the country
4. Membership and signatory to major sub-regional, regional and international Fisheries protocols
5. Bilateral Co-operations
6. The Gambia Food Safety & Quality Authority for implementation of SPS measures
7. Existence of an accredited microbiological lab for food testing
8. Completion of the construction of the Fishing Port for landing of fish in relation to signed bilateral fishing agreements with Senegal</td><td>1. Climate change
2. Depletion of fish stocks through illegal, un-regulated and un-reported fishing activities
3. Destruction of the marine eco-system and biodiversity due to trawl fishing & over fishing
4. Export Bans, sanctions, and trade restrictions for reasons of Sanitation and non-compliance with international standards & protocols</td></tr>
</table>

Tourism	
Strengths	**Weaknesses**
1. Location – Proximity to Europe 2. Political Stability 3. Existence of a hotel accreditation & standard body 4. Natural and pristine eco-system 5. English-speaking nation 6. Dedicated Tourism Development Areas 7. International reputation as a safe and friendly tourism destination: Smiling Coast of Africa 9. Home to Cultural Heritage Sites 10. Agrarian based society: high quality food based on local organic produce	1. Seasonality of the Tourism Industry 2. Limited diversification of tourism products 3. Limited inter-linkages between the tourism industry and the economy 4. High cost of electricity 5. Dependence of the industry on limited scheduled and charter flights 6. High refueling costs (Aviation fuel) 7. Inadequate duty free facilities at the airport 8. Existence of illegal accommodation operators (motels and guest houses) in the informal hotel sector impacting Government tourism revenue 9. Low service standards such as quality standards for hotels in The Gambia, continuity of electricity provision, standars of customer care
Opportunities	**Threats**
1. Underutilized coastal space for tourism recreation – development of Cultural Tourism and Eco-Tourism 2. Conference Tourism 3. The River Gambia – utilizing this resource for its natural beauty 4. Regain lost markets – German, Scandinavian tourist markets 5. Forward and backward linkages between Agriculture and Tourism 6. Rural tourism potential 7. Exploiting the African American market 8. Eco-tourism	1. Competition from other Tourism Destinations, notably Cape Verde, the Mediterranean, Caribbean, and East Africa 2. 'Bumster' menace (harassment of tourists) 3. Sex tourism 4. Expansion of low-cost airlines to closer destinations to Europe (Mediterranean) 5. Overdependence of the industry on tour operators.

Appendix 6: Improving the MSME Operating Environment[47]

▪	Develop targeted interventions to facilitate the equitable distribution of MSMEs across sectors and regions within the country.
▪	Integrate entrepreneur training and BDS initiative with micro finance schemes so as to better serve entrepreneurs in the micro and small enterprises and ensure successful outcome in their business operations.
▪	Establish and facilitate market linkages in support of MSMEs.
▪	BDS should be accorded high priority in the MSME support programme so as to help realize the potentials of the MSME sector.
▪	Strengthen the capacity of staff of MSME support agencies to enable them deliver more efficient and effective advisory services
▪	Embark on sensitization and advocacy programmes couple with investment incentives to encourage more MSME activities in the agro processing and other value added manufacturing activities
▪	Expansion of the training of trainers programme on MSME development related skills for greater outreach
▪	Enhance the capacity of GIEPA, SDF and GCCI to coordinate the development of BDS services particularly for micro and small enterprises countrywide.
▪	GIEPA and GCCI should initiate sensitization programs for MSMEs on the importance of services offered by BDS providers.
▪	To develop a scheme where the services of the BDS providers are initially subsidize by government and GCCI to make their services more accessible to micro and small enterprises.
▪	Government, NGOs and private sector organisations to embark on sensitization programmes aimed at encouraging smaller enterprises to form business associations especially those in the building industry and agro processing industry.
▪	Micro and small enterprises should be encouraged to keep financial accounting records by providing BDS services at subsidized rate.
▪	Government with the private sector should develop the capacity of BDS providers so that they can offer more services to micro and small enterprises at reasonable cost.
▪	Government to create an enabling environment that would facilitate access to appropriate and affordable finance to MSMEs.
▪	MSMES should be encouraged through investment incentives to invest in renewable energy to provide less expensive electricity supplies for their operations
▪	Considering the gender disparity in ownership and management of MSMEs, there is a need to promote targeted interventions to ensure that more women are involved in the MSME sector.
▪	Initiate dialogue with commercial banks to create a Corporate and Social Responsibility Fund in support of MSMEs.
▪	Government should promote horizontal linkages across all MSME related policies and ensuring their effective and sustainable implementation

[47] Source: Social Development Fund (No date) *Micro, Small & Medium Enterprise (MSME) Mapping Exercise Report* p.76.

Appendix 7: List of Consultees

Name	Position	Organisation
Mrs. Naffie Barry	Permanent Secretary	Ministry of Trade, Industry, Regional Integration and Employment
Mr. Sonko B. Fofana	General Manager	The Gambia Social Development Fund
Mr. Banky	Business Development Officer	National Agricultural Land and Water Management Development Project (NEMA)
Mr. Lamin Fofana	Finance and Administration Manager	The Gambia Social Development Fund
Mrs. Fatou M. Jallow	Chief Executive Officer	The Gambia Investment & Export Promotion Agency
Mr. Ali Jawo	Field Officer, Business Development	Food and Agriculture Organisation WASSDEP
Mr. Lamin MF Jobarteh	Operations Manager	The Gambia Social Development Fund
Mr. Tasmir Manga	Project Co-ordinator	Gambia Growth and Competiveness Project, Ministry of Trade, Regional Integration and Employment
Ms. Kujejatou Manneh	National Team Co-ordinator FASDEP TA Component	United Nations Food and Agriculture Organisation
Mr. Patrick Mendy	Finance & Administration Manager	National Association of Co-operative Credit Unions of The Gambia
Mr. Alhagie Mbow	Director of Business Development	Lasting Solutions
Ms. Yassin Jah Mbye	Proprietress	JAL Health Foods
Mr. Modou Njie	Manager	Matching Grant Facility, Gambia Growth and Competiveness Project, DEXIS Group
Mr. Nuha Sanneh	CFF Manager/Projects Co-ordinator	National Association of Co-operative Credit Unions of The Gambia
Mr. Alieu Secka	Chief Executive Officer	Gambia Chamber of Commerce and Industry
Mr. Salieu Taal	Board Member	Gambia Chamber of Commerce and Industry (&Managing Partner of Temple Legal Practitioners)
Mr. Abdoulie M. Touray	Chairman	Project Steering Committee of Empretec Gambia

Appendix 8: List of Key Documents Reviewed

Title	Source (Year)	Web link/Source
Cashew Business Basics: The Gambia River Basin Cashew Value Chain Enhancement Project	International Relief & Development (2011)	http://www.africancashewalliance.com/sites/default/files/documents/Cashew_12Oct2011.pdf
Challenges of Tourism for Local Communities: The Gambian Experience	Gambia Tourism Concern (2006)	https://www.iz3w.org/fernweh/deutsch/aktivitaeten/Bah.pdf
Food and Agriculture Sector Development Project Appraisal Report	African Development Bank (2013)	http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Gambia_-_Food_and_Agriculture_Sector_Development_Project_-_Appraisal_Report.pdf
Gambia Commercial Agriculture and Value Chain Management Project Pest Management Plan	World Bank (2014)	http://www.wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2014/01/29/000442464_20140129121523/Rendered/PDF/E44260V20AFR0P0Box382135B00PUBLIC0.pdf
Gambia National Agricultural Investment Plan (GNAIP)	Government of The Gambia (no date)	http://www.gafspfund.org/sites/gafspfund.org/files/Documents/Attachment%204%20GNAIP%20Investment%20Plan%20MAIN%20TEXT.pdf
Growth & Competitiveness Project, Project Appraisal Document	World Bank (2010)	http://www.wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/09/14/000333037_20100914235019/Rendered/PDF/560660PAD0P1141Official0use0Only191.pdf
Industrial Clusters and Micro and Small Enterprises in Africa: From Survival to Growth	World Bank (2010)	https://publications.worldbank.org/index.php?main_page=product_info&products_id=23927
Micro, Small & Medium Enterprise (MSME) Mapping Exercise Report	Social Development Fund (No date)	Hard Copy
Micro, Small & Medium Enterprise (MSME) Market Research and Survey: The Gambia	Social Development Fund (2014)	Hard Copy
NEMA: National Agricultural Land and WaterManagement Development Project Draft Final Project Design Report: Volume 1,Main Report and Annexes	International Fund for Agricultural Development (2012)	http://www.ifad.org/operations/projects/design/107/gambia.pdf
Draft National Entrepreneurship Promotion Strategy for The Gambia	Ministry of Trade, Industry and Regional Integration and Employment (2014)	Hard Copy
Poultry Sector Country Review: Gambia	United Nations Food and Agriculture Organization (2008)	http://www.fao.org/3/a-ai321e.pdf
Programme for Accelerated Growth and Employment 2012-2015 (PAGE 2012-2015)	Government of The Gambia Ministry of Finance and Economic Affairs (No date)	Hard Copy
Sustainable Tourism: Contribution to Economic Growth and Sustainable Development	United Nations Conference on Trade and Development Secretariat (2013)	http://unctad.org/meetings/en/SessionalDocuments/ciem5d2_en.pdf
The Contribution of Tourism to Trade and Development: Note by the UNCTAD Secretariat	United Nations Conference on Trade and Development (2010)	http://unctad.org/en/docs/cid8_en.pdf

The Fisheries Sector in The Gambia: Trade, Value Addition and Social Inclusiveness, with a Focus on Women	United Nations Conference on Trade and Development (2013)	http://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=819
The Gambia Tourism Development Master Plan	African Development Bank and Department of State for Tourism and Culture (2006)	http://www.unevoc.unesco.org/e-forum/The%20Gambia%20Summary%20Report%20November%202006.pdf
The Gambian Tourist Value Chain and Prospects for Pro-Poor Tourism	Overseas Development Institute (2006)	http://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/3802.pdf

Appendix 9: National/Sectoral Development Projects (Ongoing/Planned)

Project Name	Objective	Implementation Timeline	Geographic Area
National Agricultural Land and Water Management Development Project (NEMA)	Project designed to build on the achievements and experiences of earlier IFAD supported projects in the agricultural sector and a response to the Government of the Gambia's request to IFAD to support the implementation of the Gambia National Agricultural Investment Plan (GNAIP 2011-2015). The overall goal of NEMA is to reduce poverty of rural women and youth, and increase incomes from improved productivity based on sustainable land and water management practices.	Seven-year (2013 to 2019)	All six Agricultural Regional Directorates along the River Gambia (Central River North & South, West Coast, North Bank, Upper River and Lower River regions)

Appendix 10: National and International Institutions and Resources Supporting MSME Cluster Development

Organisation	Description	Key Clusters/Focus	Website Resources
Foundation for MSME Clusters, India	Created through a partnership of the Ministry of Small Scale Industries, Government of India, the United Nations Industrial Development Organisation conceptualized and initiated the process of creating the Foundation for MSME Clusters. The Foundation was constituted as a non-government, non-profit registered trust under the auspices of the Entrepreneurship Development Institute of India.	Beer Brewing, Capacity Building, Dyeing, Engineering and Metallurgy, Innovation, Rural, others	http://www.fmc.org.in http://www.msmefoundation.org/folder/publication/58.pdf http://www.dcmsme.gov.in/schemes/scuptech.html
International Finance Corporation MSME Country Indicators	Micro, Small and Medium Enterprise Country Indicators (MSME-CI) provides both the latest global snapshot and historic data back 20 years on the number of MSMEs in 132 world economies.	As a comparative tool, the site provides data on MSME Country Indicators for 132 economies.	http://www.ifc.org/wps/wcm/connect/Industry_EXT_Content/IFC_External_Corporate_Site/Industries/Financial+Markets/msme+finance/sme+banking/msme-countryindicators
International Network for Small and Medium Sized Enterprises	INSME is a non-profit Association open to international membership.Its mission is to stimulate transnational cooperation and public and private partnership in the field of innovation and technology transfer to SMEs.		http://www.insme.org/
The Practitioner Hob for Inclusive Business	The Practitioner Hub is an online platform that provides practical information and resources to the practitioners and facilitators of inclusive business. It provides a space for practitioners to connect, share experiences and gain new insights to help their inclusive business ventures grow.	is to highlight practical issues in inclusive business implementation and provide practitioners with the tools and resources including details of MSME projects, know-how and learning.	http://businessinnovationfacility.org http://businessinnovationfacility.org/profiles/blogs/key-issues-about-malawi-s-msme-sector-development?xg_source=msg_mes_network
The Design Clinic Scheme, India	An initiative of the Ministry of Micro, Small and Medium Scale enterprises and India's National Institute of Design. Launched under the Manufacturing Competitiveness Programme in 2010, the design intervention scheme proposes to benefit 200 industry clusters to create a dynamic platform to provide solutions to real time Design problems that add value to existing products.	Agricultural Implements, Diesel Engines, Auto and Bicycle Components,Flooring Tiles, Electrical Engineering Equipment, Electronic Components, Electric Motors, Plastic Products, Sanitary Fittings, Steel Furniture, others	http://www.designclinicsmsme.org

The Innovation Policy Platform	The Innovation Policy Platform (IPP) is a joint initiative developed by the OECD and the World Bank. IPP seeks to provide policy practitioners with a series of tools to support them in the innovation policy-making process. This is done by facilitating collective learning about innovation policy, both conceptual and how-to aspects tailored to the needs of developing and developed countries.	Rather than focusing on specific industry clusters, IPP delivers a range of knowledge tools including: Policy briefs, Data analysis, Policy recommendations, Conceptual frameworks, Case studies, Thematic Reports, How-to notes, and a Literature review	https://www.innovationpolicyplatform.org/content/innovation-networks-and-clusters?topic-filters=11389
National Enterprise Development Programme (NEDP), Nigeria	NEDP is a programme aimed at generating an estimated 5.0 million direct and indirect jobs between 2013 and 2015. NEDP is focusing on Skills Acquisition, Entrepreneurship Training/Business Development Service (BDS) and Access to Finance. NEDEP is being co-ordinated by the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) and is guided byresearch based on experiences of successful similar enterprise development initiatives in Africa and Asia and the OLOP pilot projects in Kano and Niger States	NEDP seeks to focus on the provision of business development services, entrepreneurship training, access to affordable finance and core craft skills acquisition. It aims to address unemployment through technical and vocational training and the empowerment of the unemployed by providing access to start-up funds.	http://nedep.boinigeria.com
UNIDO Cluster and Networking Development Initiatives, Austria/Global	UNIDO has been implementing technical co-operation projects focused on cluster and network development since the mid-1990s.	This thematic evaluation of the UNIDO Cluster and Networking Development Initiatives was prepared for the UNIDO Evaluation Group/Bureau for Organisational Strategy and Learning	http://www.unido.org/fileadmin/user_media/About_UNIDO/Evaluation/Project_reports/e-book_cluster-report.PDF