

Final (Internal) Evaluation of the Project: “Strengthening Operational Capacities for Gambian Authorities to Manage Borders, Respond to Health Crisis and Socio- Economic Impacts of COVID-19”

Implemented by the International Organization for Migration (IOM) The Gambia

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Executive Summary

Project Summary

The International Organization for Migration (IOM) implemented the project “Strengthening Operational Capacities for Gambian Authorities to Manage Borders, Respond to Health Crisis and Socio-Economic Impacts of COVID-19”, with financial support from the Government of Japan. The project, implemented within 18 months timeframe (from 31 March 2021 to 30 March 2022, No Cost Extension: 1 April to 30 September 2022) intended **to strengthen the operational capacities of the Government of The Gambia (GoTG) to manage borders and respond to health crisis and socio-economic impacts of COVID-19.**

This project aimed to strengthen the operational capacities of the Government of The Gambia through:

1. Strengthening maritime and border management capacities.
2. Strengthening health emergency preparedness and response, including COVID-19 infection, prevention, and control; and
3. Addressing socio-economic impacts of COVID-19 on cross-border traders.

This is the final evaluation report presenting the findings, conclusions and recommendations based on data collection and analysis carried out across September 2022. A range of evidence sources were used, including desk review, key informant interviews, focus group discussions, observation, and surveys. The main report provides methodological detail, analysis and findings which are assessed against the following evaluation criteria: relevance, effectiveness, efficiency, impact, and sustainability¹. Key findings and evidence are summarized below for each Evaluation Question, followed by conclusions. A set of recommendations in Section 5 provides insights on how future Immigration and Border Management (IBM) projects could improve beyond 2022.

Key Findings

Relevance: To what extent are the project’s intended results appropriate for the context within which it operates?

The design and objectives of the project are addressing the needs of beneficiaries. Activities and outputs are consistent with the intended objectives of the project to strengthen the operational capacities of the Government of The Gambia (GoTG) to manage borders and respond to health crisis and socio-economic impacts of COVID-19. Summary findings:

1. Activities and outputs sampled are consistent with the expected outcome pathways identified in the project results matrix and overall goal of the project
2. This project developed indicators that complement the interventions carried out in previously implemented IOM border management and health related projects
3. The project has targeted and reached its intended beneficiaries - predominantly border officials and border communities, including cross border traders - all of whom are intended recipients as actors in the health, border, and mobility ecosystem

¹ The Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC)

4. The design and objectives of the project are addressing the needs of the Government of The Gambia and in line with national and global strategies and priorities.

Effectiveness: To what extent does the project produced the desired results?

All output indicators have been achieved across project implementation and the project is showing promising signs of achieving its higher-level objective and outcomes. Activities related to increasing land and maritime surveillance, MIDAS installation and training, development of a COVID Standard Operating Procedure (SOP) and increasing incomes of cross border traders have been effective; whilst capitalizing on project-level activities through local and national level ownership is required to maintain the benefits from activities related to border infrastructure and Water, Sanitation and Health (WASH) services.

Summary findings by Outcome:

Interim Outcome 1: Strengthened maritime and land border management capacities for safe and orderly flow of travelers

1. GID officials have enhanced their capacities in using MIDAS and the system has proven to fasten the processing of traveler information and waiting times.
2. Some structural challenges were observed at the posts which can be easily solved to ensure efficient border management working practices.
3. The new Nyamanarr border post serves as an example of best practice in quality border infrastructure and there is room for further infrastructural improvements across all posts.
4. The project was described as a “catalyst” for GID officials at the port to be able to patrol the sea (via the project donation of a speed boat) and control irregular migration, without the reliance on the Gambian Navy. IOM provided preliminary maritime surveillance training and further follow on training has been facilitated by the Gambian Navy to prepare officials for sea operations
5. The project has enabled many effective, multisectoral and local to national level stakeholder collaborations resulting in integrated and harmonized border management across land PoE’s, through the establishment of Inter -Agency Border Coordinating Committees (IABCC’s).

Interim outcome 2: Strengthening health emergency preparedness and response at Ports of Entry (PoEs)

1. The Infection Prevention Control (IPC) training resulted in increased knowledge; however, implementation of good practices is challenged by limited IPC resources.
2. Informed by the recommendations outlined in the needs assessment, 4 posts were provided with WASH facilities in line with targets set, however, water shortages remain a challenge in some communities.
3. Designed and developed in consultation with IOM and MoH, the COVID-19 specific Standard Operating Procedures (SOPs) was deemed essential by MoH and plans for dissemination to PoE’s are underway.

Interim outcome 3: Addressing socio-economic impacts of COVID-19 on female cross-border traders and households

1. The cash grant has been a source of revival for most of the businesses, and all beneficiaries reported their satisfaction with the support provided.

2. The cash assistance was mainly spent on buying food and the purchase of new products for enterprises.
3. Consistent with the project document, mainstreaming of gender into the project activities is considered satisfactory.

Efficiency: To what extent has the project delivered results in an economic and timely way?

The project employed 100% of the budget and resources were appropriately used according to the quality of the results achieved. The overall management of the project was efficient however some delayed activities (mainly resulting from the presidential election, COVID-19 third wave and poor access to remote location due to the flooding crisis) resulting in a No Cost Extension of 6 months, which was approved by the donor. Summary findings:

1. The project utilized 100% of the budget and was cost-effective
2. The human and financial resources were appropriately utilized and internal and external collaboration for project delivery was optimal
3. Expenditures and activity implementation were overall timely, albeit some activities that were reported 'off track' within the original timeframe resulting in a NCE of 6 months

Impact: What are the positive and negative, primary, and secondary long-term effects (outcomes and objectives) produced by the project?

There are signs the project is beginning to influence its long-term objective and outcomes - country level policy and/or practice in health emergency preparedness and response; formation of equitable partnerships and creation of new opportunities for collaboration between border officials and communities; strengthening the border management capacities for safe and orderly flow of travelers through resources (MIDAS, speed boat and vehicle for mobility); and improving the socio-economic status of women traders post COVID. Although several outputs have been accomplished, it is too soon to determine the full extent to which the project has (or will) achieve improved WASH and IPC practices leading to enhanced prospects in health management at the borders overall. Summary findings:

1. There are signs of *direct* impact to project beneficiaries (border officials, border communities) resulting from the production of several 'hard' or 'tangible' outputs which will be available to the beneficiaries in the long-term e.g., donation of speed boat and vehicle, border post construction, solar bore hole installations and training lab establishment.
2. There are signs the project is beginning to influence its long-term objective through; contributing to changing country level practice (i.e., through the development of COVID-19 SOPs) for improved border coordination and operational procedures; the formation of partnerships between different stakeholders at the border for enhanced border management (through IABCC's); strengthened capacities of border officials at land borders; and improved socio-economic conditions of vulnerable cross border traders through cash assistance.
3. The clearest example of potential long-term impact is in relation to the promising signs that the networks and relationships developed through IABCC will be sustained long-term.
4. Most activities have been additional – i.e., they would not have taken place without the project. Beneficiaries attributed this to a lack of alternative funding sources.
5. According to high level GID and MoH officials, there are signs of uptake of regional and global best practice in Health, Border and Mobility Management.

Sustainability: To what extent will the net benefits of the intervention continue or are likely to continue?

Overall, this evaluation concludes the likelihood of sustainability for several outputs is high, however funding uncertainty was raised as a concern, challenging the longevity of some project benefits related to the upkeep of the more ‘tangible’ outputs (e.g., border infrastructure, WASH/IPC services, speed boat). The continuation of activities largely depends on the level of local and national ownership, and government allocation of resources and institutional capacity developed in the post project phase.

Summary findings:

1. Some elements of sustainability are emerging, such as the commitment of border agency members to create a durable basis for continuation of the IABCC’s, the facilitation of continuous learning through the training lab and plans for decentralization of the COVID specific SOP.
2. Sustainability of some successful project outputs are at risk without adequate policy, institutional, technical, and financial conditions to ensure continued positive effects are sustained.
3. IOM’s full transparency in sharing the project’s objective and outcomes with government counterparts has created a conducive environment for fostering national level ownership and accountability for achieving desired outcomes, to an extent. A clear sustainability (or exit) strategy needs to be established.

Key conclusions

- i. The project ran over a short timeframe, however, commendable positive observed changes in border management practice and operational capacities in managing borders and responding to health crisis can already be observed. The project achieved its interim outputs – with signs of progression towards its more ambitious longer-term outcomes i.e., influence on strengthened maritime and land border management, health emergency preparedness and response and addressing socio-economic impacts of COVID-19.
- ii. Interagency partnerships are a key differentiator of the project. The project has established partnerships that are valued and mutually beneficial (e.g., between MoH and GID), improved border collaborations and enabled forms of trust and cohesion (e.g., between various agencies and local stakeholders comprising of IABCC’s) that would not have necessarily been available under other funding sources.
- iii. While there is some evidence of sustainability, continuing to sustain some of the ‘hard’ outputs (e.g., border and WASH infrastructure and speed boat) could be at risk of not realizing their full benefits, owing to a lack of funding for the further maintenance required for the services to continue. Many WASH and IPC activities are at early-stage and upkeep needs to be considered in their design. A clear sustainability (or exit) strategy that fosters national and local ownerships will increase the likelihood of sustainable impact being achieved and positively affect IOM’s reputation in strengthening border management practices.

As such, a comprehensive data monitoring system can detect the shortfalls observed under some output areas . Future projects should prioritize monitoring activity-to-output results against targets for management and accountability purposes during implementation, as well as at final evaluation stage after project closure

List of Acronyms

BCP	Border Crossing Point
CRR	Central River Region
DAC	Development Aid Committee
DTM	Displacement Tracking Matrix
ECOWAS	Economic Community of West African States
FGDs	Focus Group Discussions
GID	The Gambia Immigration Department
GoJ	Government of Japan
GoTG	Government of The Gambia
HBMM	Health, Border and Mobility Management
IABCC	Inter-Agency Border Coordination Committee
IBM	Immigration and Border Management
IHR	The International Health Regulations
IOM	International Organization for Migration
IPC	Infection Prevention and Control
JEE	Joint External Evaluation
LRR	Lower River Region
MDFTs	Multidisciplinary Facilitation Teams
MIDAS	Migration Information Data Analysis System
MOH	Ministry of Health
MoI	Ministry of Interior
NBR	North Bank Region
NCE	No Cost Extension
NCM	National Coordination Mechanism on Migration
OECD	Organization for Economic Cooperation and Development
POEs	Points of Entry
RBM	Results Based Management
SDGs	Sustainable Development Goals
SOPE	State of Public Emergency
SOPs	Standard Operating Procedures
ToT	Trainers of Trainers
UNEG	Ethical Guidelines for Evaluation
URR	Upper River Region
VDC	Village Development Committee
VWC	Village Water Committees
WaSH	Water, Sanitation and Hygiene
WATSAN	Water and Sanitation committees
WHO	World Health Organization

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1. Context and purpose of the evaluation

Context/Project background

In March 2020, the World Health Organization (WHO) Emergency Committee declared the Coronavirus Disease 2019 (COVID-19) a pandemic. While the number of cases continues to increase, it is also changing mobility as well as border management regimes. Furthermore, as a result of the travel restrictions imposed to slow the spread of the virus, many migrants have become stranded and face the sudden risk of finding themselves in an irregular and vulnerable situation. Furthermore, the socio-economic impact of COVID-19 may already be contributing to the trend of desperate Gambians turning to the dangerous maritime route from The Gambia and Senegal by boat to the Canary Islands. According to IOM's Displacement Tracking Matrix (DTM)², a growing number of migrants are taking the Western African Maritime Route. This route, which had been active in the past, and notably in 2006, has once again become a route favored by migrants. The route generally consists in crossing from the coasts of Morocco or Mauritania to the Canary Islands (Spain). However, journeys are often prepared from the coasts of Senegal and include several intermediate steps and periods of transit. In 2019, 2,698 migrants arrived in the Canary Islands, and this number grew to more than 6,000 in 2020 (to 30 September)³. Among those undertaking these journeys were allegedly Gambian migrants, raising concerns about the increasing incidence of smuggling of migrants at sea along the Western African Maritime Route.

The Government of The Gambia (GoTG) declared a State of Public Emergency (SOPE) on 27 March 2020. Amongst the restrictions put in place included closure of its borders to contain COVID-19. The Gambia has a vast and sparsely monitored border with its neighbor Senegal, whose cases continues to rise, which in turn makes The Gambia more susceptible, especially given the nascent capacity of its security operatives to effectively patrol its borders. In fact, the imported cases have been partly attributed to weak surveillance at Ports of Entry, exposing an urgent need to strengthen surveillance of land and maritime borders.⁴

The declared SOPE expired on 15 September 2020 and borders have been re-opened as in the rest of the ECOWAS region.⁵ This requires preparedness of border authorities to facilitate an effective flow of travelers and goods while maintaining operational efficiency, not only to respond to the health crisis, but also to mitigate security threats. The Ministry of Interior (MoI) has identified areas for immediate assistance, which are anchored in the Government's National Development Plan 2018-2021⁶, as well as The Gambia Comprehensive Border Assessment Report 2018⁷ (which was commissioned as part of an earlier IOM project funded by the Japan Supplementary Budget), The Gambia Immigration Department Strategic Plan 2019-2022⁸, and the National COVID-19 Preparedness and Response Plan 2020⁹. The

² The Displacement Tracking Matrix (DTM) gathers and analyzes data to disseminate critical multi-layered information on the mobility, vulnerabilities, and needs of displaced and mobile populations that enables decision makers and responders to provide these populations with better context specific assistance.

³ DTM Reports — Monitoring of movements to the Canary Islands — Movements and Departures from Senegal (1—30 September 2020)

⁴ The Gambia COVID-19 Situational Reports

⁵ <https://www.ecowas.int/ecowas-committee-of-experts-meet-on-ease-of-trade-during-covid-19-period/>

⁶ National Development Plan 2018-2021

⁷ The Gambia Comprehensive Border Assessment Report June 2018

⁸ Gambia Immigration department Strategic plan 2019-2022

⁹ National COVID-19 Plan 2020

priorities include: enhancing inter-agency and cross-border coordination, developing and disseminating COVID-19 specific Standard Operating Procedures (SOPs) at POEs, procuring essential security equipment, such as vehicles and protective equipment to support surveillance, establishing a Migration Information Data Analysis System (MIDAS) training lab¹⁰, improving physical infrastructure, and supporting the newly established Gambia Irregular Migration Task Force comprising key MoI units whose aim is to strengthen maritime surveillance to counter migrant smuggling at sea.

Meanwhile, The Gambia's health system is poorly resourced rendering it unable to properly handle the COVID-19 pandemic, let alone quickly scale up an epidemic response. The International Health Regulations (IHR) 2005 require that countries have the capacity and ability to detect, assess, report, and respond to public health crises. The weak surveillance system and limited health infrastructure pose a challenge in combatting emergencies, including disease outbreaks such as COVID-19, therefore, measures to strengthen Infection Prevention and Control (IPC) across PoEs and surrounding border communities are critical especially at this juncture when concerns are mounting of a spread of the new COVID-19 variant in The Gambia.¹¹

Finally, The Gambia has a small, undiversified economy heavily reliant on tourism, trade, remittances, and subsistence agriculture. The country is also heavily dependent on imports¹². The various preventive measures introduced by the Government—including closure of borders—will unfortunately negatively impact the livelihoods of cross-border families who rely on trade. Informal cross-border trade will see a reduction in volume and considerable disruptions in the supply chain. The reality is that the majority of the population will not earn any income to sustain themselves in the coming months. This will complicate the means of livelihood for many families, therefore timely assistance to small and medium enterprises in border communities to help cushion and sustain their livelihoods would be critical.

The International Organization for Migration (IOM) has implemented the project “Strengthening Operational Capacities for Gambian Authorities to Manage Borders, Respond to Health Crisis and Socio-Economic Impacts of COVID-19”, with financial support from the Government of Japan. The project, implemented within 18 months timeframe (from 31 March 2021 to 30 March 2022, No Cost Extension: 1 April to 30 September 2022) intended to strengthen the operational capacities of the Government of The Gambia (GoTG) to manage borders and respond to health crisis and socio-economic impacts of COVID-19.

Project overall objective: To Enhance Capacities of Government Authorities to Manage Borders, Respond to Health Crisis and Socio-Economic Impacts of COVID-19. The project had three main objectives:

- 1) Strengthening maritime and border management capacities.
- 2) Strengthening health emergency preparedness and response, including COVID-19 infection, prevention, and control; and

¹⁰ MIDAS is a Border Management Information System (BMIS) that allows States to process and record traveller information upon entering and exiting border crossing points for the purpose of identifying travellers, verifying biometrics, inspecting, and authenticating travel documents, and collecting and analysing data

¹¹ <https://www.msn.com/en-us/news/world/gambia-records-first-two-cases-of-british-covid-19-variant/ar-BB1cL0fc>

¹² <https://www.undp.org/content/dam/rba/docs/COVID-19-CO-Response/Socio-Economic-Impact-COVID-19-Gambia-Policy-Brief-1-UNDP-March-2020.pdf>

3) Addressing socio-economic impacts of COVID-19 on cross-border traders.

Evaluation background, scope, and purpose

The evaluation is being conducted for use by the following audiences:

1. The project management team, so that they can document recommendations and best practices from a completed set of activities during the project implementation
2. The Government of Japan, so that it can assess value for money for future financing of similar projects

The overall purpose of this final internal evaluation is to evaluate the progress of the project with a view to achieving the objectives and expected results and to measure the changes that this project has made in terms of supporting the Government of The Gambia in strengthening the management of borders and respond to health crisis and socioeconomic impacts of COVID-19. Specifically, the evaluation purpose includes:

1. Review the activities implemented, results achieved, and progress made.
2. Analyze the progress of the project to achieve the objectives, outcomes, and results, as indicated in the logical framework.
3. Highlight the added value of the activities delivered during the project.
4. Highlight gaps and recommendations for future activities.

The objective is to assess project implementation to provide IOM project management, the donor (GoJ) and key partners with an indication of how well the project did in achieving the objectives and expected results, including quality of project implementation, bottlenecks and constraints, achievements and milestones, recommendations and best practices.

Evaluation scope

The evaluation covers the implementing period of 18 months (31 March 2021 to 30 March 2022, NCE: 1 April to 30 September 2022). The evaluation covers the following localities as key project intervention areas: Giboro, Kerr Ali, Kartong, Amdallai, Dasilameh, Nyamanarr, Tanji, Fatoto and Banjul.

Evaluation criteria

The evaluation covers the criteria of relevance, effectiveness, efficiency, impact, and sustainability. A full list of the related evaluation questions for each of the criteria can be found below and in the Evaluation Matrix (see Annex A).

1. Relevance: To what extent are the project's intended results appropriate for the context within which it operates?
 - a. Are project activities and outputs consistent with the intended outcomes and purpose?
 - b. Are project activities and outputs tailored context and local needs?
 - c. Are the project's intended results aligned with internal and external strategies and priorities?
2. Effectiveness: To what extent does the project produced the desired results?
 - a. Have the outputs and outcomes of the project been achieved in accordance with the plans?

- b. To what extent are the project's activities leading to enhanced national border management capacities?
 - c. To what extent are the project activities leading to improved cooperation among border management actors?
 - d. To what extent are the project activities leading to strengthened health emergency preparedness and response at PoEs?
 - e. To what extent have the project activities addressed the socio-economic impacts of COVID-19 on cross-border traders and households?
 - f. To what extent has gender mainstreaming been factored into the project?
3. Efficiency: To what extent has the project delivered results in an economic and timely way?
 - a. How well are the resources (economic, operational and time) being converted into results?
 4. Impact: What are the positive and negative, primary, and secondary long-term effects (outcomes and objectives) produced by the project?
 - a. To what extent has the project delivered results (long term outcomes and objective)?
 - b. What are the long-term impacts that can be anticipated beyond the evaluation period?
 - c. What would have happened in the absence of the interventions/additionality?
 - d. What extent does the project reflect the promotion of best practices?
 5. Sustainability: To what extent will the net benefits of the intervention continue or are likely to continue?
 - a. How well has sustainability (and the pre-conditions for sustainability) been factored into program implementation and with what actual and potential effects?
 - b. Are project partners adequately capacitated (technically, financially, and managerially) for continuing to deliver the project's benefits/services?

2. Approach and methodology

Data collection

The M&E staff of IOM Gambia led the evaluation. The Project Manager, National officers and Project Assistants assisted the team in providing country specific information, contacts, relevant documents, and information on progress and achievements of the project. The data collection for the evaluation also involved the following:

1. Document review (see list of documents reviewed in Annex 2)
2. Inception meeting and reflection session with IOM project staff
3. Semi-structured key informant interviews (KII's) with high level government officials and other project beneficiaries (see list of respondents Annex 3; and KII tools in Annex 5)
4. Quantitative surveys with project beneficiaries: border officials, and community members including female cross border traders (see list of quantitative tools in Annex 5)
5. Observation monitoring at border crossing points, Tanji GID Training lab, Inter -Agency Border Coordinating Committee meeting
6. Focus group discussions (FDG's) with project beneficiaries: border officials, and community members including female informal cross border traders.

A total of **147 surveys were conducted (79 male; 67 female), including 3 focus group discussions**, across The Gambia with project beneficiaries. In addition, **six key informant interviews (KII's)** were carried out with high level ministerial staffs directly involved in the project. See Annex 3 for a list of respondents reached for KII's; See Annex 4 for a breakdown of the respondents reached through surveys by stakeholder type and sex; and See Annex 5 for the data collection tools (qualitative and quantitative) administered by the M&E team.

Limitations

To obtain opinions and attitudes from project beneficiaries, the M&E team carried out data collection in all project intervention sites across The Gambia. Access to respondents (due to missing and / or incorrect contact details and remote locations), coupled with limited time and resource for field research, resulted in reaching fewer respondents than originally planned. However, there are no limitations around the representativeness of the samples used for the research. The total number of beneficiaries reached to inform the evaluation, as well as coverage of all project intervention sites and all beneficiary types, is considered satisfactory. In addition, the M&E team used triangulation across stakeholders, beneficiaries' data with data sources to increase strength of evidence i.e., where possible, the evaluator sought to triangulate insights from primary data collected through survey data, and where possible with documents (e.g., activity reports, narrative reports, needs assessments, etc.) produced by the project team and partners. The research process for the Final Evaluation however encountered a lack of good quality monitoring data (output, outcome, and impact levels) that would normally be required to conduct a structured and systematic triangulation and synthesis of secondary and primary data.

Data Analysis

As with data collection, the data analysis was guided by the evaluation questions and criteria. The analysis relied on qualitative analysis of data collected through document review, semi-structured key informant interviews, focus group discussions, and quantitative analysis of data collection through surveys. This mixed methods approach allowed for triangulation of findings, increasing strength of evidence of findings. The evaluator strived to ensure that the assessments were objective and balanced, affirmations accurate and verifiable, and recommendations realistic, and to follow IOM Data Protection Principles, UNEG norms and standards, and relevant ethical guidelines.

Ethics, norms, and standards for evaluation

IOM abides by the Norms and Standards of UNEG and expects all evaluation stakeholders and the consultant(s) to be familiar with the UNEG (Ethical Guidelines for Evaluation), as well as the UNEG Codes of Conduct for Evaluation in the UN System.

3. Evaluation Findings

Relevance

Summary Finding - The design and objectives of the project are addressing the needs of beneficiaries. Activities and outputs are consistent with the intended objectives of the project to strengthen the operational capacities of the Government of The Gambia (GoTG) to manage borders and respond to health crisis and socio-economic impacts of COVID-19.

Relevance concerns the extent to which the project's intended results are appropriate for the context within which it operates. Specifically, this section addresses the following evaluation questions:

- Are project activities and outputs consistent with the intended outcomes and purpose?
- Are project activities and outputs tailored context and local needs?
- Are the project's intended results aligned with internal and external strategies and priorities?

Are project activities and outputs consistent with the intended outcomes and purpose?

Activities and outputs sampled are consistent with the expected outcome pathways identified in the project results matrix and overall goal of the project. A significant number of outputs have been produced across the 18-month timeframe and no activities were identified during the evaluation that did not align with the intended outputs as set out in the matrix. There is general logical consistency and coherence between indicators, with an integrated three-pillar outcome approach and distinction of the main themes per outcome. In aligning results with international and IOM institutional frameworks, this project demonstrated the use of an RBM (Results Based Management) approach, seeking to make tangible, outcome-based differences as a result of activities. Overall, the results matrix was well designed in terms of a clear, concise, realistic, and logical pathway of areas of intervention, being:

1. Strengthened maritime and land border management capacities for safe and orderly flow of travelers (Outcome 1)
2. Strengthening health emergency preparedness and response at Ports of Entry (Outcome 2)
3. Addressing socio-economic impacts of COVID-19 on cross-border traders and households (Outcome 3)

This project developed indicators that complement the interventions carried out in previously implemented IOM border management and health related projects. As such, the project indicators built on, and contributed to, the work of other IOM projects in the sector through the design of the activities, its partnerships and interdisciplinarity which has yielded results that serve to continue IOM's activities in health and border management. For example, the project has clear synergy and follows the previously implemented border and health management projects – “Enhancing Collective Capacity for Managing Borders and for Protecting Border Communities: The Gambia and Senegal project” funded by the Government of Japan and completed in 2019; and “Enhancing Gambian Authorities' Preparedness and Response to COVID-19” funded by Swiss State Secretariat for Migration and completed in 2021. In progressing the interventions carried out under these projects, the project under evaluation focused on: Enhancing inter-agency and cross-border coordination, developing and disseminating COVID-19 specific Standard Operating Procedures (SOPs) for frontline border officials, providing essential border equipment, establishing MIDAS training lab at GID training school, supporting Gambia Irregular Migration Task Force (established by the Minister of Interior to strengthen maritime security and

counter migrant smuggling at sea), improving physical infrastructure at POEs, and expanding Infection, Prevention and Control measures while addressing the socio-economic impacts of COVID-19 on female informal cross-border traders and their households. Some activities directly tackle specific socio-economic issues relevant to low-income groups, for example, through cash-based direct assistance to recover from the economic losses resulting from COVID; whilst other activities have contributed to improved border management through, for example, capacity building in MIDAS and IPC.

More widely, during the preparation of the project proposal, IOM consulted various partners including UN agencies and key development partners active in the security sector field in The Gambia, such as the Governments of Germany, Spain, and the United Kingdom, to ensure complementarity of activities and sustainable support to The Government of The Gambia (GoTG) in managing its borders.

Recommendation: Future project activities to consider building on the results achieved in border management to date (including the project under evaluation) as a means to ensure interventions are sustained for longer term benefits. This includes identification of the shortfalls, gaps and learning generated from past IBM projects to be used to inform project design. Similarly, given the history of IBM projects implemented by IOM, there is a good level of knowledge on ‘what works’ and best practices, which should be documented and used strategically for evidence-based programming.

Recommendation: The RBM approach to be continued in all IOM The Gambia programming to capture, monitor, and report on project results, lessons learnt and replicate good practices. In the next project, it is recommended to better develop and efficiently use monitoring tools to regularly track activities and achievement towards targets to ensure maximum impact; templates for monitoring are provided in the IOM Project Handbook and IOM M&E Guidelines.

Are project activities and outputs tailored context and local needs?

The project has targeted and reached its intended beneficiaries - predominantly border officials and border communities, including informal cross border traders - all of whom are intended recipients as actors in the health, border, and mobility ecosystem.

Border crossing points (BCPs), border officials and border communities

- **In consultation with government partners, the selected BCP’s under this project were informed by recommendations and needs outlined in a border assessment conducted in 2018¹³, WASH Rapid Assessment¹⁴ for 9 PoEs/border communities and gaps from previous border management projects.** The border assessment was aligned with the ICAO TRIP Strategy - a framework for uniquely identifying travelers for enhancing border security and facilitation by

¹³ IOM Comprehensive Border Assessment of The Gambia completed as an activity under the “Collective Capacity for Managing Borders and for Protecting Border Communities: The Gambia and Senegal” project (IB.0021), funded by the Government of Japan (June 2018)

¹⁴ WASH Rapid Assessment on Point of Entry and Surrounding Border Community Report (September 2021)

bringing together the elements of identification management - ¹⁵ and IOM's Border Control and Migration Management model. The WASH rapid assessment was in line with the first step outlined in IOM's Health, Border and Mobility Management (HBMM) framework¹⁶, that is, a structured needs assessment to enhance the evidence base. The rationale behind project activities regarding refurbishment of border infrastructure at Point of Entry (PoE), construction of new border posts and MIDAS installation and WASH infrastructure provision (handwashing stations, solar powered boreholes, waste bins and toilets) was therefore informed by empirical evidence and relevant to the specific needs identified at each selected BCP.

- **The continuation of the Inter -Agency Border Coordinating Committees (IABCC) under this project¹⁷, serves as a platform for close cooperation between all officials involved in border issues** both at the border and at the central level. In the past, coordination and synergy between key agencies at PoE's was weak as activities and mandates were not harmonized. IABCC members and GID staff therefore deemed the setup of the IABCC as necessary and relevant to minimize overlap and inconsistency and optimize the efficient use of resources and management of processes and information within agencies responsible for specific tasks at the borders.¹⁸ As emphasized by agencies, border management is a collaborative effort and there is a strong need to join efforts to provide a comprehensive border management system.
- **The project interventions were relevant in minimizing the health and socio-economic impact on vulnerable border communities whilst strengthening the capacity of officials to manage travelers and detect, assess, report, and respond to public health crises.** During the peak of the pandemic, many agencies were taking part in the COVID response with IPC/disease mitigation technical 'know how' at the forefront of efforts. This area of health is still a priority today, with health emergency and crisis response a priority given the lessons learnt from COVID-19. Feedback from stakeholders revealed the project was relevant to the context during the peak of COVID-19, serving as a continuation and follow-on of the project "Enhancing Gambian Authorities' Preparedness and Response to COVID-19" funded by Swiss State Secretariat for Migration and completed in 2021. For example, the Infection prevention and control (IPC) training under the project was emphasized as essential during the peak of the COVID pandemic and Ministry of Health (MoH) priorities at the time; survey data shows that all trainee's interviewed stated the training topics covered were relevant and timely.
- **The COVID-19 SOP for frontline border officials is considered relevant given the weak public health response at the borders as evidenced by a rapid assessment.** In The Gambia, the WHO report of the Joint External Evaluation (JEE)₁ scoring revealed that The Gambia has no routine capacities and effective public health response established at PoE's. In addition, despite the existence of a National Standard Operating Procedures (SOP) for detection, management, and

¹⁵ <https://www.icao.int/security/fal/trip/Pages/default.aspx>

¹⁶ <https://publications.iom.int/books/health-border-and-mobility-management-framework-framework-empower-governments-and-communities>

¹⁷ The Gambia Government through the GID have established such committees in nine land border crossing point across the Gambia with the support of IOM

¹⁸ Inter -Agency Border Coordinating Committee Report May – June 2022 (GID, 2022)

referral of ill passengers at PoE and COVID-19 Guidelines for home isolation², there is no specific COVID-19 SOP for frontline border officials at PoE.¹⁹ This justifies the relevance of the SOP for frontline border officials in the context of the COVID-19 pandemic under the evaluated project. The SOP was built on existing national reference documents and a rapid assessment²⁰ that assessed the operational status, as well as the public health measures that have been put in place at the various PoE across the Gambia. The development of the SOP is also closely aligned with The Gambia National Health Policy (2012-2020).

Female cross border traders

- **The project recognized the disproportionate impact of COVID-19 on the socio-economic livelihoods of cross-border trader women and children and the value of cash-based assistance.** The Gambia has a small, undiversified economy and heavily reliant on tourism, trade, remittances, subsistence agriculture and imports. As detailed in a rapid assessment on informal traders²¹, COVID measures adopted in The Gambia impacted negatively on the livelihoods of the people, especially among those living and working in border communities and border crossing points, whose income and families largely depend on informal cross-border trade.²² The assessment found that 82.8% of respondents reported that their family income situation decreased compared to their regular income before the outbreak of Covid-19; that the type of support that is most needed to cope with the current situation of enterprises is direct financial support (75.3%), access to credit (44.2%), and in-kind assistance (44.2%); and that women and young girls are particularly vulnerable, especially since they are predominantly involved in trading perishable agricultural products which were heavily affected by increasing and fluctuating prices. The projects timely assistance to cross-border trader women was therefore highly relevant to the context and needs identified.

¹⁹ Project Proposal Document IB.0239

²⁰ The rapid assessment collected quantitative information on the operational status, as well as the public health measures that have been put in place at the various PoE across the Gambia. There are 11 official PoE including Banjul International Airport (BIA), the seaport at Banjul and nine ground crossings – the Sabi, Nyamanarr, Misera, Giboro, Dasilami, Dimbaya and Kartong border posts on the southern Gambian border, and Kerr Ali and Amdalai border posts on the north bank of The Gambia. However, for the rapid assessment only six official PoE (namely, Giboro, Kartong, Amdallai, Kerr Ali, Sabi and Nyamanarr) were assessed. (COVID-19 SOP, 2022)

²¹ In May 2021, a Rapid Assessment of the Impacts of COVID-19 on Informal Female Cross-Border Traders was conducted at 26 selected border posts and communities of The Gambia.

²² Under the framework of project “Enhancing Gambian Authorities Preparedness and Response to COVID-19” complementing initiatives of the Swiss Project, a consultant conducted a rapid assessment to assess the direct and indirect effects of the COVID-19 pandemic on informal cross-border traders and identify traders for direct cash assistance (January 2022)

Recommendation: To continue including needs assessments as key activities to determine gaps and ways to achieve desired outcomes. Needs assessment should be part of planning and can clarify problems and identify appropriate solutions that form part of the project activities. Given the short duration of most IBM project by nature, a streamlined approach should be taken which considers the prioritization of interventions that benefit the most vulnerable beneficiaries. An effective review of the project context and intended beneficiaries through assessments allows for this and will ensure the project team is fully aware of the direction of the project and the expectations for it.

Recommendation: An 'integrated' approach for border management should continue as the backbone of future IBM project design. This approach seeks to enhance three levels of coordination: intra-service, inter-agency, and international cooperation. Moreover, integrating health and border management does not need to be limited to during public health emergencies. Establishing effective routine public health measures in border management should be prioritized under all contexts - as stated in IOM's Health, Border and Mobility Management framework, migration and mobility are increasingly recognized as determinants of ill health and risk exposure.

Are the project's intended results aligned with internal and external strategies and priorities?

The design and objectives of the project are addressing the needs of the Government of The Gambia and in line with national and global strategies and priorities. Activities and outputs are consistent with the intended objectives of the project, targeting border management, mobility, and health issues at selected PoE's.

Global

- **In reviewing project design, the project is in alignment with good international practices.** The project document highlighted how project components were anchored on the IOM Global Strategic Preparedness and Response Plan, IOM's Health, Border and Mobility Management (HBMM) Framework, WHO Strategic Preparedness Plan and the United Nations Global Humanitarian Response Plan. Moreover, the International Health Regulations (IHR) 2005 require that countries have the capacity and ability to detect, assess, report, and respond to public health crises. In response, the project aimed to address the weak surveillance system and limited health infrastructure that challenge combatting emergencies through measures to strengthen WASH and Infection Prevention and Control (IPC) across PoEs and surrounding border communities. The interventions essentially contribute to the UN Sustainable Development Goals (SDGs).²³

National

- **National stakeholders were involved in the planning, decision-making and implementation of the project activities.** The proposed interventions have been identified in consultation with

²³ Goal 1. End poverty in all its forms everywhere; Target 1.5 by 2030, Goal 3. Ensure healthy lives and promote well-being for all at all ages; Target 3.d, Goal 10. Reduce inequality within and among countries; Target 10.7: Facilitate orderly, safe, regular, and responsible migration and mobility of people, and Goal 16. Peace, Justice, and Strong Institutions

government partners, including the specific requests from the GoTG triggered by the COVID-19 pandemic. Findings indicate that the bilateral partnerships with the GoTG for project implementation ensured continued alignment with national priorities and the processes of developing and implementing activities was considered collaborative. At the start of the project, a project inception meeting was held with key government stakeholders in April 2021.²⁴ The Government partners had roles in setting priorities, which has helped ensure activities are relevant to country needs. All government respondents could articulate logical pathways between the project activities and expected positive socio-economic outcomes that relate to their respective ministerial priorities. Moreover, the project was repeatedly cited by respondents as timely and critical following latest political development. Overall, the project addressed the urgent needs as requested by the GoTG and was seen as anchored in the National Development Plan 2018-2021 (extended until 2022) , the 2018 The Gambia Comprehensive Border Assessment Report, The GID Strategic Plan 2019-2022, The Gambia National Security Policy 2019 and the National COVID-19 Preparedness and Response Plan 2020.

Recommendation: IOM is recommended to follow up periodically with relevant ministries and agencies in The Gambia on the latest consensus and strategies around an effective Border Management to ensure a coordinated and sustained border management approach that is aligned and relevant to national priorities (e.g., in the recently developed National Development Plan), under changing contexts. Furthermore, objectives for future IBM’s interventions should be aligned with the wider global or strategic objectives and results.

Effectiveness

Summary finding: All output indicators have been achieved across project implementation and the project is showing promising signs of achieving its higher-level objective and outcomes. Activities related to increasing land and maritime surveillance, MIDAS installation and training, development of a COVID Standard Operating Procedure (SOP) and increasing incomes of cross border traders have been effective; whilst capitalizing on project-level activities through local and national level ownership is required to maintain the benefits from activities related to border infrastructure and WASH/IPC services.

Effectiveness concerns the extent to which the project produced the desired results. Specifically, this section addresses the following evaluation questions:

- Have the outputs and outcomes of the project been achieved in accordance with the plans?
- To what extent are the project’s activities leading to enhanced national border management capacities?
- To what extent are the project activities leading to improved cooperation among border management actors?
- To what extent are the project activities leading to strengthened health emergency preparedness and response at PoEs?
- To what extent have the project activities addressed the socio-economic impacts of COVID-19 on cross-border traders and households?

²⁴ Attendance: Ministry of Interior, Ministry of Trade, Industry and Employment, Ministry of Foreign Affairs, Ministry of Health, Ministry of Land and local Government, Gambia Immigration Department, Gambia Revenue Authority, Gambia Police Unit, Drug and Law enforcement Agency, State Intelligence Service

Have the outputs and outcomes of the project been achieved in accordance with the plans?

The project completed all activities and achieved all planned outputs in the end of the project – see Table 1 below for summary of endline results and discussion. The project team regularly tracked progress against the indicators through activity completion reports. The evaluation team collected data to inform activity, output and outcome level progress²⁵. Further detail on the results per outcome area are provided in this section.

²⁵ Additional monitoring tools to be prioritized for future IBM projects to track progress against outputs which supports the assessment of effectiveness of activities at final evaluation stage.

	<i>Indicator</i>	<i>Baseline</i>	<i>Target</i>	<i>Endline</i>	<i>Results discussion – Final Evaluation</i>
Objective: To Enhance Capacities of Government Authorities to Manage Borders, Respond to Health Crisis and Socio-Economic Impacts of COVID-19	Border infrastructure facilities improved to minimum standards to support effective service delivery to travelers	No	Yes	Yes	<ul style="list-style-type: none"> A new Immigration Post was constructed at Nyamanarr BCP and inaugurated on 16 March 2022) Office furniture was handed over to GID in March 2022 for Kerr Jane and Nyamanarr BCPs Survey data reveal some maintenance and improvement is needed
	Increased land and maritime surveillance through regular patrols to counter immigration crimes e.g., Migrant Smuggling	No	Yes	Yes	<ul style="list-style-type: none"> On 6 September 2021, a Land Cruiser was donated to GID for patrols. The vehicle is said to be used on a regular basis and has positively contributed to increase land surveillance along the borders. Officials surveyed reported it is in good condition. On 21 June 2022, a speed boat for maritime surveillance was procured and handed over to GID. Although official sea patrols have not begun (given that officials at the port are still enrolled in training), High level GID official cited cases of Foni Sutusingang and Barra in which boats which were suspected to be planning to embark on the “backway” were intercepted using speedboat.
	Migration Information and Data Analysis System (MIDAS) training Laboratory established at GID training school in Tanji to build capacity of immigration officials on collection, collation, and analysis of migration data.	None	Available	Available	<ul style="list-style-type: none"> Between 8 - 14 September 2021, IOM set up a MIDAS Training Lab at GIDTS. Basic MIDAS training was conducted for 20 frontline immigration officers at the lab between 13 – 14 October 2021, covering topics such as document control, data management and reporting. All GID trained official on MIDAS interviewed under the evaluation stated they have improved knowledge and skills on MIDAS after the training.
	Development of COVID-19 specific Standard Operating Procedures (SOPs) for frontline border officials for improved border coordination and operational procedures.	No	Yes	Yes	<ul style="list-style-type: none"> The COVID-19 specific SOP was validated in April 2022.
	Enhanced Infection Prevention Control measures against COVID-19 through better WASH facilities, Health education and disinfection at POEs	No	Yes	Yes	<ul style="list-style-type: none"> IPC materials were procured and handed over to MoH to facilitate distribution at four (4) PoE’s; five (5) border communities were supplied with WASH facilities for the promotion of good hygiene practices; a WASH sensitization activity for Amdallai PoE took place; IPC training for 50 officials was carried out. Findings show that several border officials surveyed stated the WASH facilities need maintenance.
	% of female headed household cross-border traders reporting increased incomes as a result of livelihoods support	0.00	70.00	88.00	<ul style="list-style-type: none"> 29 out of 33 (88%) female cross border traders surveyed reported ‘profitable or increased’ financial status/incomes after receiving the livelihood support; the remaining two traders stated that their status remained the same or decreased.

					<ul style="list-style-type: none"> Note: a total of 54 cross border traders were provided with support under the project, out of which 33 were reachable for the evaluation.
Outcome 1: Strengthened maritime and land border management capacities for safe and orderly flow of travelers	Number of Ports of Entry (POE) with improved infrastructure and minimum standard equipment reporting improved service delivery	0.00	1.00	1.00	<ul style="list-style-type: none"> A new Immigration Post was constructed at Nyamanarr and inaugurated on 16 March 2022. Findings reveal the BCP is spacious and well designed, with high quality equipment.
	% increase in reporting of detection cases and prevention response mechanisms to organized immigration crimes (including smuggling of migrants at sea) as a result of increased surveillance at sea and land.	0.00	30.00	2 cases reported	<ul style="list-style-type: none"> Information sharing has begun but not official patrols since port GID officials are still in training. High level GID official cited cases of Foni Sutusinjang and Barra in which boats which were suspected to be planning to embark on the smuggling of migrants “backway” were intercepted using the speedboat.
	% Increase of GID officials able to apply skills in Migration Information and Data Analysis System (MIDAS) for data collection, collation, and analysis of travelers as a result of receiving training at the established MIDAS Training Laboratory at the Gambia Immigration Department (GID) training school in Tanji	0.00	70.00	100.00	<ul style="list-style-type: none"> Basic MIDAS training conducted for 20 frontline immigration officers trained, at the MIDAS Training Lab in Tanji, between 13 – 14 October 2021 100% of surveyed officials stated that they had never received any training in MIDAS and that their expertise / experience /knowledge on MIDAS before attending training was low. After training, 100% of surveyed officials stated their expertise / experience /knowledge on MIDAS was high, their performance has improved in using MIDAS and that they have enhanced knowledge and skills to guide the efficient and effective operation of MIDAS.
	Improved service delivery at POEs due to enhanced COVID-19 border procedures and increased inter-agency cooperation initiatives.	No	Yes	Yes	<ul style="list-style-type: none"> The COVID-19 specific SOP was validated in April 2022 and will be disseminated at PoE’s. A total of 16 IABCC meetings have been conducted over the project period, of which interagency cooperation is demonstrated.
Output 1.1: Improved physical infrastructure at Ports of Entry (PoE)	Number of PoE constructed/ with improved infrastructure and furnished with minimum standard of equipment for improved service delivery.	0.00	1.00	1.00	<ul style="list-style-type: none"> A new Immigration Post was constructed at Nyamanarr and inaugurated on 16 March 2022. The new building was also fitted with a Solar Powered Water Borehole, and handwashing Facilities
Output 1.2: Strengthened land and maritime security through improved operational capacity for surveillance and detection of migrant smuggling	Number of vehicles procured to support border patrol and surveillance	0.00	1.00	1.00	<ul style="list-style-type: none"> A Hardtop Toyota Land Cruiser 76 Hardtop 10-seater, 5 doors (Airbags, Air Conditioning, ABS, Roof Rack), Model: HZJ76L-RKMRS SFX: A2 was procured and handed over to GID on 6 September 2021
	Provision and equipping of 2 POEs with minimum standard equipment to support surveillance and service	0.00	2.00	2.00	<ul style="list-style-type: none"> Office furniture were handed over to GID in March 2022 for Kerr Jane and Nyamanarr BCPs. Equipment donated were high back

	delivery - to include: office equipment, communication equipment, furniture, PPEs				chairs, conference chairs, filing cabins, executive desks, and office tables.
	Train border officials on search and rescue operations at sea	0.00	20.00	20.00	<ul style="list-style-type: none"> In coordination with the Spanish Coastal Guard and Gambia Navy, a training on search and rescue operations at sea was organized for 20 Immigration Officers, on 22 -24 June 2022. Upon completion of the boat installations, a three-day mechanical and maintenance training was conducted for 6 GID officers, on 12 -14 May 2022.
	Procure one speedboat to support with maritime surveillance + communication surveillance equipment	0.00	1.00	1.00	<ul style="list-style-type: none"> Speed Boat for Maritime surveillance procured and handed over to GID on 21 June 2022
Output 1.3: Strengthened data collection, collation, and analysis of travelers through the establishment of a Migration Information and Data Analysis System (MIDAS) Training Laboratory at the Gambia Immigration Department (GID) training school in Tanji	Number of MIDAS training laboratory established	0.00	1.00	1.00	<ul style="list-style-type: none"> MIDAS training lab technical assessments conducted in April 2021, MIDAS equipment procured, and MIDAS Training Lab established.
	Number of frontline border officials trained on MIDAS through established training lab	0.00	20.00	20.00	<ul style="list-style-type: none"> Basic MIDAS training conducted for 20 frontline immigration officers trained, at the MIDAS Training Lab in Tanji, on 13 – 14 October 2021
Output 1.4: Enhanced inter-agency cooperation and collaboration at National and at PoE level	Number of inter-agency border coordination committees strengthened through regular meetings	0.00	4.00	4.00	<ul style="list-style-type: none"> IOM has also extended over the period the number of Inter-agency Border Coordination Committees, where four (4) BCPs: Nyamanarr, Sabi, Giboro and Amdallai are supported under this project. 16 meetings conducted across the project period. Cross border workshop on Smuggling of Migrants organized on 29, 30, and 31 August 2022, at Amdallai, Kerr Ali (Farafenni), and Giboro BCPs respectively, for 45 border officers from both Gambian and Senegal.
	COVID-19 Specific SOPs for border operation procedures developed for frontline officials	0	1 SOPs developed	1	<ul style="list-style-type: none"> The SOP was validated in April 2022. Follow-up is ongoing with Ministry of Health for print and dissemination of the SOP
Outcome 2: Strengthening health emergency preparedness and response at Ports of Entry (PoEs)	% increase in POEs supplied with WASH facilities to promote infection, prevention control practices	0.00	40.00	100.00 (all 4 targeted PoE's started with baseline of 0 and all 4 have been supported)	<ul style="list-style-type: none"> 4 PoEs supplied with WASH facilities for infection prevention control (including boreholes, toilets, handwashing, and waste management). WASH facilities at all PoE's were in line with the needs identified.²⁶ Out of a total of 9 PoE's, 4 were prioritized for support. All 4 PoE's started with a baseline of 0 (informed by rapid assessment; 0 represents that the specific WASH facility

²⁶ Rapid assessment of WASH facilities for nine (9) points of entry and/or border communities (September 2021)

				OR 44.00 (Represents 4/9 PoE's successfully supported)	installed was either missing and/or inadequate at assessment stage). The result is equivalent to '1' i.e., a WASH facility that was missing is now installed - 0 to 1 is 100% increase. Overall, 44% represents 4 out of 9 PoE's successfully supported - Nyamanarr (Solar powered borehole + Handwashing station); Sabi (Toilet); Kerr Ali (Handwashing station); Amdallai (Wastebin).
	% increase in border communities supplied with WASH facilities to promote infection, prevention control practices	0.00	30.00	100.00 (all 5 targeted PoE's started with baseline of 0 and 6 have been supported) OR 66.00 (Represents 6/9 communities successfully supported)	<ul style="list-style-type: none"> Six (6) border communities supplied with WASH facilities and promotion of good hygiene practices. Solar powered boreholes in Darsilameh, Njallal Toro, Amdallai Nani; and wastebins in Misera, Dimbaya, Kartong. Out of a total of 9 border communities, 6 were prioritized for support. All 6 PoE's started with a baseline of 0 (informed by rapid assessment; 0 represent that the specific WASH facility now installed was either missing and/or inadequate at assessment stage). The result is equivalent to '1' i.e., a WASH facility that was missing is now installed - 0 to 1 is 100% increase. Overall, 44% represents 6 out of 9 PoE's successfully supported.
	% Increase in POEs supplied with COVID-19 related Infection, prevention control equipment e.g., PPEs, disinfection, hygiene kits	0.00	50.00	100.00 (all 4 targeted PoE's started with baseline of 0 and all 4 have been supported) OR 44.00 (Represents 4/9 PoE's successfully supported)	<ul style="list-style-type: none"> IPC materials include Disinfected bleach, hand sanitizer, surgical face masks. MoH facilitated distribution at 4 PoE's in December 2022. Out of a total of 9 PoE's, 4 were prioritized for support. All 4 PoE's started with a baseline of 0 (informed by rapid assessment; 0 represents that the specific IPC installed was either missing and/or inadequate at assessment stage). The result is equivalent to '1' i.e., a IPC that was missing is now installed - 0 to 1 is 100% increase. Overall, 44% represents 4 out of 9 PoE's successfully supported.
Output 2.1: Adequate Water, Sanitation and Health (WASH) facilities provided at POEs and in border communities	Number of POEs supplied with WASH facilities i.e., drinking water boreholes, toilets, waste management and handwashing stations	0.00	4.00	4.00	<ul style="list-style-type: none"> Assessment conducted and reports developed in September 2021 to identify POEs most in need. Solar-powered boreholes completed in Nyamanarr and Amdallai Nani (CRR). Handwashing stations at Kerr Ali and NyamanarrPoEs completed and functioning. Toilet facility at Sabi PoE completed Sensitization activity and waste bin distribution conducted for Amdallai PoE procured.

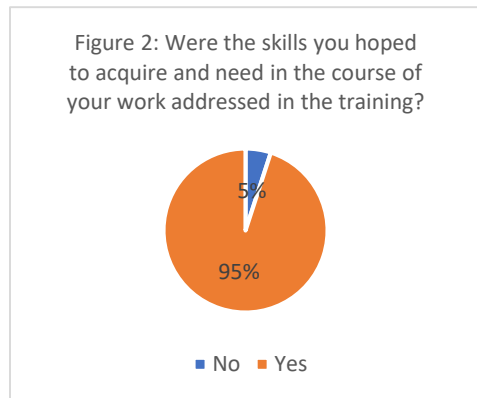
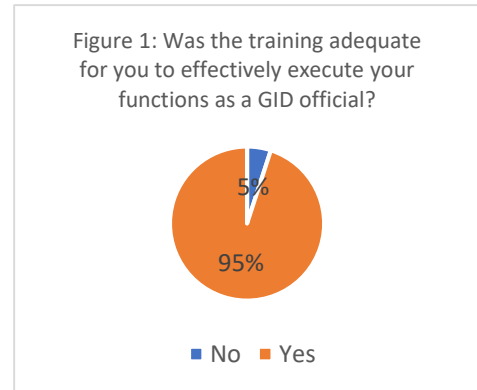
	Number of border communities supplied with WASH facilities for infection, prevention control	0.00	5.00	6.00	<ul style="list-style-type: none"> Six (6) border communities supplied with WASH facilities and promotion of good hygiene practices. Solar powered boreholes in Darsilameh, Njallal Toro, Amdallai Nani; and wastebins in Misera, Dimbaya, Kartong
Output 2.2: Strengthened disease surveillance and quality health services for travelers at Ports of Entry (PoEs)	Number of POEs supplied with Infection Prevention Control materials	0.00	4.00	4.00	<ul style="list-style-type: none"> IPC materials identified for procurement in May 2021. IPC material procured and handed over to MoH to facilitate distribution at 4 PoEs. Completed in December 2022.
	Number of frontline border officials trained on Infection Prevention Control practices	0.00	50.00	50.00	<ul style="list-style-type: none"> In June 2021, 50 frontline border officers (34 males and 16 females) were trained on Infection, Prevention and Control (IPC) practices in Soma (Lower River Region).
Outcome 3: Addressing socio-economic impacts of COVID-19 on cross-border traders and households	% of cross-border households receiving support to cushion them from the impacts of COVID-19	0.00	30.00	54.00 (represents 54 households)	<ul style="list-style-type: none"> A total of 54 female household heads were identified for support and benefited from assistance from different households across Fatoto in URR, Kerr Ali in NBR Kartong in WCR, and Giboro in WCR
	Rapid assessment conducted of COVID-19's impact on informal cross-border traders and their households,	None	Assessment Report available	Assessment Report available	<ul style="list-style-type: none"> Consultant for the assessment hired in May 2021. Assessment conducted and report finalized on 23rd December 2021
Output 3.1: Sufficient livelihood support to informal cross-border traders and households suffering from the impact of the pandemic	Assessment Report on COVID-19's impact on informal cross-border traders' households	None	Assessment Report Available	Assessment Report available	
	Direct livelihood support provided to vulnerable female-headed households in border communities, with a focus on informal female cross-border traders.	0.00	50.00	54.00	<ul style="list-style-type: none"> A total of 54 women were identified support and benefited with an amount of GMD45,000 from the following border communities: Fatoto in URR, Kerr Ali in NBR Kartong in WCR, and Giboro in WCR between 19th to 23 December

To what extent are the project’s activities leading to enhanced national border management capacities?

Interim Outcome 1: Strengthened maritime and land border management capacities for safe and orderly flow of travelers

GID officials have enhanced their capacities in using MIDAS and the system has been proven to fasten the processing of traveler information and waiting times.

- The MIDAS Training lab has encouraged continuous capacity building. Broad, holistic, and practical based training is required for new GID recruits and the training lab facilitates this, whilst addressing the issues resulting from GID staff turnover and knowledge retention.²⁷ – see Case study 1 below for further detail on the training lab. 100% of trained GID staff (20) surveyed stated they have improved knowledge and skills on MIDAS after the training at Tanji.²⁸ See Figures 1 and 2 for additional post training results. (Output 1.3)
- MIDAS is strategically located at the busiest borders across the project sites, in comparison to PoE’s that currently operating on a manual basis where traffic is relatively lower²⁹. The average waiting time³⁰ has significantly reduced after the installation of MIDAS according to GID interview data: 95% of GID officials stated the waiting time has been shortened. GID officials can register migrants ranging from 150 to 300 persons within a day³¹ as compared to the manual system of recording approximately 100 a day - “MIDAS has reduced potential conflicts between GID officials and migrants over the time spent to register a migrant with the manual system” - Female GID official in Kerr Ali border post. The travelers interviewed also expressed their satisfaction with the availability of the MIDAS, which they all agreed has helped reduce the time spent at the border - all commended the officers for doing good work at the border and ensuring swift processing. The MIDAS system is generating accurate information which is stored safely and regularly shared with the GID Statistics Unit at headquarters. (Output 1.1 – 1.3)



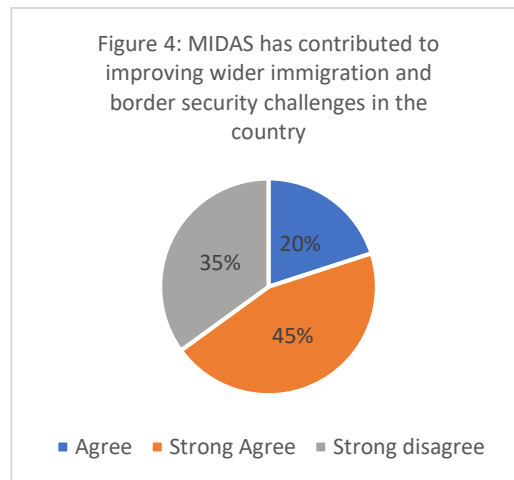
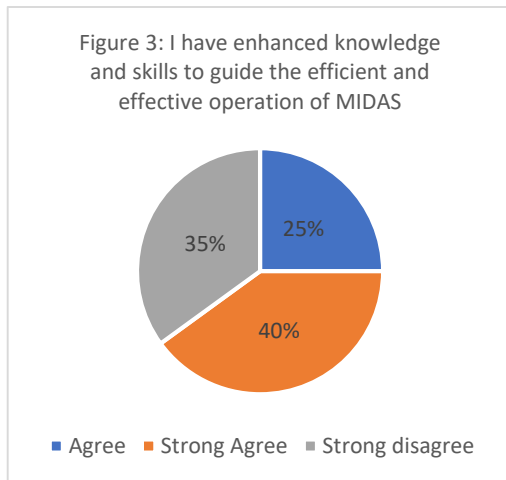
²⁷ Key Informant Interviews

²⁸ Basic MIDAS training conducted for 20 frontline immigration officers trained, at the MIDAS Training Lab in Tanji, on 13 – 14 October 2021. All 20 staff were surveyed under the evaluation.

²⁹ Key Informant Interviews

³⁰ 100% of surveyed GID officials stated the average waiting time at their border is less than 30 mins.

³¹ Point of Entries like Kerr Ali and Giboro with high volume of migrants records the highest daily (i.e., sometime 300 migrants).



Out

of 20
trained

MIDAS staff surveyed, 13 reported that they ‘strongly agree’ and ‘agree’ with the above-named statements in Figures 3 and 4. Seven staff reported that they ‘strongly disagreed’ to the above statements with reasons including short training duration and the need for better coverage of VISA, document security, basic IT skills, data management and server control. Despite disagreeing to the statements, all seven stated improved ‘performance’ in MIDAS after training and requested for refresher training in the future.

Case study 1 – Observation monitoring and Key Informant Interviews at Tanji Training lab

In September 2021, a MIDAS training lab was established at The Gambia Immigration Department Training School in Tanji including MIDAS equipment document security equipment and Local Area Network installed. The Tanji Training lab is a conducive learning environment for the facilitation of various trainings for GID staff, as well as other key actors involved in border management, such as the US embassy and Spanish Police. Trainings typically occur monthly covering various migration topics (border management, MIDAS, passenger profiling etc.) however a recommendation from the Lead GID Lab Inspector was to utilize the space more by holding simultaneous and regular trainings monthly.

Training has allowed for junior staff to gain more responsibility in their workplace, as trained officials no longer need to rely on the Head GID Commander’s for decision making. Findings reveal the lab has added value, as opposed to training completed at border posts, because officials, including Trainers of Trainers (ToT’s), have access to the complete MIDAS facilities and software set which they may not have at border posts. A recommendation from the Lead GID Lab Inspector was for him to take part in post-training monitoring of trained MIDAS officials, to understand the level of knowledge retention and inform future training. Similarly, the pre and post tests used for the MIDAS training can be improved to ensure a clear calculation of knowledge increase or decrease e.g., through knowledge testing questions.

Overall, there are approximately 3000 GID officials in The Gambia and around 80 have been trained so far in MIDAS, with 4 out of 9 border posts operating with MIDAS. The training lab serves as a promising learning space for the continued implementation of quality MIDAS training. Good collaboration and coordination between GID and IOM for training is evidenced, and IOM are active, engaged, and present during training and are on standby to solve issues. The infrastructure and facilities are in good condition, well maintained and functional, except for lack of internet access which is not covered by the project.

Some structural challenges were observed at the posts which can be solved to ensure efficient border management working practices

- Overall, stakeholders expressed the timely response by IOM in fixing equipment and technical issues with MIDAS on a need's basis. Some structural challenges that remain are as follows:
 - As a result of limited office space in Amdalai BCP, MIDAS equipment's is placed under a temporary immigration veranda. The officials surveyed at this post expressed their discontent with the MIDAS placement as the roof has leaked during rainy season, causing temporal closure of MIDAS operation in Amdalai. There are ongoing discussions at the GID and police headquarters to resolve the building layout to fit immigration booths within the main building.
 - Poor internet connectivity, especially during the rainy season, was an issue most the respondents' expressed concerns with for the data to be exported to Headquarter server. It is important to note that each BCP is installed with a Local Area Network for MIDAS operations which do not require internet connections for its operation at BCP level – this should be further elaborated by IOM to officials at the border.
 - The main source of electricity for MIDAS is NAWEC which was described as an unreliable source of energy by 65% of officials (total 20) surveyed in the provinces. Poor NAWEC connection has direct impact on the availability of solar energy, which is used as back-up when NAWEC is down. It was observed that the solar energy cannot sustain the MIDAS appliance for a long period of time in Giboro BCP (since it is shared by the entire building) and the Amdalai solar panels were damaged by the windstorm (pending funding, the panels will be reinstalled by the vendor)
- Respondents expressed the limited number of MIDAS computers in Kerr Ali BCP given the high influx migrants going in and out of the country using this post.
- Stakeholders mentioned that the unofficial entry points would benefit from more sophisticated monitoring through, for example, mobile kits and check points at the borders, especially on busy market days that take place once a week. There is one mobile kit in Farafeni BCP (which also has MIDAS installed) given high traffic, and it has proven functional and beneficial; the system can be replicated at other busy BCP's.



Figure 1 Sabi Border Post

The new Nyamanarr border post serves as an example of best practice in quality border infrastructure and there is room for further infrastructural improvements across all post

- A new Immigration Post was constructed at Nyamanarr and inaugurated on 16 March 2022. The post is seen as an example of best practice where the construction has gone well. ³²The building has been provided with a borehole which has created a good enabling environment for WASH practices. Nyamanarr was also constructed with MIDAS in mind, unlike other border posts, and findings revealed officials have enough space to execute their functions as compared to the past, where Nyamanarr officials were sharing a small office with the State Intelligent Service. The office is air conditioned with ceiling fans, creating a comfortable working environment for the officials, coupled with sophisticated chairs and desks. In addition, there are working flush toilets inside the two buildings, along with IPC material to improve hygiene. A dedicated MIDAS space is already established for MIDAS to be installed in the future. The waiting spaces of the buildings are also large able to accommodate over 50 migrants at once during arrivals and departures. Overall, respondents expressed full satisfaction with the border post. (*Output 1.1*)
- There is still improvement to be made for border infrastructure facilities at important locations such as Amdalaeh and Farafeni. These structures are owned by Gambia Revenue Authority and there is little space to house all officials and equipment, given the expansion of the integrated border management system. Furthermore, IOM relies on the Border assessment to produce concept notes that are verified by GID. Missing from the assessment, and therefore not considered as part of the IBM project design, is the need for parameter fencing around borders for security (e.g., Sabi and Nyamanarr are exposed and could be prone to cross border crimes) and the need for staff quarters (where officials working overnight can sleep comfortably).³³³⁴Limited office space and waiting shade for queuing migrants was highlighted in Giboro and Kerr Ali BCP's.
- The land topography at Sabi border post is low lying and as a result it is prone to regular waterlog around the building during heavy rains. Findings revealed that the building was flooded in this past rainy season.



Figure 2 Nyamanarr Border post

³² Key Informant Interviews

³³ Key Informant Interviews

³⁴ None of the border posts have parameter fencing or staff quarters.

The project was described as a “catalyst”³⁵ for GID officials at the port to be able to patrol the sea (via the project donation of a speed boat) and control irregular migration without reliance on the Navy (Output 1.2)

- Regarding the need for better maritime surveillance, feedback from stakeholders reveal the rising onset of calamities at sea in the form of boat wrecks and resulting loss of life. GID previously had little to no capacity as a department to handle such cases and rely heavily on the Gambian Navy for information and data; though, detecting irregular migration is not a primary function for the Navy as their mandate focuses on other maritime issues (e.g., illegal fishing and maritime crimes). Since the donation of the speed boat, officials can conduct surveillance at sea without reliance on the Navy. The boat purchased by IOM is a two-stroke engine which was selected by GID based on resources and maintenance capability. , .

IOM provided preliminary maritime surveillance training and further follow on training has been facilitated by the Gambian Navy to prepare officials for sea operations (Output 1.2)

- IOM in coordination with GID, the Spanish Coastal Guard, and The Gambia Navy, organized a training on Search and Rescue (SAR) operations, and protection of migrants at sea for 20 immigration officers over three days. The training was considered limited in the number of days since maritime surveillance is a high-risk activity and officials were considered unprepared to operate at sea after training.³⁶The Navy is therefore providing additional training on various topics.
- The trained officials have not conducted patrols since the procurement of the speed boat given GID officials are still taking part in surveillance training organized by the Navy. However, detection cases and prevention response mechanisms to organized immigration crimes (including smuggling of migrants at sea) have begun as per the project log frame indicator under Outcome 1. GID cited cases of Foni Sutusingang and Barra in which boats which were planning to embark on the “backway” were intercepted. The speed boat was used to transport the officers to the sites at sea where the migrant smuggler's boats were anchored and then used to tow the migrant smuggler's boat to Banjul. Two GID of the officers that are being trained at the Navy had previous experience working as boat captains and on both occasions, they captained the speed boat to and from the locations.

³⁵ Key Informant Interviews

³⁶ Key Informant Interviews

- 80% of GID officials trained on search and rescue operations had little or no understanding of search and rescue before attending the training facilitated by IOM. For all surveyed, the training was the first time learning about maritime-related operations. Prior to the handover of speed boat, training on mechanical and maintenance service of the boat was also conducted for 6 GID officers (5 males, and 1 Female) at the Training Lab in Tanji, which was viewed as critical for the continuation of self-reliance and sustainability. After trainings, 100% GID officials trained on search and rescue operations stated an increase in knowledge and understanding in the various training areas they were capacitated.

Recommendation: IOM to engage government (GID) and conduct joint monitoring visits, following the previous assessment completed in June 2018 to update on the latest conditions of BCP's across The Gambia, against the 2018 assessment findings and recommendations. The monitoring to include consideration to the need for additional infrastructure features which were excluded in the 2018 assessments but recommended by high level GID staff during the evaluation e.g., staff quarters and BCP fencing for enhance security. In addition, IOM to consider conducting a joint monitoring exercise of trained MIDAS staff with the GID Lead Inspector (trainer) from the training lab, with the objective to understand the level of knowledge retention and assess whether border posts environments are conducive for MIDAS to operate at full capacity.

Recommendation: Using Nyamanarr BCP as an example for future BCP and/or MIDAS construction and installation, IOM to continue expanding enhanced land border management practices across The Gambia and address the shortfalls identified at specific PoE's under this evaluation e.g., ensuring MIDAS can run effectively through practical and appropriate spaces for MIDAS equipment, adequate network, and solar electricity to avoid fallback on manual-based processing. This also includes consideration to mobile kits, as deployed in Farafenni, for BCP's experiencing high flows of travelers and/or operating on a manual basis.

Recommendation: Future projects to ensure prioritization, coordination, and a clear commitment of GID and other related national authorities on continuing to strengthen maritime surveillance and detection. Irregular immigration and smuggling routes continue to be cause for concern at sea and there is a strong need for relevant actors to implement and actively participate in exchanges, sharing of key data and information, and the promotion and implementation of education and training to ensure full adoption and uptake of maritime surveillance strategies of GID staff.

Recommendation: The conceptual framework of the train-the-trainer model to be implemented for future MIDAS capacity building initiatives, with the objective to initiate a 'training cascade' for GID officials across The Gambia's BCP's. IOM The Gambia should keep working to build capacities of GID focal points as there is currently limited numbers of ToT's. According to high level GID officials, the benchmark is to have at least 2 ToT's at each BCP. The ToT approach has proven to be an important mechanism for integrating sustainability into IBM programming.

To what extent are the project activities leading to improved cooperation among border management actors?

The project has enabled many effective, multisectoral and local to national level stakeholder collaborations resulting in integrated and harmonized border management across land PoE's (Output 1.4)

- Through the continuation of the Inter -Agency Border Coordinating Committees (IABCC)³⁷, the project has developed relationships between border officials of different agencies and border community members, positively contributing towards building trust and cohesion. An example of collaborative efforts between officials and communities through the IABCC, for instance, is regarding the planning of the cash assistance to cross border traders where community members (Village Development Committee's) took the lead in identifying the beneficiaries and informing the IABCC. In relation, according to stakeholder feedback, there were two phases of IABCC inception; Phase 1 related to IABCC's that were formed without community involvement and Phase 2 relates to the IABCC's that involve community members. It was stated that Phase 2 IABCC's are *"more effective and vibrant compared to the earlier IABCC's that were established without community involvement"* and going forward, *"there is a need to involve border communities in Phase 1 IABCC's"* - GID High level officials.
- The IABCC's have provided a basis to continue and initiate new collaborations for cross border initiatives. In August 2022, a Cross Border Workshop on Smuggling of Migrants was organized for 45 border officers from both Gambian and Senegal, through a joint training conducted with Senegalese authorities. This was viewed as a confidence building mechanism between the two sides and in the long run it will help build good relations.
- Overall, whilst some IABCC's are more proactive than others, there is still evidence of good engagement across all, and appreciation of the value added of an IABCC. GID have been effective in facilitating and conducting quarterly meetings in all land borders with active IABCC's, along with IOM, Ministry of Interior (Moi), and representatives of the National Coordination Mechanism on Migration (NCM) who occasionally attend meetings at the borders. Regular reports are prepared and shared with IOM, Ministry of Interior and NCM through the GID High Commissioner, which is further discussed at the national level Border Management Thematic Working Group.

³⁷ IABCC's are government owned coordination structures, and IOM has provided technical support to these structures as part of the project.

Case study 2 – Dimbaya (West Coast Region) IABCC monitoring visit

Dimbaya Border crossing point shares its border with Casamance region of Senegal where cross-border communities share family ties, making it very difficult to control travelers passing through its checkpoint. Although not a direct beneficiary of the project under evaluation, the border post runs along the same porous route sites as Amdalai Border Post, Giboro Border Post and Darsilameh Border Post which are direct beneficiary PoE's under the evaluated project. The evaluator carried out observation monitoring and facilitated a focus group discussion during the Dimbaya IABCC meeting held 4th August 2022. A total of 15 attendee's (12 Male; 3 Female) joined the meeting representing GID, Forestry unit, Gambia Revenue Authority, Red Cross, Youth Council, VDC and others. There was a good level of participation and engagement, including a fruitful discussion on the issues noted in the Border Assessment Report of 2018, regarding poor electricity, WASH systems and lack of mobility and manpower of officials to patrol the crossing points for detection of irregular migrants. Regarding WASH aspects, issues with poor maintenance and quality of facilities was clear through observation which constrains the functionality of the border management practices.

The border officials demonstrated a strong cordial relationship with the community of Dimbaya and there was evidence of a mutual understanding of the role that each stakeholder plays as part of the IABCC and the exchange of information. For example, officials occasionally rely on community members for information on local crimes since they do not have 24-hour inspectors. The added value of the committee was stated as *"adding a formal structure and having a space where we can be together in one point and discuss issues"* (Committee member) which further strengthens the existing strong relationship between border stakeholders in Dimbaya. In addition, it was stated that a *"good relationship with Senegal counterparts and cordial friendship exists"* (Committee member) but jointly implemented activities have not been organized other than informal gatherings (such as football matches and marathons). It was emphasized that there is clear potential to build on this existing relationship for joint border management activities.

Attendees ended the discussion by emphasizing the good collaboration with IOM and expressed their appreciation of the support in setting up the IABCC; however, expressed they would like to be direct beneficiaries of future projects to feel the "real impact" as "funding needs to be available" to solve some issues (Committee member). Ownership of the IABCC is apparent and there are good signs that they will continue to convene the interagency meetings on a regular basis after IOM exits.

Recommendation: IOM to ensure that a strong coordination mechanism at the border is facilitated across the nine (9) IABCC's set up in The Gambia, to continue the synergies built and adopt an integrated border management approach. Through strengthening border management in this strategic manner, IOM can further help broaden the scope through enlarged cross border partnerships with Senegal, to identify potential areas of collaboration and a long-term joint vision of enhanced cross border immigration management. Effective joint communications and cooperation modalities can be fulfilled in the best interest for both countries, and the IABCC's can be used to facilitate this.

To what extent are the project activities leading to strengthened health emergency preparedness and response at PoEs?

Interim outcome 2: Strengthening health emergency preparedness and response at Ports of Entry (PoEs)

The Infection Prevention Control (IPC) training resulted in increased knowledge, however implementation of good practices is challenged by limited IPC resources (Output 2.2)

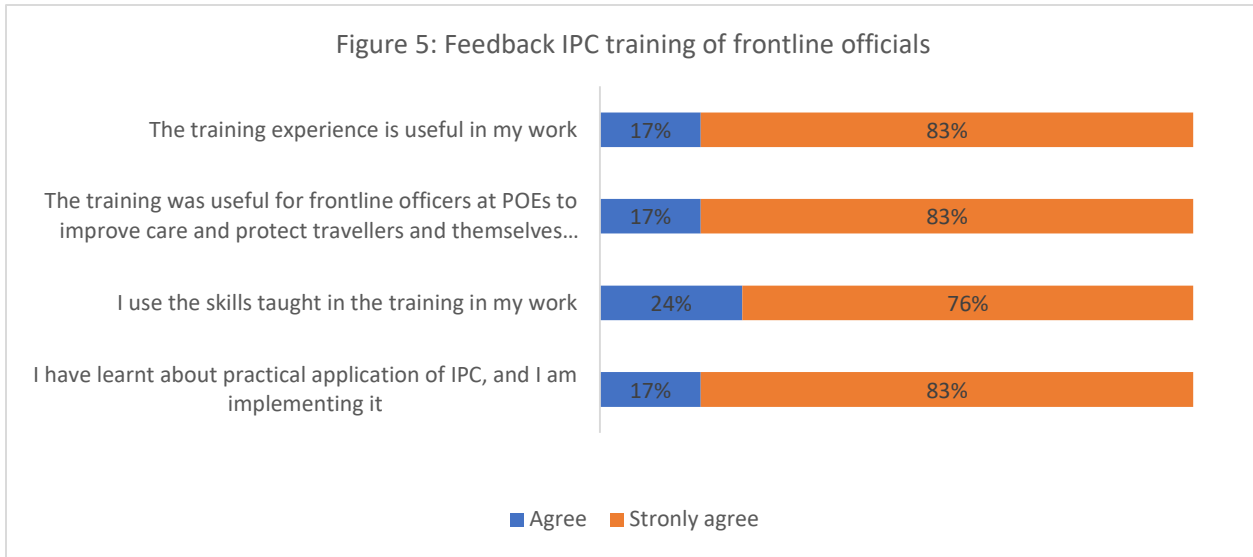
- The IPC training in Soma (Lower River Region) reached 50 frontline border officers which was considered good coverage (34 males and 16 females). All surveyed officials answered correctly on the knowledge test questions³⁸ and officials stated that they are using the knowledge and skills gained to trace travelers with fever and respiratory related symptoms, as well as isolate and screen those showing signs of severe symptoms. 90% of interviewed officials claimed they have improved their own IPC practices in their workplaces and communities after the training; *“I installed hand washing basin in my health facility in Jifarong village after the training, to improve hygiene at the health facility”* - Community Health Nurse posted in Jifarong community. In addition, all officials stated that they learnt new information about IPC which they were not aware of, and for the majority, this was their first training on IPC. As emphasized by MoH, IPC



Figure 3 Focus Group Discussion facilitated by IOM M&E staffs in Monum village in Foni Kansala District

training needs to be continuous to retain knowledge (given the complex nature of the technical health topic) and cater for the high turnover of staff at PoE's. In relation, 80% of officials interviewed requested for a refresher training on IPC.

³⁸The respondents were selected from a cross section of participants who attended the Infection Prevention Control training held last year June 2021 in Soma District Hospital, through a simple random sampling technique. In total, 29 frontline official comprising National Drug Law Enforcement Agency, Gambia Immigration Department, Public Health Officer, Nurses and Midwives and State Intelligent Service were interviewed, out of which 34% were female and 66% male.



- Several challenges were noted by officials that impede the implementation of IPC practices, such as lack of IPC materials and resources (e.g., cleaning materials, waste management facilities, hand washing stations) coupled with the refusal of travelers to wash their hands and wear a face mask. At the same time, observation monitoring revealed that hand washing stations were not functional as well as limited waste bins and IPC materials.

Informed by the recommendations in the needs assessment, 4 posts were provided with WASH facilities in line with targets set, however, water shortages remain a challenge in some communities (Output 2.1)

- An Assessment was conducted in September 2021 to identify POEs most in need. In line with the needs, solar-powered boreholes were installed in Nyamanarr, Amdallai, Darsilameh and Njallal Torro, handwashing stations at Kerr Ali and Nyamanarr PoEs and a toilet facility at Sabi PoE. In addition, sensitization activities and waste bin distribution took place in Amdallai, Kartong, Dimbaya and Misera.
- Coordination and collaboration between IOM, MoH and GID went well for the procurement and distribution of facilities and resources. Learning from the past Swiss project, where issues with coordination were mentioned³⁹, the effective and timely logistics demonstrated under the project was commended. Furthermore, all interviewed PoE staff and community stated they have good communication with health officials.

³⁹ Key Informant interviews - Expressed a level of dissatisfaction around immigration and security officials handling the signing off and dispensing of health materials. There was a preference for health personal to be present at the recipient sites to monitor procured materials and check for faults given their technical health background.

- Stakeholders expressed that the project addresses other diseases, such as Ebola, as well as COVID-19, and sensitization and awareness raising on the importance of WASH for communities should be a priority.
- Five out of the six boreholes installed were operational at the time of the evaluation visit. The solar borehole in Nyamanarr has 3 functional taps beneath the tank which has eased water shortage at the border post and surrounding communities in The Gambia and Senegal. Nyamanar’s reliable and clean water supply has resulted in improved health conditions in the community in comparison to before the installation where members were dependent on the local wells and local pumps. Conversely, findings reveal that Sabi border post is experiencing the most challenges in terms of WASHF. According to beneficiaries⁴⁰, the borehole⁴¹ and toilet facility were not operational at the time of the evaluation visit.



Figure 4 Solar powered borehole in Sabi

Overall, boreholes do not have solar batteries as backup, causing frequent water shortages within some communities and PoE’s when solar is weak. It was recommended by local stakeholders to have the borehole placed centrally during site identifications, however since the boreholes taps fixed beneath the tank ,it is difficult for some households to use since they are located far away; *“The tap is very far from my household which makes accessibility difficult for our young school going girls and elderly people”* – community member from Amdalai Nana. It is important to note that the borehole was funded under previous IOM Japan projects. Similarly, it was observed that the water shortage in Amdalai Nana was severe since the borehole tank cannot fill five local pans at one spot (a low compressor from the machine to pump water to the tank and/ or low water table have contributed to this water shortage).

Designed and developed in consultation with IOM and MoH, the COVID-19 specific Standard Operating Procedures (SOPs) was validated and deemed essential by MoH, with plans for dissemination to PoE’s underway (output 1.4)

- This activity was well designed to continue the progress of the previously designed general COVID SOP funded under the previous IOM project. The specific objective of the SOP is to provide frontline border officials with the necessary guidance on COVID-19 case definitions, screening procedures, management and referral of ill travelers, and personal hygiene and self-

⁴⁰ A total of 15 respondents interviewed comprising of community members, National Drug Law Enforcement Agency, Gambia Arm Forces, Gambia Immigration Department, Teacher, Public Health Officers, and State Intelligent Service. Of this, 27% were female and 73% male.

⁴¹ Borehole was funded under previous IOM Japan projects.

protection measures. Uptake and usage cannot be assessed at this stage since dissemination is currently underway.

- MoH commended this activity for its relevancy and significance in the national response to COVID. The SOP was validated in April 2022 and the MoH is set to finalize, print and disseminate by the end of the year 2022. Ownership and delivery of the SOP is clear amongst MoH stakeholders and plans are in place for staff to be trained on the SOP once printing is completed.⁴²
- Good collaboration, commitment and contribution was reported for the development of the SOP.⁴³ A consultant was contracted to lead the process with the support of the Technical Review Committee set up by the MoH, and the management and administrative support provided by IOM. Data collection for the SOP was informed by GID and frontline border officials at the PoE insights, ideas, and experiences of the COVID-19 outbreak and response in The Gambia.

Recommendation: MoH officials highlighted the important role of border control measures for infectious disease control, learning from the onset of COVID-19. A capacity building component should be a priority in any migration and border health project. As a complex and technical area of healthcare, continuous capacity building of border officials is essential for the proper health screening of travelers, including IPC practices. Knowledge gained can be short-term so retention should be measured regularly through re-education (training) at shorter intervals. In addition, mentorship and coaching was stated as important to inform stakeholders on the new developments and processes in the field of IPC, from senior experts.

Recommendation: Following the above, sensitization and awareness raising on IPC and WASH best practices to empower governments and communities to prevent, detect and respond to health threats should be priority. The evaluation revealed that it is still a challenge for officials to encourage travelers to practice IPC measures, coupled with community members stating that they would appreciate some form of information and/or awareness to complement the WASH facility installed in their community. Risk communication and community engagement (RCCE) through IPC outreach campaigns at PoE's and border communities was a prominent component of IOM's Swiss funded project and can be replicated in future projects. As mentioned by high level IPC officials under the MoH, visibility and awareness of IPC is lacking in The Gambia therefore future projects should coordinate with the Gambia Health Promotion and Education under MoH to strengthen this area of healthcare.

Recommendation: It was emphasized by MoH officials that a strong Monitoring and Evaluation (M&E) systems plays an important role in ensuring that IPC and WASH interventions (including capacity building and quality, usage, and upkeep of IPC/WASH services) are value for money. The evaluation revealed IOM and MoH carried out a comprehensive joint assessment for water points to identify the needs at the start of the project, however further monitoring of WASH facilities has not occurred after this exercise. Regular monitoring allows for early identification of issue and solutions, serving as a mechanism to ensure sustainability of the benefits.

⁴² Key informant interviews

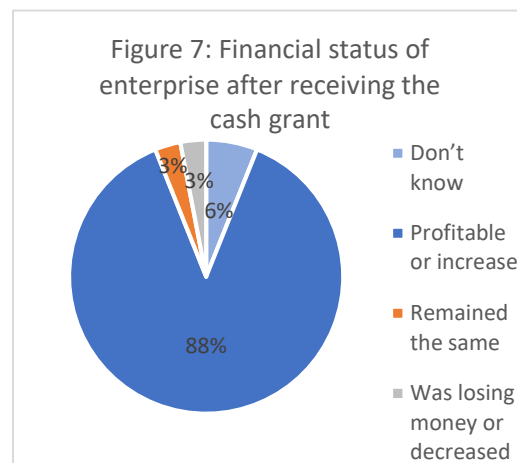
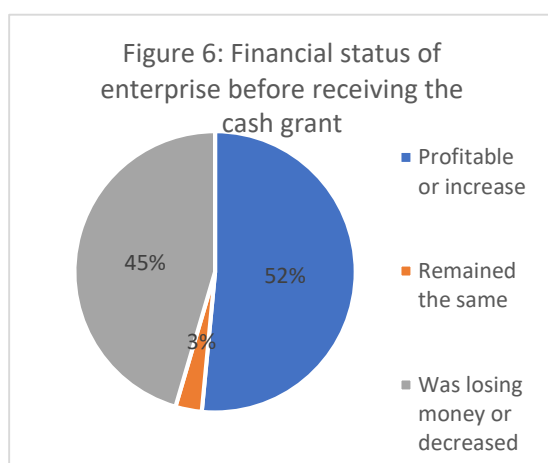
⁴³ Key Informant interviews

To what extent have the project activities addressed the socio-economic impacts of COVID-19 on cross-border traders and households?

Interim outcome 3: Addressing socio-economic impacts of COVID-19 on cross-border traders and households

The cash grant has been a source of revival for most of the businesses, and all beneficiaries reported their full satisfaction with the support provided (output 3.1)

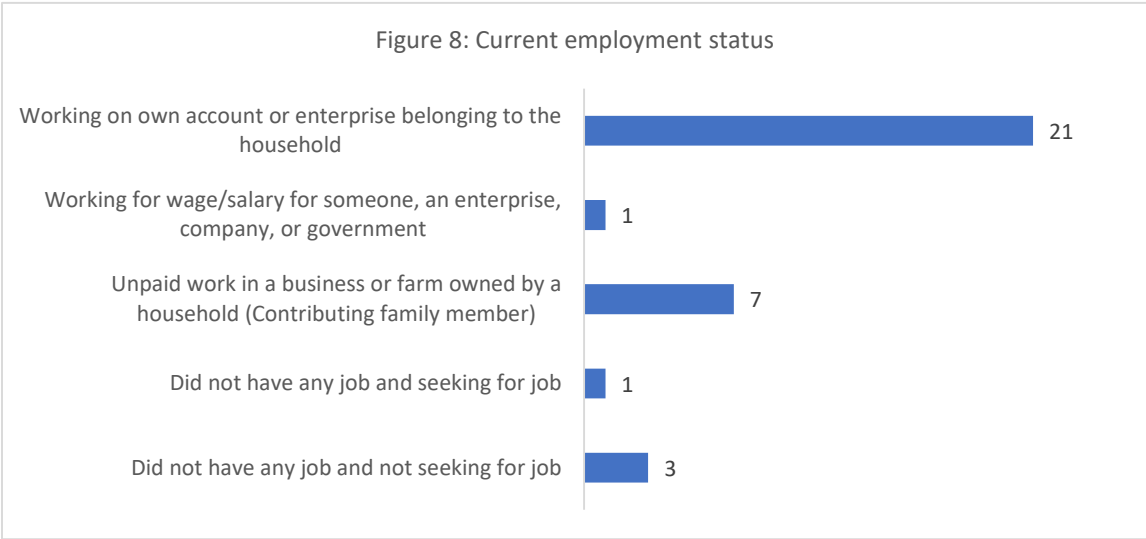
- The cash grant provided to the cross border has been a source of revival for the businesses of the beneficiaries. 45% of the traders interviewed stated that before the cash assistance, they were losing money, or their financial status decreased. After receiving the assistance, 88% traders stated that their family income situation after the cash support has increased– see Figures 6-7 below⁴⁴. 8 traders (2 from Giboro, 5 from Fatoto and 1 from Ker Ali) stated that they ‘disagree’ (6) or ‘neither disagree nor agree’ (2) that the cash assistance was enough to meet their basic enterprise needs to recover from the losses as a result of COVID.



- Around nine months after the cash assistance⁴⁵, 22 out of 33 cross border traders interviewed are still employed and earn an income (See Figure 8 below for breakdown of current employment status). -The remaining 11 are either in unpaid work in a business or farm owned by a household (contributing family member), do not have any job and not seeking for job, or do not have any job but seeking for job.

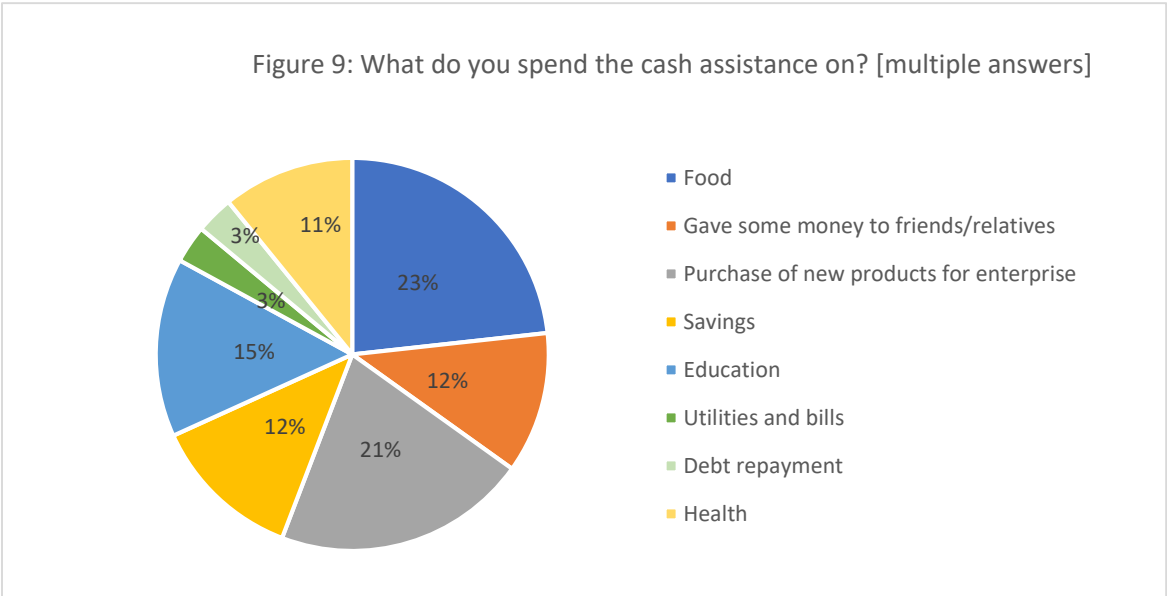
⁴⁴ Out of a total of 54 female cross border traders supported by cash assistance, 33 were reachable for interviews for the evaluation.

⁴⁵ Cash based assistance provided in December 2021, and data collection for evaluation took place in September 2022.



The cash assistance was mainly spent on buying food and / or the purchase of new products for enterprises

- Cross border traders spent their cash assistance on multiple products/services as shown in Figure 9 below; a majority stated that they have spent the cash on buying food and the purchase of new products for their enterprises. Some success stories include a cross-border trader in Ker Ali, who was able to expand her business by incorporating a motorbike taxi business (bought from her cash grant) which has been a source of additional income and has eased her transportation for her kids to school without costs (as opposed to paying for public transport). In Kartong, a trader was able to reestablish her restaurant business with the support of the cash grant as well as introduce other products, create employment for one community members and buy land for herself. In Kerr Ali, four (4) out of the six (6) respondents interviewed stated that they were working for big businesses (Mauritanian businessmen) that would supply them with goods at specific prices to sell and were given commission on top of the product sales or goods on credit buying. As a result



of the cash assistance, they stated that they can now buy their own goods and sell for a larger profit.

- No entrepreneurship or financial management training was conducted for the beneficiaries; however, this would have been very helpful for the effective and efficient management and use of their resources. In relation, 37% of interviewed traders stated that the support needed to cope with future socio-economic crisis would be technical assistance with the development of business plans, coupled with direct financial assistance.

Notable quotes

“The support was timely because I was pregnant and could not have the energy to do business”

“I thankful for the support and it has help keep our businesses alive and been able to take care of our family needs”

“I couldn’t continue with my business because the family needs are solely dependent on the business and as a result the business collapsed”

“I have increased the products to expand my revenue base”

“I bought fridge and introduced food condiment selling to my existing business”

“I was able to restart my business thanks to the support I received from IOM and my business is doing well and am able to provide for most of my needs through the income I earn from the business”

“I have improved my house which was leaking and expanded my business”

“My business is going slowly though am still able to provide for my family needs from my business’

“I am appreciative of the support provided to me and it has help stabilize my business and increase my income”

“I bought some goods to add up to my business and as well bought some small ruminants for rearing”

Recommendation: IOM to consider increasing women’s self-reliance by combining cash and business training interventions. Financial and business training may allow women to gain increased self-confidence, save funds for the future, and manage debts more effectively. Training can improve socio-economic outcomes by empowering women as household decision-makers; nearly all women interviewed under the evaluation stated that they would have appreciated such training. In addition, cash-based interventions can be used in combination with in-kind assistance (e.g., provision of seeds, a cash grant to top-up, business materials etc.). where market opportunities may be limited in specific locations.

Recommendation: Unconditional cash transfers is without conditions or work requirements, where beneficiaries are entitled to use the money however, they wish. Combining cash assistance with systematic monitoring and follow-up (6-8 month after assistance) can help inform, for example, on the satisfaction, use of funds and general understanding of the market context, rather than having such outcomes as afterthoughts examined at final evaluation stage.

To what extent has gender mainstreaming been factored into the project?

Consistent with the project document, mainstreaming of gender into the project activities is considered satisfactory. There is evidence available to assess the extent to which gender is considered in the project design and in terms of benefits realized. Outcome 3 is dedicated to the financial support provided to women-led households and female cross-border informal traders; a total of 54 women traders were supported with cash assistance in selected border communities, based on the vulnerabilities identified in the in-depth needs assessments. Additionally, other activities ensured that female participation and gender disaggregated information (e.g., capacity building training reports) was generated. Lastly, according to available evaluation data, nearly half of the respondents reached for the evaluation (46%) were female - while there is a slight imbalance, it reflects the reality in composition of the health and border management landscape, where males comprise of a greater percentage.

Efficiency

Summary finding: The project employed 100% of the budget and resources were appropriately used according to the quality of the results achieved. The overall management of the project was efficient however some delayed activities (mainly resulting from the presidential election, COVID-19 third wave and poor access to remote location due to the flooding crisis) resulting in a No Cost Extension of 6 months, which was approved by the donor.

Efficiency concerns the extent to which the project delivered results in an economic and timely way. Specifically, this section addresses the following evaluation question:

- How well are the resources (economic, operational and time) being converted into results?

How well are the resources (economic, operational and time) being converted into results?

Economic efficiency

The project utilized 100% of the budget and was cost-effective⁴⁶. The intervention was funded by the Government of Japan and implemented for a total amount of USD 742,574 across 18 months (31 March 2021 to 30 March 2022, NCE: 1 April to 30 September 2022). The amount implemented relates to the last available figures produced during the preparation of the final report (December 2022).

Efficiency of results were analyzed at all levels of the results chain: outputs and outcomes. The evaluation reveals that all the major project activities were completed by the closing date which is a positive achievement given the volatile operational context under the COVID-19 pandemic. Findings reveal appropriate choices were made and trade-offs were addressed in the project design stage and during implementation; resources were also allocated appropriately between beneficiary groups. Essential outputs associated with the largest percentage of total budget allocation include the purchase of speed boat and Toyota Land cruiser as well as the construction of Nyamanarr border post and livelihood support to cross border traders. Financial reports were regularly generated by IOM's Finance

⁴⁶ PRISM burn rate on 30 September 2022 – all project resources spent (PRISM reports for IB.0239)

unit during the interim reporting period and final cumulative report as outlined in the project proposal. Reports were regularly accessed by Project Manager IOM PRISM system for budget monitoring.
Operational efficiency

The human and financial resources were appropriately utilized and internal and external collaboration for project delivery was optimal. Internally, project staff meet regularly to monitor progress across its activities and held meetings to review progress. The project workplan, designed by the project team and available both offline and an online (via IOM PRIMA) was regularly used by the project team to guide implementation and timelines. Resources were utilized in alignment with the planned activities; although some variances in certain budget lines were observed, the financial reporting obligation to the donor is to report at outcome and/or output level therefore these variances are not a concern as per the project agreement. Risks were managed throughout implementation, and several were anticipated at the project design phase and logistics and procurement decisions were optimal as per the IOM procurement policy guidelines. Externally, IOM project team and partners reported good collaboration and information sharing, including through periodic meetings and reports from counterparts and frequent information sharing from IOM. In this project, the partners interviewed were satisfied with the support provided by IOM, stating that the project was relevant to their needs, met expectations, and the team were available and responsive to their questions that arose during implementation, especially regarding MIDAS activities.

Timeliness

Expenditures and activity implementation were overall timely, albeit some activities that were reported off track within the original timeframe resulting in a NCE of 6 months. The project extended the period of implementation to 6 months which was approved by the donor; initial end date was 31 March 2022 and was extended to 30 September 2022 (6 months NCE) covering a total of 18 months. The activities near completion and falling within the NCE period include supply of WASH facilities at PoE's and border communities, equipping and furnishing of PoE's, construction of Nyamanarr BCP, delivery of speed boat, last phase of interagency coordination meetings and final interagency cross border workshop. Given the implementation nature of such projects, the challenges experienced were considered unavoidable and the timeframe was reasonably adjusted. The challenges and actions taken are summarized as below in Table 1 (source: Final Project Narrative Report – December 2022).

Table 1: Challenges and actions taken (Final Report)

Challenges	Actions Taken
<p>Challenge 1: The COVID-19 third wave began at the onset of the project in March 2021, this impacted on the project inception and roll-out of the activities including international procurement for MIDAS equipment, speed boat, and vehicle which were delayed due to the disruption of supply chains.</p>	<p>Adherence to GoTG COVID-19 protocols and the vaccination uptake by the public resulted in the GoTG ease of regulations from September 2021 that resulted into the roll-out of most of the activities.</p>

<p>Challenge 2: Presidential Elections on 04 December 2021 resulting in increased political rallies in the run-up to the presidential election in December 2021 – during this period there was a general slow-down of government officials’ engagement in project activities.</p>	<p>Major project activities in December 2021 especially training with GoTG officials were moved to early January 2022.</p>
<p>Challenge 3: Access challenges to remote project locations due to poor road networks, and lack of materials for construction contractors; this was because of natural disasters such as flooding in the country making some of the regions inaccessible. due to</p>	<p>Requested for a project No Cost Extension to allow most of the infrastructure works to be completed during this extension period while addressing the challenges of access to locations, availability of labor and delivery of most construction materials that came from outside the regions.</p>

Sustainability

Summary finding: Overall, this evaluation concludes the likelihood of sustainability for several outputs is high, however funding uncertainty was raised as a concern, challenging the longevity of some project benefits related to the upkeep of the more ‘tangible’ outputs (e.g., border infrastructure, WASH/IPC services, speed boat). The continuation of activities largely depends on the level of local and national ownership, and government allocation of resources and institutional capacity developed in the post project phase.

Sustainability concerns extent to which the net benefits of the intervention continue or are likely to continue. Specifically, this section addresses the following evaluation question:

- How well has sustainability (and the pre-conditions for sustainability) been factored into programme implementation and with what actual and potential effects?
- Are project partners adequately capacitated (technically, financially, and managerially) for continuing to deliver the project’s benefits/services?

How well has sustainability (and the pre-conditions for sustainability) been factored into programme implementation and with what actual and potential effects?

Some elements of sustainability are emerging, such as the commitment of border agency members to create durable basis for continuation of the IABCC’s, the facilitation of continuous learning through the training lab and plans for decentralization of the COVID specific SOP. The project has developed the capacity of immigration and border health staff and the establishment of the Tanji training lab which serves to facilitate further learning. The modality of having Training of Trainers (ToT) facilitate the training for frontline officials is conducive for continuous capacity building; they can cascade knowledge to other officers, without IOM’s support. Several GID officials interviewed, including high level officials, recommended that additional GID ToT’s need to be trained and deployed across The Gambia.

By design, the coordination mechanisms developed between border management officials and community members through IABCC’s demonstrate sustainable solutions for integrated border

management. Upon review, the IABCC's reports include clear actionable recommendations, categorized by immediate and long-term actions demonstrating some level of commitment and accountability of members to implement actions. The IABCC's was cited to be 'unique' as it provides a coordination platform for collaborations which may lead to socio-economic benefits, albeit in the much longer term. Overall, a sense of responsibility by the GID and MoH for integrated border management is evident, and the project has made great strides in continuing to reinforce coordination of officials operating in the health and security sector.

Lastly, MoH have taken full ownership of the COVID-19 SOP and are planning for dissemination at the PoE's which is a commendable advancement for the COVID-19 response in The Gambia overall.

Are project partners adequately capacitated (technically, financially, and managerially) for continuing to deliver the project's benefits/services?

Sustainability of some successful project outputs are at risk without adequate policy, institutional, technical, and financial conditions to ensure continued positive effects are sustained. It was stated that the Government of The Gambia have competitive priorities resulting minimal budget lines to cover for the activities envisioned to continue the benefits of the project. Since the infrastructural capacity of the government institutions related to border management remains weak, covering costs associated with MIDAS running and maintenance, speed boat fuel and maintenance, IABCC logistical costs, BCP repairs and refurbishments may be at risk.⁴⁷ Similarly, minimal budget for emergency health response and MoH's reliance on partners could challenge the continued maintenance of the WASH facilities installed under this project.⁴⁸ Moreover, continuing IPC capacity building and distribution of equipment remains a challenge going forward as IPC is considered a "generally underfunded area of health care".⁴⁹ The evaluation shows that water facilities installed are dependable with respect to their operation and maintenance. According to MoH officials, maintenance can be a responsibility for Village Development Committees through household contributions as well as Water and Sanitation (WATSAN) committees that function through the VDC's; however, the evaluation reveals the apparent confusion and uncertainty amongst community members on their role in maintaining the facilities. The maintenance issue is compounded by the lack of adequate monitoring of the facilities and communication between end users and those in authorities.

⁴⁷ Key informant Interviews

⁴⁸ IPC Unit usually develop Concept Notes for the government with the inclusion of partners to fund aspects of programming

⁴⁹ Key informant Interviews

Recommendation: IOM to deploy long-term technical support to improving the skills and knowledge of government institutions (GID and MoH) to manage and maintain the BCP and WASH infrastructure. This includes capacity building for officials, both at the border and national level, on how to properly monitor the quality of the infrastructure and its good use. In addition, capacity building on a community based participatory monitoring approach (i.e., monitoring that allows the community to determine whether activities are progressing as planned) should be prioritized. Achieving this level of empowerment enables ownership of the transition process.

Recommendation: IOM to continue strengthening national capacities (GID) through capacity building training and MIDAS facilities equipment, as well as BCP infrastructural construction and improvement. The goal is to gradually transfer knowledge and skills across the rest of The Gambia's' key BCP's, with emphasis on the roll out of a ToT modality. In addition, IOM to advocate that the government allocate dedicated resources to support the border management enhancement, through national funding or foreign donor financing.

Recommendation: IOM to ensure a mechanism, committee and or strategy is in place to address the challenges of sustaining WASH interventions by putting facility ownership in the hands of the local authorities and communities. This could include reactivating the Water and Sanitation (WATSAN) committees within the local government areas. The WATSAN committee constitutes of institutions at regional level comprising of MOH, Community Development, Water Resources, Agriculture, Governor's office, and other NGOs working in WASH. Their function is mainly facilitation and coordination especially working with Village Water Committees (VWC) which is a subcommittee under the VDC. The VWC oversee the status of WASH facilities, collect contribution for maintenance etc. and report their status to relevant authorities including the WATSAN communities. Through this, communication channels can be established allowing benefiting communities to regularly report the status of the WASH facilities to the governing WATSAN committees.

What are the major factors influencing the achievement of the project's expected outcomes?

IOM's full transparency in sharing the project's objective and outcomes with government counterparts has created a conducive environment for fostering national level ownership and accountability for achieving desired outcomes, to an extent. The involvement of stakeholders, both acting as implementing partners and beneficiaries, in designing and leading interventions has helped partners to have a broader picture and understanding of their role in the implementation of the activities which feed into the broader program. For example, this can be demonstrated through the project inception meeting with key project partners, the VDC's involvement in identifying cross-border traders in need of cash assistance, the MoH's facilitation of IPC training, MoH technical reviews and data collection for the development of the COVID SOP, GID's facilitation of IABCC meetings, and so forth. In addition, community participation has been a critical feature of this project - VDC and other direct beneficiaries – especially during the needs assessments that have provided an evidence-based foundation for project interventions.

Recommendation: IOM to put in place transfer mechanisms which are coordinated, agreed upon and formalized with key project stakeholders (e.g., government, CSO's) before the project ends. This would allow for benefits achieved to be sustained across the outputs after IOM exits. To compliment this transfer, IOM to ensure integrating sustainability into project design by including stakeholders and beneficiaries in the implementation and facilitation of outputs for enhanced accountability, transparency, and ownership of the project. This allows for a more conducive exit strategy where stakeholders are fully aware of the project's implementation and goals before eventual handover.

Impact

Summary finding – There are signs the project is beginning to influence its long-term objective and outcomes - country level policy and/or practice in health emergency preparedness and response; formation of equitable partnerships and creation of new opportunities for collaboration between border officials and communities; strengthening the capacities through resources and training on border management for safe and orderly flow of travelers; and addressing the socio-economic impacts of COVID-19 on traders. Although several outputs have been accomplished, it is too soon to determine the full extent to which the project has (or will) achieve improved WASH and IPC practices through the provision of WASH services, and whether it will lead to enhanced prospects in health management at the borders overall.

Impact concerns the positive and negative, primary, and secondary long-term effects (outcomes and objectives) produced by the project. Specifically, this section addresses the following evaluation questions:

- To what extent has the project delivered results (long term outcomes and objective)?
- What are the long-term impacts that can be anticipated beyond the evaluation period?
- What would have happened in the absence of the interventions/additionality?
- What extent does the project reflect the promotion of best practices?

To what extent has the project delivered results (long term outcomes and objective)?

There are signs of direct impact to project beneficiaries (border officials, border communities, cross border traders) resulting from the production of several 'hard' or 'tangible' outputs which are available to the beneficiaries in the long-term. Although there are some discrepancies in progress between the three outcomes, many of the activities have already contributed to changing border working environments (e.g., through the BCP construction, training lab establishment, vehicle, and speed boat procurement) and WASH practices (through installation of WASH facilities) in line with the project objective; to enhance capacities of government authorities to manage borders, respond to health crisis and socio-economic impacts of COVID-19.

- The project under evaluation was stated to have contributed to improved border management efforts and directly benefitted officials, in line with GID's Strategic Plan 2019-24. It was stated that IOM's border management projects have "revolutionized" border management practices in

The Gambia over the past few years. Before these interventions, border structures were dilapidated, human and institutional capacity was low, there was no means of operating at sea, and data and information management systems were weak.⁵⁰ Whilst land border management practices have made great strides, it is too soon to determine what impacts have been achieved regarding enhancing maritime border management capacities, given sea port GID officials are currently enrolled in additional sea surveillance training and have not started patrolling on sea. In addition, some structural and operational issues persist inhibiting the full functionality of MIDAS e.g. poor network access, electricity and suitable spaces for MIDAS equipment (Outcome 1).

- There are early signs of impact for border officials and community members who benefiting from using the WASH facilities (namely solar boreholes); overall, 67% of end users stated they regularly use the WASH / IPC facilities provided and 93% stated they understand the importance of the WASH/IPC services provided for their health and hygiene. At the same time, in seeking to assess the relationship between WASH provision at PoE's and beneficiary satisfaction, findings associated with poorly maintained infrastructure and quality of services did emerge. To improve behaviors and health outcomes of the communities, safe and well-maintained WASH facilities should be sustained long-term. Lastly, COVID-19 specific Standard Operating Procedures (SOPs) and IPC training for officials have contributed to strengthening health emergency preparedness and response through building capacity in an area where most officials had little to no knowledge. Continued training and application of learning, coupled with adequate provision of IPC materials at PoE's and decentralized uptake of the SOP, is required to ensure the benefits of IPC services are maintained and widespread (Outcome 2).
- Lastly, cash-based assistance has alleviated some socio-economic vulnerabilities of cross border traders through business recovery, helping households to meet their basic needs after the peak of COVID-19. The assessment and identification of the most vulnerable traders suffering from socio-economic losses were necessary activities to streamline resources and ensure maximize impact for those most in need. Findings revealed all traders were satisfied as they were able to, for example, buy additional goods for their business; however, some form of complimentary business training would have further enhanced their use and management of the cash resource for longer term gain (Outcome 3).

What are the long-term impacts that can be anticipated beyond the evaluation period?

There are signs the project is beginning to influence its long-term objective⁵¹ through; contributing to changing country level practice (i.e., through the development of COVID-19 SOPs) for improved border coordination and operational procedures; the formation of partnerships and creation of new opportunities for collaboration between different stakeholders at the border for enhanced border management (through IABCC's); strengthened capacities of border officials at land borders; and improved socio-economic conditions of vulnerable cross border traders. **The clearest example of**

⁵⁰ Key Informant Interviews

⁵¹ To Enhance Capacities of Government Authorities to Manage Borders, Respond to Health Crisis and Socio-Economic Impacts of COVID-19 (Project Results Matrix)

potential long-term impact is in relation to the promising signs that the networks and relationships developed through IABCC will be sustained and form a basis for future collaboration for integrated border management, particularly cross border activities with Senegalese counterparts. Respondents are optimistic about the potential of these committees and wish to continue the engagement.

At the same time, the need to secure further funding to progress towards impact may threaten the realization of long-term impact from this project; thus, the extent to which interventions will be sustained is unknown and dependent on funding – see Section on Sustainability.

What would have happened in the absence of the interventions/additionality?⁵²

Most activities have been additional – i.e., they would not have taken place without the project. Beneficiaries attributed this to a lack of alternative funding sources for equipment such as MIDAS, speed boat, Toyota Land Cruiser, and lack of funding for construction and or maintenance of BCP's, WASH facilities and capacity building initiatives more generally. The project has enabled stronger collaborations, including with partners that had not previously collaborated locally, and introduced integrated approaches to border management. As mentioned by GID high level officials, the results may have happened without the support of IOM but not for another 10-20 years from now; thus, this project has served as a “catalyst”⁵³ for the achievement of some GID objectives.

What extent does the project reflect the promotion of best practices?

According to high level GID and MoH officials, there are signs of uptake of regional and global best practice in Health, Border and Mobility Management. The project is in line with the best practices in border management. It was stated that The Gambia meets levels of international standards and can be considered “*on the same level, or even better, than some neighboring countries*”⁵⁴ in managing borders. Good practices were also shared during the Joint regional workshop for Gambian and Senegalese border authorities on Smuggling of Migrants and Trafficking in Persons, between 29 - 30 August 2022 (under this project). The workshop provided an opportunity for border authorities to identify challenges in response to transnational organized crime, share good practices, and discuss ways forward to enhance the response of authorities to the increasing involvement of transnational organized crimes along the porous borders of The Gambia and Senegal. ⁵⁵The project interventions were also considered in line with regional and global best practices on health and border management, following IOM's Health, Border and Mobility Management (HBMM) Framework.⁵⁶ Led by government health officials, regional meetings have taken place to discuss HBMM, of which IOM is occasionally in attendance, including several cross-border collaborations with Senegal to update on the status of health emergency and response at the borders and share best practices.

⁵² Additionality is defined as an activity that would not be funded without the project under evaluation.

⁵³ Key Informant Interviews

⁵⁴ Key Informant Interviews

⁵⁵ Project Final Narrative Report (December 2022)

⁵⁶ <https://publications.iom.int/books/health-border-and-mobility-management-framework-framework-empower-governments-and-communities>

4. Conclusions

This evaluation has assessed the project in relation to the five overarching evaluation questions and progress against the project results matrix. This section presents the conclusions from the evaluation.

The project has delivered activities worth USD 742,574, across The Gambia over 18-month period. These activities have fostered integrated border management practices through IABCC's, enhanced border management through the construction and infrastructural improvements of BCP's, provided WASH and IPC services, donated a vehicle and speed boat for strengthened mobility, supported the development of the COVID-19 SOP, provided cash-based assistance to vulnerable women traders, and built the capacity of officials in MIDAS operation and IPC best practices.

This evaluation aimed to assess the indicative progress of the project towards achieving its intended objective. Although the project ran over a short timeframe, some commendable observed changes in border management practice and operational capacities to manage borders and respond to health crisis have emerged. The activities are consistent with and relevant to the higher-level goals of the concerned Government ministries and there is assurance that the activities delivered have been designed in line with national and global level strategic goals in health, border, and mobility management.

The project achieved its interim outputs – with signs of progression towards its more ambitious longer-term outcomes (i.e., influence on strengthened maritime and land border management, health emergency preparedness and response and addressing socio-economic impacts of COVID-19). The project ability to foster collaborations through partnerships is a core strength for effective, multidisciplinary collaborations which have resulted in integrated border management practices. In addition, individual and institutional capacities have been improved through strong capacity building components. Activities have improved border management capacity, but not all activities appear to have been designed for long term benefits. Many WASH and IPC activities are at early-stage and maintenance aspects needs to be considered in their design. There is little evidence of regular assessment of gaps and needs of the WASH services procured and the challenges of a lack of a comprehensive data monitoring system, required to monitor activity-to-output results for management and accountability purposes, needs to be strengthened.

The project activities are largely found to be additional – i.e., they would not have taken place without the project, which demonstrates the project additionality in a context where there is a lack of alternative funding for border management enhancement within The Gambia. The project has established partnerships that are valued and mutually beneficial (e.g., between MoH and GID), improved border collaborations and enabled forms of trust and cohesion (e.g., between various agencies and local stakeholders comprising of IABCC's) that would not have necessarily been available under other funding sources.

Whilst interagency partnerships are a key differentiator of the project, there is a need to ensure engagement is sustained. Despite a very strong desire to continue, some higher-level officials were uncertain if collaborations would continue without a clear funding mechanism to foster engagement between different border agencies regularly. Similarly, continuing to sustain some of the 'hard' outputs (e.g., border and WASH infrastructure and speed boat) could be at risk of not realizing full benefits, owing to a lack of funding for the further maintenance required for the services to continue. A clear sustainability (or exit) strategy, fostering national and local ownerships will increase the likelihood of

sustainable impact being achieved and positively affect IOM's reputation in strengthening border management practices. These factors are all necessary pre-conditions for sustainability. A national level strategic approach to drive momentum and influence operational border management practice across the country is needed to maintain the benefits achieved under the project, and progress outputs to a stage at which they can result in socioeconomic impact.

5. Recommendations

This section presents our recommendations. It builds on the conclusions, providing some practical pointers for any future phase of the project. The recommendations are intended to help take account of the insights from the project evaluation for any future IBM projects beyond 2022.

Relevance

- I. Future project activities to consider building on the results achieved in border management to date (including the project under evaluation) as a means to ensure interventions are sustained for longer term benefits. This includes identification of the shortfalls, gaps and learning generated from past IBM projects to be used to inform project design. Similarly, given the history of IBM projects implemented by IOM, there is a good level of knowledge on 'what works' and best practices, which should be documented and used strategically for evidence-based programming.
- II. The RBM approach to be continued in all IOM The Gambia programming to capture, monitor, and report on project results, lessons learnt and replicate good practices. In the next project, it is recommended to better develop and efficiently use monitoring tools to regularly track activities and achievement towards targets to ensure maximum impact; templates for monitoring are provided in the IOM Project Handbook and IOM M&E Guidelines.
- III. To continue including needs assessments as key activities to determine gaps and ways to achieve desired outcomes. Needs assessment should be part of planning and can clarify problems and identify appropriate solutions that form part of the project activities. Given the short duration of most IBM project by nature, a streamlined approach should be taken which considers the prioritization of interventions that benefit the most vulnerable beneficiaries. An effective review of the project context and intended beneficiaries through assessments allows for this and will ensure the project team is fully aware of the direction of the project and the expectations for it.
- IV. An 'integrated' approach for border management should continue as the backbone of future IBM project design. This approach seeks to enhance three levels of coordination: intra-service, inter-agency, and international cooperation. Moreover, integrating health and border management does not need to be limited to during public health emergencies. Establishing effective routine public health measures in border management should be prioritized under all contexts - as stated in IOM's Health, Border and Mobility Management framework, migration and mobility are increasingly recognized as determinants of ill health and risk exposure.
- V. IOM is recommended to follow up periodically with relevant ministries and agencies in The Gambia on the latest consensus and strategies around an effective Border Management to ensure a coordinated and sustained border management approach that is aligned and relevant to national priorities (e.g., in the recently developed National Development Plan), under changing contexts.

Furthermore, objectives for future IBM's interventions should be aligned with the wider global or strategic objectives and results.

Effectiveness

- I. IOM to engage government (GID) and conduct joint monitoring visits, following the previous assessment completed in June 2018 to update on the latest conditions of BCP's across The Gambia, against the 2018 assessment findings and recommendations. The monitoring to include consideration to the need for additional infrastructure features which were excluded in the 2018 assessments but recommended by high level GID staff during the evaluation e.g., staff quarters and BCP fencing for enhance security. In addition, IOM to consider conducting a joint monitoring exercise of trained MIDAS staff with the GID Lead Inspector (trainer) from the training lab, with the objective to understand the level of knowledge retention and assess whether border posts environments are conducive for MIDAS to operate at full capacity.
- II. Using Nyamanarr BCP as an example for future BCP and/or MIDAS construction and installation, IOM to continue expanding enhanced land border management practices across The Gambia and address the shortfalls identified at specific PoE's under this evaluation e.g., ensuring MIDAS can run effectively through practical and appropriate spaces for MIDAS equipment, adequate network, and solar electricity to avoid fallback on manual-based processing. This also includes consideration to mobile kits, as deployed in Farafenni, for BCP's experiencing high flows of travelers and/or operating on a manual basis.
- III. Future projects to ensure prioritization, coordination, and a clear commitment of GID and other related national authorities on continuing to strengthen maritime surveillance and detection. Irregular immigration and smuggling routes continue to be cause for concern at sea and there is a strong need for relevant actors to implement and actively participate in exchanges, sharing of key data and information, and the promotion and implementation of education and training to ensure full adoption and uptake of maritime surveillance strategies of GID staff.
- IV. The conceptual framework of the train-the-trainer model to be implemented for future MIDAS capacity building initiatives, with the objective to initiate a 'training cascade' for GID officials across The Gambia's BCP's. IOM The Gambia should keep working to build capacities of GID focal points as there is currently limited numbers of ToT's. According to high level GID officials, the benchmark is to have at least 2 ToT's at each BCP. The ToT approach has proven to be an important mechanism for integrating sustainability into IBM programming.
- V. IOM to ensure that a strong coordination mechanism at the border is facilitated across the nine (9) IABCC's set up in The Gambia, to continue the synergies built and adopt an integrated border management approach. Through strengthening border management in this strategic manner, IOM can further help broaden the scope through enlarged cross border partnerships with Senegal, to identify potential areas of collaboration and a long-term joint vision of enhanced cross border immigration management. Effective joint communications and cooperation modalities can be fulfilled in the best interest for both countries, and the IABCC's can be used to facilitate this.
- VI. MoH officials highlighted the important role of border control measures for infectious disease control, learning from the onset of COVID-19. A capacity building component should be a priority in any migration and border health project. As a complex and technical area of healthcare, continuous capacity building of border officials is essential for the proper

health screening of travelers, including IPC practices. Knowledge gained can be short-term so retention should be measured regularly through re-education (training) at shorter intervals. In addition, mentorship and coaching was stated as important to inform stakeholders on the new developments and processes in the field of IPC, from senior experts.

- VII. Following the above, sensitization and awareness raising on IPC and WASH best practices to empower governments and communities to prevent, detect and respond to health threats should be a priority. The evaluation revealed that it is still a challenge for officials to encourage travelers to practice IPC measures, coupled with community members stating that they would appreciate some form of information and/or awareness to compliment the WASH facility installed in their community. Risk communication and community engagement (RCCE) through IPC outreach campaigns at PoE's and border communities was a prominent component of IOM's Swiss funded project and can be replicated in future projects. As mentioned by high level IPC officials under the MoH, visibility and awareness of IPC is lacking in The Gambia therefore future projects should coordinate with the Gambia Health Promotion and Education under MoH to strengthen this area of healthcare.
- VIII. It was emphasized by MoH officials that a strong Monitoring and Evaluation (M&E) systems plays an important role in ensuring that IPC and WASH interventions (including capacity building and quality, usage, and upkeep of IPC/WASH services) are value for money. The evaluation revealed IOM and MoH carried out a comprehensive joint assessment for water points to identify the needs at the start of the project, however further monitoring of WASH facilities has not occurred after this exercise. Regular monitoring allows for early identification of issue and solutions, serving as a mechanism to ensure sustainability of the benefits.
- IX. Financial and business training may allow women to gain increased self-confidence, save funds for the future, and manage debts more effectively. Training can improve socio-economic outcomes by empowering women as household decision-makers; nearly all women interviewed under the evaluation stated that they would have appreciated such training. In addition, cash-based interventions can be used in combination with in-kind assistance (e.g., provision of seeds, a cash grant to top-up, business materials etc.). where market opportunities may be limited in specific locations.
- X. Unconditional cash transfers is without conditions or work requirements, where beneficiaries are entitled to use the money however, they wish. Combining cash assistance with systematic monitoring and follow-up (6-8 month after assistance) can help inform, for example, on the satisfaction, use of funds and general understanding of the market context, rather than having such outcomes as afterthoughts examined at final evaluation stage.

Sustainability

- XI. IOM to deploy long-term technical support to improving the skills and knowledge of government institutions (GID and MoH) to manage and maintain the BCP and WASH infrastructure. This includes capacity building for officials, both at the border and national level, on how to properly monitor the quality of the infrastructure and its good use. In addition, capacity building on a community based participatory monitoring approach (i.e., monitoring that allows the community to determine whether activities are progressing as planned) should be prioritized. Achieving this level of empowerment enables ownership of the transition process.

- XII. IOM to continue strengthening national capacities (GID) through capacity building training and MIDAS facilities equipment, as well as BCP infrastructural construction and improvement. The goal is to gradually transfer knowledge and skills across the rest of The Gambia's key BCP's, with emphasis on the roll out of a ToT modality. In addition, IOM to advocate that the government allocate dedicated resources to support the border management enhancement, through national funding or foreign donor financing.
- XIII. IOM to ensure a mechanism, committee and or strategy is in place to address the challenges of sustaining WASH interventions by putting facility ownership in the hands of the local authorities and communities. This could include reactivating the Water and Sanitation (WATSAN) committees within the local government areas. The WATSAN committee constitutes of institutions at regional level comprising of MOH, Community Development, Water Resources, Agriculture, Governor's office, and other NGOs working in WASH. Their function is mainly facilitation and coordination especially working with Village Water Committees (VWC) which is a subcommittee under the VDC. The VWC oversee the status of WASH facilities, collect contribution for maintenance etc. and report their status to relevant authorities including the WATSAN communities. Through this, communication channels can be established allowing benefiting communities to regularly report the status of the WASH facilities to the relevant authorities.
- XIV. IOM to put in place transfer mechanisms which are coordinated, agreed upon and formalized with key project stakeholders (e.g., government, CSO's) before the project ends. This would allow for benefits achieved to be sustained across the outputs after IOM exits. To compliment this transfer, IOM to ensure integrating sustainability into project design by including stakeholders and beneficiaries in the implementation and facilitation of outputs for enhanced accountability, transparency, and ownership of the project. This allows for a more conducive exit strategy where stakeholders are fully aware of the project's implementation and goals before eventual handover.

6. Annexes

Annex 1: Evaluation matrix

Evaluation Criteria	Evaluation Questions	Sub-Evaluation Questions	Data collection tool	Respondents
Relevance	To what extent are the project's intended results appropriate for the context within which it operates?	Are project activities and outputs consistent with the intended outcomes and purpose?	Document Review -KIIs, surveys	Border officials, MoH, GID, border communities
		Are project activities and outputs tailored context and local needs?	Document Review -KIIs, surveys	Border officials, MoH, GID, border communities
		Are the project's intended results aligned with internal and external strategies and priorities?	Document Review -KIIs, surveys	MoH, GID
Effectiveness	To what extent does the project produce the desired results?	Have the outputs and outcomes of the project been achieved in accordance with the plans?	Document Review -KIIs, surveys	MoH, GID, IOM Project team
		To what extent are the project's activities leading to enhanced national border management capacities?	Document Review -KIIs, surveys, observation, FGD's	GID, border officials
		To what extent are the project activities leading to improved cooperation among border management actors?	Document Review -KIIs, surveys, observation, FGD's	Border officials, MoH, GID, border communities, IABCC members
		To what extent are the project activities leading to strengthened health emergency preparedness and response at PoEs?	Document Review -KIIs, surveys, observation, FGD's	MoH
		To what extent have the project activities addressed the socio-economic impacts	Document Review -KIIs, surveys, observation	Female cross border traders

		of COVID-19 on cross-border traders and households?		
		To what extent has gender equality been factored into the project?	Document Review, surveys	IOM Project team, Border officials, MoH, GID, border communities
Efficiency	To what extent has the project delivered results in an economic and timely way?	How well are the resources (economic, operational and time) being converted into results?	Document Review	IOM program team
Impact	What are the positive and negative, primary, and secondary long-term effects (outcomes and objectives) produced by the project?	To what extent has the project delivered results (long term outcomes and objective)?	Document Review -KIIs, surveys,	IOM Project team, Border officials, MoH, GID, border communities
		What are the long-term impacts that can be anticipated beyond the evaluation period?	Document Review -KIIs, surveys	IOM Project team, Border officials, MoH, GID, border communities
		What would have happened in the absence of the interventions/additionality?	Document Review -KIIs, surveys	IOM Project team, Border officials, MoH, GID, border communities
		What extent does the project reflect the promotion of best practices?	Document Review -KIIs, surveys	MoH, GID
Sustainability	To what extent will the net benefits of the intervention continue or are likely to continue?	How well has sustainability (and the pre-conditions for sustainability) been factored into programme implementation and with what actual and potential effects?	Document Review -KIIs, surveys	MoH, GID
		Are project partners adequately capacitated (technically, financially, and	Document Review -KIIs, surveys	MoH, GID

		managerially) for continuing to deliver the project's benefits/services?		
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Annex 2: List of documents reviewed

1. Activity report for the IPC Training
2. Agenda for Basic MIDAS training 2021
3. Cash Distribution to Informal Female Cross Report Jan 2022
4. Comprehensive Border Assessment Report June 2018
5. DAF WASH
6. DAF Wastebin
7. DoD - IPC materials
8. Donation agreement form for the handover of speed boat
9. Final Report to Japan MFA (Supplementary Budget Grant) September 2022
10. HEALTH, BORDER & MOBILITY MANAGEMENT IOM FRAMEWORK 2016
11. IABCC meeting minutes January 2022
12. IABCC meeting minutes June 2021
13. IABCC meeting minutes June 2022
14. IB 0239 Project Activity Progress Updates- August 2022 update
15. IB.0239 Project workplan 2021- 2022
16. IBM Fact Sheet
17. IBM Post Evaluation MIDAS User
18. IOM Proposal - Enhancing Operational Capacities of Gambian Authorities to Manage Borders (Final)
19. IOM Proposal - Strengthening Operational Capacities for Gambian Authorities to Manage Borders, Respond to Health Crisis and Socio-Economic Impacts of COVID-19 (Final)
20. IPC Donation Agreement Form
21. MA0493 Final Evaluation Report – IOM
22. MIDAS Equipment for GID Training Lab
23. MIDAS user Training Report 2021 final
24. Monitoring and Supportive Supervisory Visits at Points of Entry (POEs) March 2021
25. NCE Approval Letter for IB.0239 Project
26. Nymanarr Land allotment letter
27. Project Activity workplan - April - September 2022 (NCE period)
28. Rapid Assessment of the Impacts of COVID-19 on Informal Female Cross-border Traders
29. Rapid WASH Assessment Report September 2021
30. Report from waste management activity
31. Report of the Cross-border Workshop to Address Migrant Smuggling
32. Search and Rescue Operations at sea Training Report
33. SUMMARY REPORT ON WASTEBINS DISTRIBUTION
34. The Gambia Report IB.0021

35. Validated COVID-19 SOP for Border Officials Use
36. WASH Assessment PoEs and BC REPORT SEPTEMBER 2021
37. WASH Assessment Questionnaire
38. WASH Donation Agreement Form
39. WASH interventions for PoEs & BC
40. Wastebins handover Donation Agreement Form

Annex 3: List of respondents for Key Information Interviews

- Dr Buba Manjang - Directorate of Public Health Services (MoH)
- Lamin Bojang - Public Health Officer (MoH)
- Commissioner Foday Gassama - Head of the Migration Management Unit, Gambia Immigration Department
- Modou Lamin Joof – Training Lab Tanji Gambia Immigration Department Lead Inspector
- Lamin - Gambia Immigration Department, IABCC focal point
- Aliou Ndure- GID Lead Operator of the speed boat at the seaport

Annex 4: Break down of Survey respondents

TYPES OF SURVEYS ADMINISTERED	COMMUNITY	TOTAL NUMBER OF RESPONDENTS	SEX	
			Male	Female
Cross border traders	Giboro	9	0	9
	Kartong	3	0	3
	Amdalai	2	0	2
	Kerr Ali	6	0	6
	Fatoto	13	0	13
Trained IPC border officials	Lower River Region	29	19	10
WASH end users	Darsilameh community	2	1	1
	Dimbaya border post	2	1	1
	Kartong border post	1	1	0
	Amdalai border post	2	2	0
	Amdalai Nana community	1	1	0
	Kerr Ali border post	1	1	0
	Mesira border post	1	1	0
	Njallal community	1	1	0
	Fatoto community	1	0	1
	Nymanarr border post	1	1	0
	Sabi border post	2	2	0
	FGD-Amdalai Nana	10	6	4
FDG-Jalal Toro	12	7	5	
Speed boat survey	Banjul Seaport	9	6	3
Travelers	Kerr Ali border post	2	2	0
	Giboro border post	2	2	0

MIDAS users	Giboro border post	5	3	2
	Amdalai border post	5	3	2
	Kerr Ali border post	6	5	1
	Sabi border post	4	3	1
IABCC	FGD-Dimbaya border post	15	11	3
TOTAL		147	79	67

Annex 5: Data collection instruments

1. Qualitative KII's, FGD's, observation tools (Total – 9) - https://iomint-my.sharepoint.com/:f:/g/personal/kvyas_iom_int/Ejp-CvE1BFRPtng3VuWv5C4BHqImgnlp8wiQzNwQ9K5Q3g?e=Xfn7ip
2. Quantitative survey tools (Total – 7) - https://iomint-my.sharepoint.com/:f:/g/personal/kvyas_iom_int/EsddYQ2Folxlv2-jspLyyScB6-waZkMfZiOkquhsEvNN2Q?e=itTWoo