



PROGRAMME FOR ACCELERATED COMMUNITY DEVELOPMENT  
**PROJECT DOCUMENT**  
**THE GAMBIA**



Empowered In  
Resilient Nation

**Project Title:** Programme for Accelerated Community Development (PACD)

**Project Number:** 00120570

**Implementing Partner:** Government of The Gambia

**Start Date:** April 2020

**End Date:** March 2021

**PACD Meeting date:** 03 April 2020

**Brief Description**

The Programme for Accelerated Community Development (PACD) model provides a vehicle for a multi-sectoral approach to addressing poverty and inequality at community level and will help government to respond to social demands through a partnership with development partners to ensure accelerated, multi-pronged, participatory, and accountable delivery of services particularly to far-to-reach populations. This will revitalize and transform the economy for the wellbeing of all Gambians and particularly address the persistent and serious disparities between urban and rural areas in terms of access to basic services including water, energy and road infrastructure as well as addressing existing inequalities, and disparities and injustices in access to socio-economic infrastructure.

The model aligns with international development norms of aiming to keep people out of poverty through a multi-dimensional approach. It will help unleash further opportunities to strengthen national capacities, promote south-south cooperation and more importantly, improve the conditions of the people, particularly women and girls in poor communities. Gambia has not had a strong record of government cost-sharing but with the entry of the new government, faced with the capacity challenges, this initiative provides an opportunity to move into this arena.

Furthermore, it will be a critical response to inclusive development for greater equity and social justice in line with the aims and aspirations of the National Development Plan and SDGs. This will ultimately result in achieving true national and inclusive development that enables all Gambians; wherever they are, to benefit from national resources in order to improve their living conditions by developing their local potential and enhancing access to basic social services.

Contributing Outcome (UNDAF/CPD, RPD or GPD):  Indicative Output(s) with gender marker: GEN 2	<b>Total resources required:</b>	USD 5 712 867.15	
	<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	USD 850 000
		<b>Donor:</b>	
		<b>Government:</b>	USD 4 862 867.15 <sup>1</sup>
		<b>In-Kind:</b>	
<b>Unfunded:</b>			

Agreed by (signatures):

Government of The Gambia	UNDP
 Mohammed B. S. JALLOW, Secretary General and Head of Civil Service	 Aissata DE, Resident Representative for The Gambia
Date:	Date: 07/04/2020

<sup>1</sup> GMD 250 000 000 at rate of GMD 51.41/USD

## I. DEVELOPMENT CHALLENGE

According to GBoS (2016), The Gambia has a population of about 1.9 million people of which 50.8 per cent are females. The population is growing at the rate of 3.1 per cent per annum and will double in 22.3 years at this rate. With a population density of 176 persons per square kilometer, The Gambia is the fourth most densely populated country on mainland Africa; surpassed only by Rwanda (441 persons per sq. km), Burundi (402 persons per sq. km) and Nigeria (197 persons per sq. km). The population increased by 3.5 per cent since 2013 with the male and female populations being 47.6 and 52.4 per cent respectively. The results further show that The Gambia has a young population with more than 70 per cent under the age of 30 years and 44 per cent under 15 years. This translates into high dependency ratios particularly in the rural areas. The high dependency ratios have very negative impact on the economy in terms of provision of labour for these predominantly low areas as they have a low working age population yet depend mainly on agriculture for their livelihoods. Table 1 below shows the population by sex and local government area.

*Table .1: Distribution of Population by Sex and Local Government Area*

	Total	Male		Female		Sex ratio	Mean household size
		Count	Percent	Count	Percent		
<b>THE GAMBIA</b>	<b>1,922,950</b>	<b>915,357</b>	<b>47.6</b>	<b>1,007,593</b>	<b>52.4</b>	<b>91</b>	<b>6.9</b>
<b>Urban</b>	<b>1,057,467</b>	<b>503,304</b>	<b>47.6</b>	<b>554,163</b>	<b>52.4</b>	<b>91</b>	<b>6.0</b>
<b>Rural</b>	<b>865,483</b>	<b>412,053</b>	<b>47.6</b>	<b>453,430</b>	<b>52.4</b>	<b>91</b>	<b>8.4</b>
Banjul	30,703	15,704	51.1	14,999	48.9	105	4.1
Kanifing	383,545	179,016	46.7	204,529	53.3	88	5.5
Brikama	730,895	354,559	48.5	376,336	51.5	94	7.0
Mansakonko	82,201	38,437	46.8	43,764	53.2	88	6.9
Kerewan	225,516	105,832	46.9	119,684	53.1	88	8.2
Kuntaur	98,966	45,959	46.4	53,007	53.6	87	9.0
Janjanbureh	127,333	59,684	47.0	67,649	53.0	88	9.0
Basse	243,791	116,166	47.6	127,626	52.4	91	7.0

Source: IHS 2015/2016

**Poverty:** The number of people living in poverty in The Gambia increased between 2010 and 2015/6 by 18.2 per cent. In both urban and rural areas, the number of people living in poverty went up but at varying proportions; poverty by about 19 per cent in the rural areas whilst the urban areas registered an increase of 16.6 per cent in poverty. Fewer people live in the rural areas (less than 50 per cent of the population), yet the rural areas account for more than 60 per cent of people living in poverty, indicating that poverty is more of a rural phenomenon. Whilst absolute and food poverty rates in the rural areas is double that of urban areas, extreme poverty in rural areas is four times the rate in urban areas. This further confirms that poverty is not only a rural phenomenon but that it is on the rise in the rural areas whilst declining in the urban areas. Between 2010 and 2015 poverty has been stagnant nationally (slight increase of 1.03%) but declined in the urban areas (-5.45%) whilst on the rise in the rural areas( 8.16%). Similarly, the urban area's share of poverty declined slightly whilst that of the rural areas increased.

**Table 2.1: Prevalence of Poverty**

	Absolute Poverty	Extreme Poverty	Food Poverty
<b>The Gambia</b>	48.6	20.8	18.2
Rural	69.5	35.9	23.5
Urban	31.6	8.4	13.8

Source: IHS 2015/2016

**Table 2.2. Change in Poverty 2010 – 2015/16**

	2010	2015/16	% increase
<b>National</b>	48.1	48.6	1.03
Rural	64.2	69.5	8.16
Urban	33.4	31.6	-5.43
<b>Share of Poverty</b>			
Rural	63.8	64.3	0.75
Urban	36.2	35.7	-1.32

**Access to basic services:** Similar to the situation with poverty, rural populations lack access to basic services (energy, water, health, education, transport, economic services) more than urban areas. Access to electricity gradually increased between 2010 and 2015. As shown in Table 2 below, overall, 52% of the population have access to electricity; 74% in the urban areas compared to 14% in the rural areas. Ninety per cent of urban households have access to improved water source compared to 79.4 per cent of rural households and regarding access to health care 96.6 per cent of urban residents have access to a health facility within 30 minutes from their homes whilst for the rural areas, only 24% of households have access to a health facility within 60 minutes from their homes. Poor state of road infrastructure resulting in lack of transport facilities immensely contribute to this.

**Table 3: Access to Energy**

	NAWEC	Generator	Solar
<b>2010</b>			
<b>THE GAMBIA</b>	36.1	1.5	2.5
Urban	54.7	1.3	1.2
Rural	6.3	1.8	4.6
<b>2015</b>			
<b>THE GAMBIA</b>	52.3	0.6	5.3
Urban	74.3	0.5	1.8
Rural	14.4	0.9	11.4

Source: IHS 2015/2016

As per table 3, improved income through either employment creation or wage increases ranked highest among the measures rural dwellers identified as needed to improve their livelihoods. This is closely followed by the need to improve road infrastructure, increased access to electricity and water, as well as increased access to other social services such as water and education.

**Table 4: Priority actions to improve living standards**

	Create employment	Improve access to education	Improve access to health	Improve roads	Improve access to housing	Improve access to credit	Improve access to water	Improve access to electricity	Increase minimum wages	Fight corruption	Farm implements
<b>THE GAMBIA</b>	16.2	8.5	8.1	5.3	3.4	6.7	7.3	7.5	28.1	8.6	0.4
Urban	17.1	6.6	5.2	4.0	4.3	4.5	5.1	5.0	37.5	10.8	0.0

Rural	14.6	11.7	13.1	7.6	1.8	10.5	11.0	11.9	12.0	4.8	1.0
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In order to meet these challenges related to sustainable improvement of the living conditions of its population, The Gambia elaborated a four-year National Development Plan (NDP); an agenda of economic and social transformation, to help accelerate the realization of its development targets in line with the Internationally agreed development goals such as Agenda 2030 and the Africa Vision 2063.

It is in this perspective and with the aim of meeting the growing social demand that the Government of The Gambia, with the technical support of UNDP, decided to initiate this PACD which aims to foster indogenous, integrated and sustained economic growth to reduce inequalities in access to basic social services between urban and rural areas. The purpose of the program is to significantly improve the living conditions of the rural population and to encourage the active engagement of local actors in initiative to improve the economic and social development of their localities.

Improving access of rural populations to basic social services such as water, electricity, road

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## II. STRATEGY

The strategy for the project will be to target beneficiaries based on need identified by them in collaboration with technical ministries and agencies of government. These institutions were asked to submit existing unfunded plans and programmes in their agencies. The PACD task force then worked with the institutions to prioritise the projects with a particular focus on those areas where little investments were needed to make a big impact (quick wins). An integrated approach as project implementation progresses to ensure that projects implements complement each other and will have a multiplier effect. Based on the outcome of the ongoing feasibility study, the scope of the project will be expanded to cover additional areas of need identified.

The aim of this program is to contribute to the significant improvement of the living conditions of people in the rural areas through improving sustainable access to basic socio-economic infrastructure and services, and the creation of a local economy for sustained and improved socio-economic development, social justice and equality. The programme will have **five components** as follows:

- Improving access to portable water
- Rural Electrification;
- Rural roads Infrastructure;
- Food Security (Post-harvest and processing equipment and exotic livestock breed for milk production)
- Sustainability of services and assets

The underlying theory of change is that infrastructure and the economic empowerment of women through the implementation of community led socio-economic infrastructure programmes, will lead to improved opportunities such as employment as well as improvements in access to social services in the rural areas. This will drastically increase economic activities at the community level which will lead to better livelihood opportunities, improve their socio-economic wellbeing help curb migration of rural youths to urban growth. Implementation of this program will have immediate

effects on reducing poverty and social inequalities while protecting the environment through the use of green energy where possible so that households can be resilient.

This project is limited to 1 year and its results and lessons learned will be used to develop a broader nation wide PACD accompanied by a robust resource mobilization plan as well as the integration of the currently ongoing feasibility study. The initial results of this project will also showcase to donors, the government, and stakeholders the potential positive impact of a nation wide PACD on the population and the economy as a whole.

## **II.1. Project Preparatory phase:**

### **1. Preparation of detailed Work plans**

Prior to commencement of activities, sectors will be asked to work on detailed work plans which will be costed and activities prioritised based on resources available and confirmed. Additional activities will be implemented based on availability of additional funding.

### **2. Baseline Survey**

Government will organise collection of baseline data for the indicators identified in the results matrix. This data collection will be organised internally within government using the network of planners in the various institutions as well as staff of the sectors that will be implementing activities in the project. The exercise will entail collecting information in all communities identified as beneficiaries to the project as well as gathering relevant secondary data; mainly administrative data.

### **3. Stakeholder sensitization**

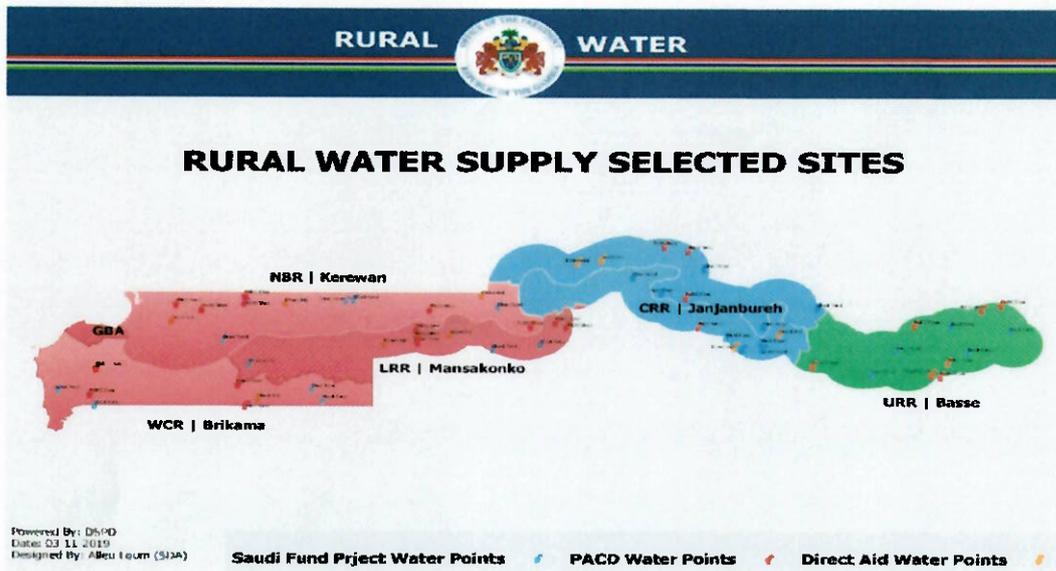
A stakeholder sensitization exercise was done at national and will be undertaken at regional and community levels to create awareness of the project as well as solicit their buy-in and support. Though regional and local authorities were engaged in identification and prioritisation of needs, there is need to inform them of the project and its mode of operation as well as discuss and agree on roles and responsibilities to ensure that mechanisms are agreed upon for sustainability of activities implemented by the project.

### **4. Launching of PACD**

The PACD will be presented at the cabinet for information. Thereafter, there will be a one day national launching of the project to be presided over by the the President. The national and local media will be invited to attend to ensure nation wide spread. The launching will be hosted by the Governor of one of the Regions.

## II.2. Programme Implementation

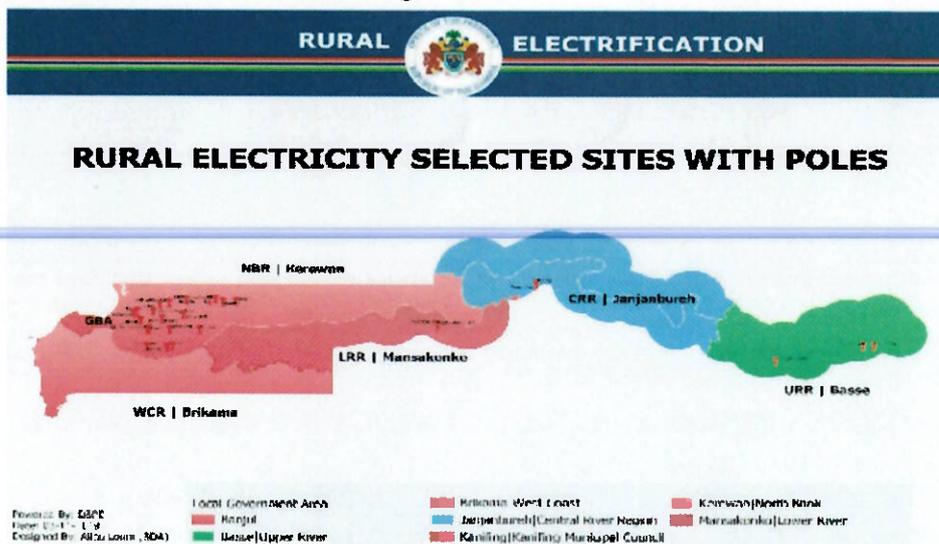
### Component 1: Access to portable Water



Access to water is a fundamental human right; as indicated earlier, about 86.9% of rural households have access to improved source of drinking water. However, due to the inadequacy of water supply, time spent to get water can range between an hour and 3 hours. As a result, improving access to water is one of the priorities that the government of The Gambia identified in the National Development Plan.

The initial phase will consist of providing 19 boreholes in the rural LGAs which will benefit 44 communities. The programme will be implemented in partnership with the Saudi Fund and Direct Aid that are already implementing similar activities. The Department of Water resources will serve as the technical institution for the successful implementation of these programmes.

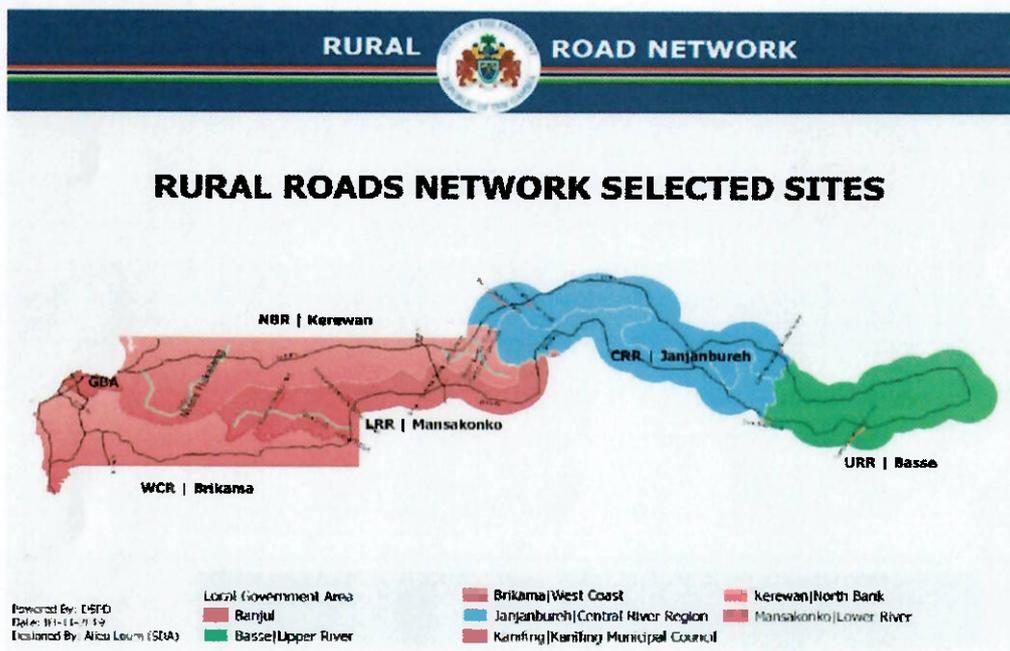
### Component 2: Rural Electrification Programme



Access to electricity for rural communities is very low; about 15% of households and it is widely believed that improving access to electricity will be a game changer and an enabler as Programme for Accelerated Community Development (PACD)

well as a catalyst for sustainable economic growth in the rural areas. The programme is also expected to contribute to reducing rural urban migration as it will enhance the creation of local industries thereby reducing the youth unemployment in the rural areas. Thus, the PACD will work closely with the Ministry of Energy and Petroleum, NAWEC and the private sector to boost electricity access among rural dwellers in The Gambia. The grid extension and expansion programme will benefit 5 000 households from 19 communities. Part of the resources will also be used to pilot private sector integration to the PACD, specifically on revenue generating assets. The pilot will provide the basis of garnering private sector interest in investing in rural infrastructure, specifically renewable energy assets

### Component 3: Rural Roads Network



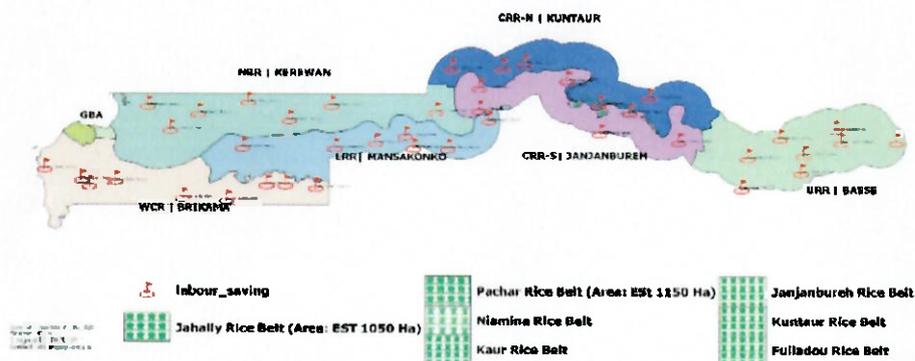
Access to good roads is still a major challenge for rural communities off the two major roads of the country and the quest for inclusive economic growth can hardly be achieved with this high disparity in access to transportation among rural dwellers. Without proper feeder roads linking remote communities to the main roads, services such as agricultural, healthcare and education will not reach these rural communities. Therefore, the road infrastructure component of the PACD will enhance the supply chain and exchanges between communities, and therefore help to eradicate poverty, eliminate hunger, and realise good health, and economic growth. Infrastructural development will thus help in reducing inequality among rural communities.

This component of the programme will support the construction of approximately 30 km road network in rural areas across the country. Approximately 49 communities will directly benefit from this initiative with nearly 2589 households. This component will be implemented with the Ministry of Works Infrastructure and Transport and the National Road Authority in close consultation with Local Government Authorities. The Office of the President will oversee the entire implementation process to ensure timely implementation of the programme.

## Component 4: Food Security (Postharvest and Processing Equipment and exotic livestock for milk production)



### FOOD SECURITY (LABOUR SAVING DEVICES)



This component will promote innovation and technologies that can be adapted to different agro-ecological zones and climates and to increase access to markets and reduce food losses. Post-harvest and Processing equipment will have significant effects on reducing labour among rural farmers, especially the rural women. Women and girls are critical agents in the fight against rural poverty and hunger. Supporting them in reaching their full potential will enable agricultural and rural development processes to be more effective.

This component will provide about 20 assorted post-harvest and processing equipment to be distributed among 15 rural districts country wide. This will have direct impact on nearly 125,000 people; reducing postharvest losses and enhancing value addition among rural dwellers. The programme will be implemented by the Ministry of Agriculture in collaboration with the private sector. The component will also provide 100 improved cattle breeds and 250 improved breeds of goats. These improved breeds which will be provided to rural farmers will enhance milk production thus improving nutritional status of communities as well as enhancing their income earning capacities.

## Component 5: Sustainability of services and assets

To ensure the sustainability of the assets including ensuring adequate revenue generation, the resources in this component will be used to build the capacity of local governments and communities on asset management and revenue collection, especially from water, Post-Harvest and Processing Equipment and energy assets. Activities of this component cross cut through the other four components and will be used to integrate the private sector to the PACD, specifically on revenue generating assets. The PACD will provide the basis of garnering private sector interest in investing in rural infrastructure, specifically renewable energy assets.

PACD will first and foremost accelerate the achievement of the 2030 Agenda. It will also touch on three of the six signature solutions including “Keeping people out of poverty”, “Clean and Affordable Energy”, and “Women’s Empowerment and Gender Equality”. The latter will be ensured through

integrating a gender sensitive approach to local capacity building as well as ensuring women are part of the decision-making process in their communities and local government.

UNDP as the implementing partner will coordinate with International Trade Center, which has considerable funding for Livelihoods, to target livelihoods interventions in communities benefiting from the PACD. This will ensure the sustainability of the livelihood's capacity building as basic service provision at the community level will provide the necessary assets for the sustainability of livelihoods (Access to energy, access to roads, access to markets).

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### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

1. Increased access to basic socio-economic infrastructure and facilities (rural roads, energy and water);
2. Improved agricultural productivity and livestock through improved access to production and processing equipment, and improved livestock breeds;
3. Reduced disparities in socio-economic wellbeing between rural and urban communities
4. Reduced work burden on women and girls.
5. Sustainability of the Assets beyond the project implementation

#### **Partnerships**

This a multi-donor project for which government has committed \$5 million with other donors interested and committed to providing funding. Detailed workplans will be prepared and costed and will be implemented in phases depending on the availability of funding. The following are partners for the project:

#### **Government**

Government has pledged USD 5 million for the first year of implementation of PACD and is reflected in the 2020 budget. Technical supervision of activities will be done by the relevant government Ministries and Agencies. Component 1: Access to Rural Water will be supervised by the Ministry of Fisheries and Water Resources, Component 2: Rural Electrification will be supervised by NAWEC and its Parent ministry; the Ministry of Petroleum and Energy. Component 3: Rural Roads Network will be supervised by NRA together with its parent Ministry; the Ministry of Works, Transport and Infrastructure and component 4 will be supervised jointly by the Ministry of Agriculture, Department of Community Development and WALIC.

#### **Decentralised structures; Regions and Area Councils**

Authorities of decentralised structures at the level of Regions, Local Councils, Wards and communities will play a leading role in the implementation and monitoring of project activities. They will be encouraged to build synergy between their local level development activities and the project activities and in addition, take the lead in the identification and prioritisation of subsequent project activities based on emerging needs and priorities. These structures, especially at the community level,

will also ensure sustainability of the assets and will be provided with the requisite model and the capacity needed to sustain the assets.

## **UNDP**

UNDP will be responsible for the overall Management of the project through its PACD Management Unit. This unit will be responsible for the day to day management of the project including procurement and project administration. The project management will work closely with the government project coordination unit located in the Office of the President for the day to day management and supervision of project activities. This government entity will be also responsible for monitoring of implementation of project activities and will have a focal person for each of the 4 components of the programme.

Efforts will be made to align UNDP and UN projects being implemented in the country to ensure that there is synergy and complementarity. Projects such as the UNDP project on strengthening capacity at the decentralised level and FAO programme on labour saving devices are a few examples.

## **Government of Japan**

The Japanese Government is a potential partner through the K2R programme which involves providing rice to the country on a grant basis which is monetised and used to address development challenges that poor and vulnerable farmers are faced with. The Government of The Gambia will approach the Japanese Government for authorisation to use the balance of the proceeds which currently amount to about USD 4 million towards financing of the project. In addition, a contract has already been signed for the next consignment of rice which is valued at about USD 2 million. This amount will also be used for the project subject to agreement with the Japanese Government.

## **Other partners**

Other potential partners include Qatar, India, and the USAID Power Africa programme.

## **Private Sector**

The Private sector will be a major partner in the implementation of project activities not only as contractors and suppliers of goods and services, but also supporting enterprises that come up as a result of availability of services such as electricity in the rural areas.

## **Risks and Assumptions**

The major risk that may delay the implementation of this project activities is the cash flow that may not be compliant to the agreed payment schedule. To mitigate that risk, commitments will be done based on available cash and the Government will be encouraged to comply with the payment schedule in its disbursement. The project will ensure contractors are complying with international and local labour standards including prevention of sexual harassment and abuse. This will be clearly mentioned in a binding clause in the contract as well as spot checks during implementation.

In regard to environmental risks, the project will align its activities to the national environment action plan and will work in close collaboration with National Environment Agency (NEA) to assess each project activity's impact on the environment and participate in the conception of the mitigation solutions. An assessment of the Social and Environment Risks could be found in Annex

## **Stakeholder Engagement**

As indicated before, stakeholder sensitization exercise will be undertaken at national, regional and community level during the preparatory phase of the project to ensure buy-in and support. Regional and local authorities will be encouraged to create coordination and supervision structures at their level to monitor and supervise project activities. They will also be supported to continuously engaged in identification and prioritisation of needs that can contribute to greater socio-economic development of their respective communities.

## **South-South and Triangular Cooperation (SSC/TrC)**

This project is inspired by similar project that took place in Senegal. Study tours were organised in Senegal for awareness on the results that were achieved and exchange on lessons learned. The collaboration with Senegal will continue on sustainable features of the project activities. The project management will liaise with Liberia and Sierra Leone on achievement as these two countries are also initiating similar community development programme. With regard to triangular cooperation, the resource mobilisation will be done through the classic donors for development in The Gambia.

## **Knowledge**

The results of the undertaken feasibility study shall serve as reference for neighbouring and other African countries that may be interested in community development projects within the framework of a PUDC model.

## **Sustainability and Scaling Up**

The project is in line with the National Development Plan (NDP). All key ministries will be involved in its implementation. At the end of the project, the realised activities will be handed over to the LGAs and regional governance and key ministries for maintenance and management for sustainability.

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# **IV. LINKING PACD WITH THE SUSTAINABLE DEVELOPMENT GOALS (SDG)**

## **4.1 Links between PACD and Sustainable Development Goals (SDGs)**

The ultimate goal of PACD is to significantly transform the lives of rural populations and reduce inequalities between rural and urban, which gives a direct link SDG 1 "Eliminating poverty in all its forms and everywhere "SDG 2" Eliminating hunger, food security, improving nutrition and sustainable agriculture "and SDG 10" Reducing inequalities between countries and within them.

The overall analysis of the components of PACD and its areas of intervention shows direct links with 15 of the 17 SDG (see Table 1 below). Only SDG 11 and 14, respectively, related to sustainable cities and the Management and Protection of Oceans and seas are not directly related to the PACD because these are not covered by the program currently.

The PACD contributes to SDG 3 "Giving people the means to live a healthy lifestyle and promote the welfare of all for all ages," SDG 4 "Ensure that all can follow quality education in conditions of equity and promote learning opportunities throughout life, "SDG 6" ensuring universal access to water supply and sanitation and sustainable water resource management "and SDG 7" ensuring the access for all to reliable, sustainable and affordable modern "through electrification, access to water, opening and post-harvest processing equipment which are also fundamental inputs for education and health.

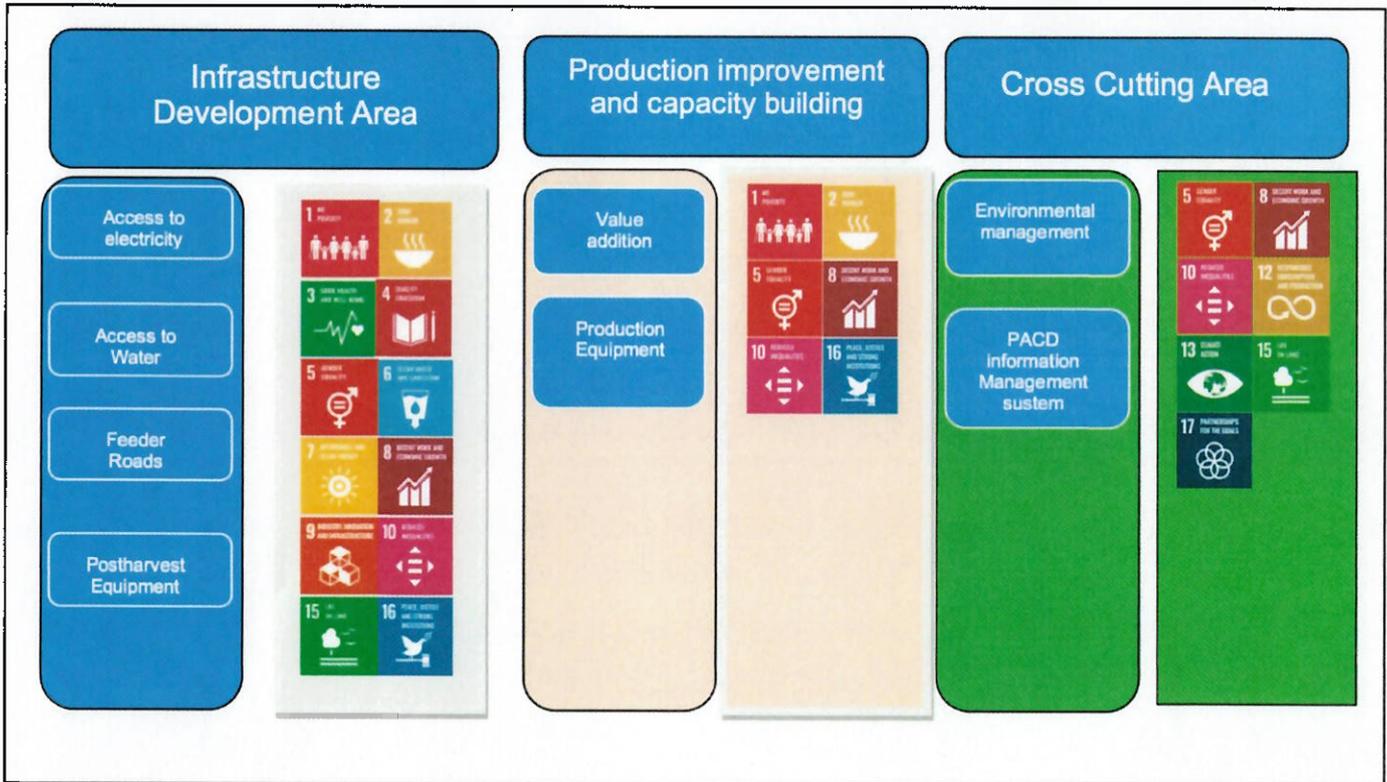
Through all its components, the PACD promotes the improvement of local income, improve agricultural productivity and the development of rural entrepreneurship and the development of conservation infrastructure and production transformation through the value chain (milk and horticulture). These objectives contribute to the achievement of SDG 8 "Promoting sustained economic growth, shared and sustainable, full and productive employment and decent work for all" and SDG 9 "Establish a resilient infrastructure, promoting sustainable industrialization that benefits everyone and encourage innovation. "

In its design, the PACD will be financed from government resources and the UNDP to support the implementation of the program. To this end, this partnership is in the SDG 17 "Revitalizing the global partnership for sustainable development and strengthen the capacity of the partnership" and the Declaration of Addis Ababa on financing development which asserted that " realization of an ambitious development program for the post-2015 will require regarding the means of implementation, an approach equally ambitious, comprehensive and innovative, combining different resources and integrating economic, social and environmental sustainable development ". The parties to this Declaration also affirmed their "strong political will to meet the challenges of financing through,

To enhance the speed in the execution of the program, UNDP will adopt the approach of conducting a simultaneous approach to implementation activities. This methodological approach of PACD management is rapidly meeting the urgent needs of rural populations in socio-economic infrastructure and basic facilities. The simultaneous approach integrates the concerns of different stakeholders technical ministries of the program both in its formulation and execution and its management. UNDP, acting as technical implementing agency, has involved its own institutional resources. The PACD integrates the continental programming framework within the UNDP RBA strategic offer.

The PACD is committed to support and carry out compensatory and mitigation of environmental impacts of infrastructure in place. Actions, among others, include fruit tree planting, installation of hedge bright and windbreaks around the market gardens and massive reforestation tree species in some areas. All these actions are in line with the SDG 12 "Building sustainable consumption and production patterns" SDG 13 "Take urgent measures to fight against climate change and its impact" and SDG 15 "Preserving and restoring terrestrial ecosystems."

Table 1: Link between PACD and the objectives of the Sustainable Development Goals (SDG)



## V. PROJECT MANAGEMENT

### Cost Efficiency and Effectiveness

The project will be managed by a dedicated team of experts hired by UNDP and in accordance with UNDP rules and regulations. The project will use the UNDP procurement procedures through DIM.

### Project Management

The project will be implemented based on the guidance of a steering committee that will be responsible for the overall coordination on policy and strategic matters.

Under the steering committee, there will be a technical committee which comprises of technical officers from line Ministries and a project management unit that runs the daily implementation of the project under the supervision of UNDP.

The project management unit will be located at UNDP premises collaborating closely with the country office operations team.. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk.

The Government, through the Office of the President, will coordinate and ensure the cooperation of Ministries, Departments and Agencies (MDAs). For more information on the Implementation structure as well as roles and responsibilities, please refer to section IX - GOVERNANCE AND MANAGEMENT ARRANGEMENTS.

**Resources Required to Achieve the Expected Results**

<b>SECTORS</b>	<b>PACD Budget for Year 1- 2020 (in million)</b>
Rural Roads Infrastructure	<b>\$2.35</b>
Labour Saving Devices & Livestock	<b>\$0.64</b>
Rural Electrification	<b>\$1.00</b>
Rural portable Water	<b>\$0.64</b>
Sustainability of Services/Assets	<b>0.57</b>
Direct Project Cost & GMS	<b>\$0.60</b>
<b>Total</b>	<b>\$5.71</b>

**VI. RESULTS FRAMEWORK**

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Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: UNDAF - Outcome 1.1: Sustainable Economic Management; Outcome 2.5: Youth and Gender; Outcome 3.1: Agriculture and Food Security; Outcome 3.2 Natural Resources & Environment Management

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL		
Output 1 Baseline survey and sensitization	1. Baseline Survey	Baseline Survey Report	0	2020	1							Project M & E
	2. sensitization	Monitoring reports	0	2019	19							Project M & E
	1.1 No. of boreholes constructed.	Surveys, Evaluation report	N/A	2019	100%							Project M & E
	1.2 Proportion of households in the intervention areas having access to potable water	Surveys, Evaluation report	N/A	2019	5 mins.							Project M & E
	1.3 Waiting time to access water from the nearest water point	Surveys, Evaluation report	N/A	2019	100%							Project M & E
Output 2 Improved rural access to potable water	1.4 Level of satisfaction with access to portable water.	Surveys, Evaluation report	N/A	2019	Less than 10 mins.							Project M & E
	1.5. Time taken to travel to a portable water source	Surveys, Evaluation report	N/A	2019	2 500 HH							Project M & E
	2.1 Number of Households with access to electricity.	NAWEC/ monitoring reports	14%	2019	125 SMEs							Project M & E
	2.2 Number of operational SMEs (that use electricity).	Surveys, Evaluation report	N/A	2019	TBD							Project M & E
	2.3 Number of Megawatts transmitted and distributed	NAWEC data	3	2019	TBD							Project M & E
Output 2 Improved rural access to electricity	2.4 Number of projects for Solar Pay as you Go solar Energy units placed in villages from the private Sector that are funded.	Surveys, Evaluation report	0	2019	2							Project M & E

<b>Output 3</b> Improved rural road network	<b>3.1 Number of Kilometres of rural roads constructed.</b>	Monitoring reports	0	2019	30 Km	TBD in accordance with the feasibility study results				Project M & E	
	<b>3.2 Number of communities directly connected to the primary/secondary road network.</b>	Surveys	0	2019	35 Villages						Project M & E
	<b>3.3 Perceived community benefit from the roads constructed.</b>	Surveys	TBD	2019	TBD						Project M & E
<b>Output 4</b> Labour Saving Devices & Livestock											
<b>Output 4.1</b> Increased access to labour saving devices	<b>4.1.1 Number and type of labour saving devices distributed and operational.</b>	Monitoring reports	0	2019	20 devices	TBD in accordance with the feasibility study results				Project M & E	
	<b>4.1.2 Number of Households using labour saving devices.</b>	Surveys	TBD	2019	28 000 HH						Project M & E
	<b>4.1.3 Perceived community benefit from the labour saving devices.</b>	Surveys	TBD	2019	TBD						Project M & E
<b>Output 4.2</b> Enhanced access to improved exotic livestock breeds	<b>4.2.1 Number of dairy cows and goats provided to beneficiaries</b>	Surveys/Monitoring reports/Delivery notes	TBD	2019	100 Does 6 Bucks 100Cows 6 Bulls	TBD in accordance with the feasibility study results				Project M & E	
	<b>4.2.2 Hectares of pastures developed.</b>	WALIC	TBD	2019	1 Ha						Project M & E
	<b>4.2.3 Number of technicians and beneficiaries trained on improved animal husbandry practices</b>	WALIC reports/training certificate/attendance register	TBD	2019	115 Beneficiaries 4 Technicians						Project M & E
	<b>4.2.4 Average daily milk production in litres by type of animal.</b>	Surveys/Production records	TBD	2019	TBD		TBD in accordance with the feasibility study results				Project M & E

Output 5 Sustainability of Services/assets	5.1 Local asset management plans and budgets are available in areas where PACD is implemented.	Surveys and Project Reports	TBD	2019	All communities/villages where PACD is implemented has an Asset Management plan	TBD in accordance with the feasibility study results			Project M & E
	5.2 Amount of Revenue Generated from PADC Assets	Surveys and Project Reports	0	2019	Revenue generated cover the asset management plan budget	TBD in accordance with the feasibility study results			Project M & E

## VII. MONITORING AND EVALUATION

The project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output	Annually, and at the end of the project (final report)			

	level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

### **VIII. ANNUAL WORK PLAN**

*All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.*

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1			Funding Source	Budget Description	Amount (USD)
<b>Output 1: Baseline survey &amp; Sensitization</b>	<b>1.1 Baseline survey</b>	50,000.00					50,000.00
	<b>1.2 PACD sensitization</b>						
<b>Output 2: Improved rural access to potable water</b>	2.1 Preparation of tender documents for the construction of boreholes.						
	2.2 Advertise and recruit contractors.	597,784.40					
	2.3 Construction of boreholes.						
	<b>COORDINATION AND MONITORING: Coordination activities by DSPD and Geographic Information System (GIS) &amp; communication</b>	21,881.70					
	<b>Sub-Total for Output 2</b>	<b>619,666.10</b>					<b>619,666.10</b>
<b>Output 3: Improved rural access to electricity</b>	3.1.1 Procurement of equipment						
3.1 On-grid electricity access	3.1.2 Preparation of tender documents for civil work.						
Gender marker: 3	3.1.3 Advertise and recruit contractors.	692,150.41					

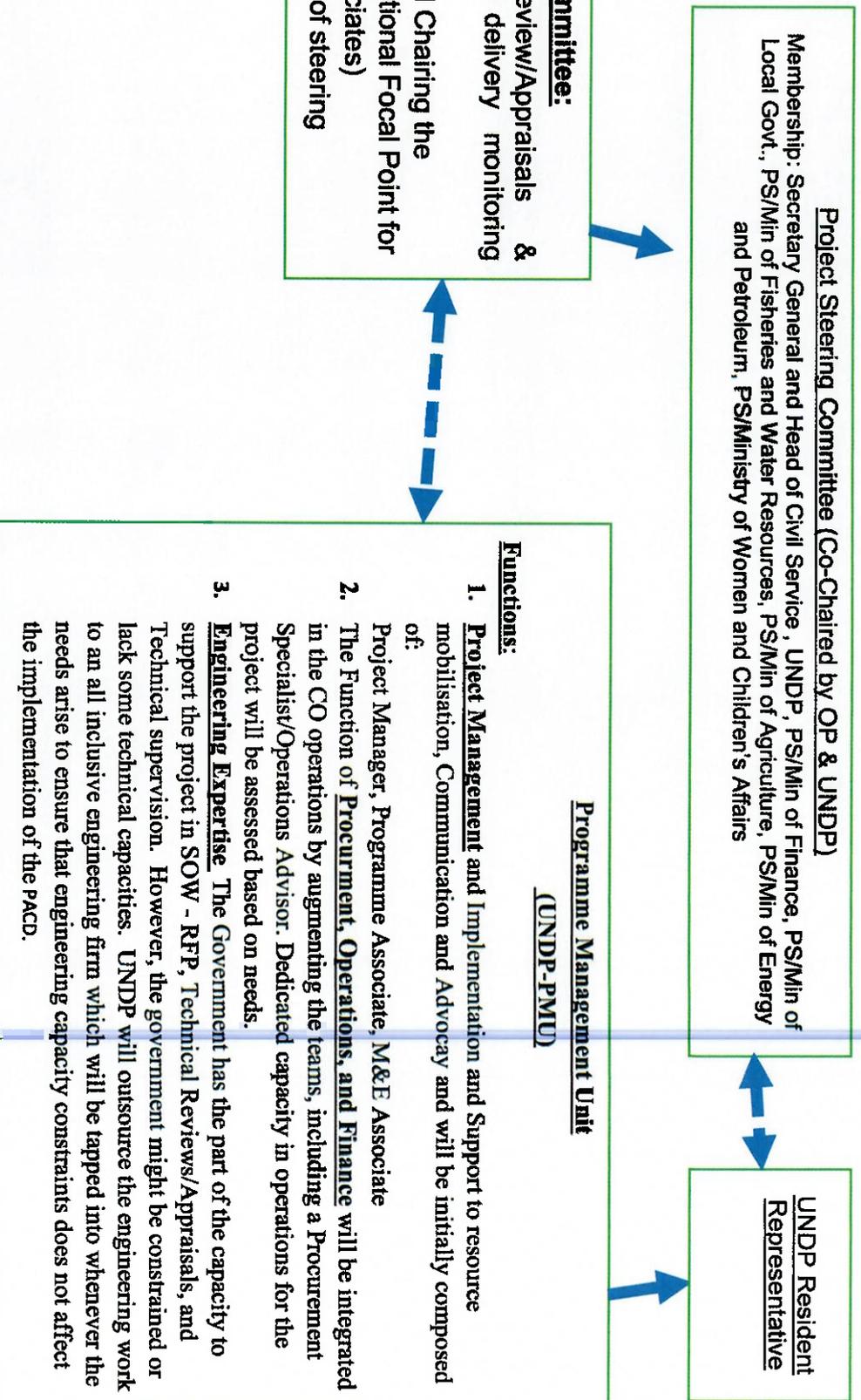
	3.1. Installation works						
	<b>Sub-Total for Output 3.1</b>	692,150.41					
	3.2. Private Sector investment in off-grid energy solutions is a viable option and awareness was spread to potential private sector Investors						
	3.2.1. Integrating approach for private Sector projects in Villages for Solar Pay as you go for off grid solutions	65,000.00					
	3.2.2. Derisking/Guarantee for Private Sector Investments	200,000.00					
	<b>Sub-Total for Output 3.2</b>	265,000.00					
	COORDINATION AND MONITORING: coordination activities by DSPD and Geographic Information System (GIS) & communication.	29,903.58					
	<b>Sub-Total for Output 3</b>	<b>987,053.99</b>					<b>987,053.99</b>
	4.1 Preparation of tender documents for the construction of roads.						
	4.2 Advertise and recruit contractors.	2,271,580.75					
	4.3 Construction of roads.						
	COORDINATION AND MONITORING: Coordination activities by DSPD and Geographic Information	82,950.45					
<b>Output 4 Improved rural roads network</b>							

	System (GIS) & Communication								
	<b>Sub-Total for Output 4</b>	<b>2,354,531.20</b>							<b>2,354,531.20</b>
<b>Output 5 Labour Saving Devices &amp; Livestock</b>									
<b>Output 5.1 Increased access to labour saving devices</b>	5.1.1 Preparation of tender documents for the procurement of labour saving devices.								
	5.1.2 Advertise and recruit contractors.	291,767.88							
	5.1.3 Distribution and Installation of labour saving devices								
	COORDINATION AND MONITORING: Coordination activities by DSPD and Geographic Information System (GIS)	10,168.15							
	<b>Sub-Total for Output 5.1</b>	<b>301,936.03</b>							
	5.2.1 Procurement of programme inputs								
5.2.2 Contracts for works and Services	329,927.91								
5.2.3 Dissemination of animals									
COORDINATION AND MONITORING: Coordination activities by DSPD and Geographic Information System (GIS) & Communication	12,628.82								
<b>Sub-Total for Output 5.2</b>	<b>342,556.73</b>								
<b>Output 5.2 Enhanced access to improved exotic livestock breeds</b>									

	<b>Sub-Total for Output 5</b>	<b>644,492.76</b>					<b>644,492.76</b>
<b>Output 6 Sustainability of services/assets</b>	6.1 Capacity building on asset management and asset management tools in for communities and local governments as well as financial management and revenue collection	150,000.00					
	6.2 Tools and IT equipment for the management of assets and revenue collection for communities and Local Governments	315,000.00					
	COORDINATION AND MONITORING: Coordination activities by DSPD and resources mobilisation	35,000.00					
	<b>Subtotal for Output 6</b>	<b>500,000.00</b>					<b>500,000.00</b>
<b>Total Outputs</b>							<b>5,155,744.05</b>
<b>Admin cost (Project management unit, DPC &amp; GMS)</b>	Activity 7: Project Management and DPC	415,489.2					415,486.2
	GMS (3%)	141,636.91					141,636.91
<b>TOTAL</b>							<b>5,712,867.15</b>

## IX. GOVERNANCE AND MANAGEMENT ARRANGEMENT

### GAMBIA PROGRAMME FOR ACCELERATED COMMUNITY DEVELOPMENT (PACD) MANAGEMENT STRUCTURE



## **INSTITUTIONAL ARRANGEMENTS**

The following institutional arrangement is put in place for the implementation and coordination of the PACD

(i) The Steering Committee, co-chaired by Office of the President and UNDP, will be responsible for strategic orientation of the programme. This Committee will comprise of the following stakeholders: Secretary General & Head of Civil Service and UNDP Resident Representative as co-chairs, Permanent Secretaries of Ministry of Finance and Economic Affairs, Ministry of Transport, Works and Infrastructure, Ministry of Lands and Regional Governments, Ministry of Agriculture and Natural Resources, , Ministry of Energy and Petroleum, Ministry of Women and Children's

Affairs and Ministry of Fisheries and Water Resources . The Director General of Department of Strategy, Policy and Delivery (DSPD) at OP will be the Secretary to the Steering Committee. Other institutions could also be invited for certain meetings based on the agenda including GCCI (Gambia Chamber of Commerce and Industry) and TANGO (The Association of Non Gouvernement Organisations) representatives, and GALGA (Gambia Association of local Government Authorities) ( ii) the Technical Committee, under the chairmanship of the Director of Delivery Unit, supported by a National Focal Point for PACD within the Delivery Unit and M & E Associate, will assist the Steering Committee in monitoring the technical implementation of the programme. The National Focal Point for PACD within DSPD serves as the interface between the PACD and the technical services of the Ministries involved in the implementation of PACD.(iii) the Programme Management Unit (PMU), to be housed in UNDP, will be responsible for the day-to-day management of the Programme under the supervision of the UNDP Resident Representative.

In the first phase of the programme, the PMU will be placed under the supervision of UNDP, which is responsible for programme implementation using its own procurement and financial management rules and procedures. The Project Management Unit will be mainly composed of a Project Manager, Programme Associates, and M&E Associates. Operations including Procurement and Finance will be through the country operations and based on workload dedicated operation personel could be hired exclusively for the project. The engineering will be done partly by the government where capacity is available along with an engineering firm with the requisite capacity that will cover any gaps and capacity constraints to ensure effective implementation.. The PMU experts will be recruited by UNDP. The Office of the Presiden through the DSPD, will mobilise and coordinate all Government experts whose expertise will be required to support the implementation of PACD.In addition , the DSPD will:

1. At the beginning of the project to take responsibility for the project preparatory activities which include the baseline (data collection survey, data analysis and creation of the project data base), sensitization in the rural regions targeted by the project, and also the national launching of the project.
2. Support the PMU to coordinate the engagement and liaise between the project management unit and various stakeholders (Government, beneficiaries, communities, etc.) on ongoing basis and convene regular/monthly meeting of the technical committee and quarterly meeting of the steering committee to coordinate implementation by the various stakeholders
3. Regularly monitor project implementation through project sites visits
4. Support the PMU in the monitoring and evaluation maintain a project data base on coverage of the populations/communities reached by the project
5. Support the PMU in communication, advocacy and resources mobilisations.
6. Report monthly on above activities

### **Project Monitoring**

The project implementation will be monitored by the Technical Committee, which will prepare quarterly progress reports on the physical implementation of the project. The project's achievements will be monitored through the logical framework indicators. The various technical Ministries involved in the PACD and the Steering Committee will regularly monitor the project's achievements in the field. In addition, within the framework of the IEC, documents (reports, photos, documentary films, etc.) will be prepared regularly during the various phases of the project to ensure good visibility of the actions. The information collected during project monitoring could, if necessary, be recorded in the sector monitoring and evaluation system of the various Ministries involved.

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## X. LEGAL CONTEXT

### Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## XI. RISK MANAGEMENT

### UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aa_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in

such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. *Choose one of the three following options:*

*Option 1:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

*Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option 3:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

**Special Clauses.** In case of government cost-sharing through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
  - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner will be set at 7%.
9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
  10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

## **POLITICAL AND OWNERSHIP RISKS**

A political risk may arise in case of change of the Government following the elections, although expected in two years. There may be also a low level of ownership by the local communities.

Regarding the changes that may occur after the elections, there is a low risk as the results of the first year of PACD will demonstrate that PACD is a model for development and no government will distance itself from a successful development path.

The involvement of the local government decentralized system will enhance local buy-in and ownership. This project is closer to the people and it will be implemented using a community driven approach that is expected to reinforce the local participation. Thus, the ownership by local communities shall not be a big issue as they are part of the process from the confirmation of the sites for PACD activities to the end of the implementation.

## **SOCIAL AND ENVIRONMENTAL RISK**

The National Environment Agency will be contacted to conduct a social and environmental impact assessment of the project.

## **COVID -19 RISKS**

The project supports national response, recovery and resilience building. However, the following risks related to COVID – 19 need to be considered;

### **Delayed implementation**

Due to outbreak of the COVID–19 pandemic, the Government of The Gambia declared a state of public emergency which prohibits public gatherings of more than 10 persons amongst other things. This impacts negatively on activities involving public gatherings and may not be implemented as planned.

### **Funding risk**

With the likelihood of more financial resources diverted to COVID -19 response and/or the potential decline in government revenue due to declining economic activities, the Government of The Gambia might not meet its financial commitments to PACD. This could result in some PACD activities not being implemented as planned.

### **Competition risk**

The closure of the borders of almost all the countries worldwide will limit international competition during the bidding, tendering and mobilisation of the project.

### **Supply chain risk**

The movement of goods and persons between countries is significantly affected during the COVID-19 pandemic period. While the travel of persons is completely frozen, the flow of merchandises is uncertain. The consequence is that the volatility of prices became high on the national market for imported goods with uncontrollable increases. For PACD, the concerned goods are mostly the cement, water pumps, electrical material and harvest machines. This situation presents two risks: first, substantial prices' increase for material will hinder the affordability of the planned quantities for PACD activities. Second, unsustainable supply of material can delay the works and may cause suspension of unfinished works.

Provided that borders are closed, the mobilisation of international experts where it may be needed will not be possible throughout the pandemic period. As long as the state of emergency will continue to be activated, the logistic for deployment of available experts and workers on the national market will be costly; thus diminishing the number of working days dedicated to PACD activities within the current budget.

Potential shortage of material and sustainable increases in costs of material and labour may cause insufficiency for the current PACD budget to fully cover all planned activities.

## **Mitigation**

For activities relating to communication with a targeted group of people, modern communication technology can be used to reach out to those targets. Other means such as TVs, radios, and/or social media platforms could be used to create awareness and other necessary communications.

The WHO guidelines of Social Distancing will be a KPI in the Contract Document to be observed by all contractors during the executions of works. The Project Monitoring Team and the Supervising Engineers will be tracking the full implementation of this KPI. Contractual Agreements will take into consideration potential delays in the implementation of works.

Taking into account the fact that the entire world is affected by the pandemic, innovative financing strategies and tools including Public and Private Partnerships (PPPs) will be explored to meet the potential funding gap. Project Management will engage MOFEA to ringfence the PACD allocations as per the Financing Agreement. Links with NGOs will be strengthened for advocacy and fund raising.

To ensure the best value for money, the Project Management will encourage all responsive potential bidders to participate in the tenders and partnership between local companies for labor and foreign companies for material.

The volatility of the prices will be mitigated by integrating in contracts the requirement to constitute stocks of required material at a relevant percentage beyond the level of a security stock before starting the execution of works. A permanent security stock of required material will be imposed to contractors throughout the contractual period. A provision for tolerance margin on prices variation will be introduced in contracts with services providers on the percentage of quantities that cannot be secured before the beginning of the works.

Most of the PACD activities will be implemented with the national expertise involving the high intensity labour force at community level. Wherever international expertise will be required, national bidders will be requested in solicitation documents to seek advisory partnership with foreign companies willing to transfer knowledge through communication technology and geographic information system (GIS) during the implementation.

Contracts will include a flexibility clause linked to the evolution of the state of emergency: Costs associated with the social distancing will be monitored and adjusted in accordance with the prevailing condition vis-à-vis the state of emergency.

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## **XII. EXIT STRATEGY**

### **6.1 Activities**

Representatives of communities that benefit from PACD developed infrastructures will be trained on basic infrastructure management and resources mobilisation for maintenance.

Sectorial Ministries and other Government technical institutions for which PACD activities fall within their respective mandates will take over the activities soon after the definite completion for ownership and maintenance purpose to ensure sustainability at community level. The community representatives will be involved in the hand over process. During the definite reception ceremony on the site of implementation, the realised works will be handed over in presence of local community representatives per component as follows:

- Component 1 – Rural Water: To the Ministry of Fisheries and Water Resources

- Component 2 – Rural Electrification : To NAWEC/Ministry of Petroleum and Energy
- Component 3 – Rural Roads Network: To NRA/Ministry of Works, Transport and Infrastructure
- Component 4 – Food Security: To locally identified active groups of beneficiaries under the coordination of WALIC/ Ministry of Agriculture, Department of Community Development/Ministry of Land and Regional Governance and Ministry of Women Affairs.
- Component 5: Sustainability of services. Component ensures the capacity of the ministries and beneficiary groups as well as tools and systems are provided for the sustainable management of the assets.

The hand-over report for each activity will be co-signed by UNDP, the Office of the President and the line Ministry.

## **6.2 Assets**

Assets purchased under PACD will be classified into two categories of equipments:

- **Equipment purchased to facilitate the implementation of activities in the field:** Assets in this category will be transferred to the institution/Ministry that will take over the activities for maintenance per component.
- **Equipment acquired for the project management unit:** Assets identified in this category will be transferred to the Departement in charge of PACD at the Office of the President.

Transfer of assets ownership will be organised at the end of the project. It will be materialised on existing UNDP template for asset transfer.

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## **XIII. ANNEXES**

- 1. Social and Environmental Screening**
- 2. Risk Register**
- 3. LPAC Minutes**