



**PROJECT DOCUMENT**  
**THE GAMBIA**

**Project Title:** Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty Reduction

**Project Number:** 00095078

**Implementing Partners:** Ministry of Trade, Industry, Regional Integration and Employment (MOTIE) is the key implementing partner and the following are sub implementing partners: Ministry of Youths and Sports (MoYS); Ministry of Finance and Economic Affairs (MoFEA); Gambia Investment and Export Promotion Agency (GIEPA); Gambia Chamber of Commerce and Industry (GCCII); Select Private Sector Institutions

**Start Date:** 01/10/2017      **End Date:** 31/12/2021      **PAC Meeting date:** 15/09/2017

Brief Description
<p>Poverty, inequality and exclusion continue to be major challenges in The Gambia with a disproportionate distribution of growth benefits between urban and rural areas; limited employment opportunities for youth and women. The Government of The Gambia (GoTG) has been committed to a private sector led policy programme to drive growth and development. However, policy implementation, especially over the last 5 years has been weak which retarded the achievement of development objectives. However, the recent change of government provides a fresh impetus for policy action.</p> <p>The United Nations Development Programme (UNDP) under its 2017-2021 Country Programme seeks to support the Government's drive for sustainable economic development by rolling out a package of measures aimed at reducing obstacles to enterprise development and expanding their productive capacities to support the realization of accelerated inclusive and sustainable economic growth as a means of reducing poverty and inequality of vulnerable groups, especially women and youth located in the poorest districts and regions of The Gambia. The project will focus on a mix of upstream policy &amp; regulatory interventions and downstream catalytic transformational interventions that will have a heavy dose of private sector participation, which will facilitate inclusive and sustainable growth.</p> <p>The project is in line with the national vision of private sector led growth as encapsulated in the country's long-term development plan, Vision 2020, the National Development Plan (2018-2021), the Sustainable Development Goals and the strategic priorities outlined in UNDP's strategy plans (2014-2017 &amp; 2018- 2021), the United Nations Development Assistance Framework (UNDAF): 2017-2021 and UNDP's Country Programme Document (CPD): 2017-2021. The project will contribute to result area one (inclusive economic growth and poverty eradication) of the CPD and is in alignment with UNDAF priority area one (governance, economic management and human rights).</p>

Contributing Outcome (UNDAF/CPD, RPD or GPD):  
***By 2021, accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups.***

Indicative Output(s):  
***Strengthening National and sub national institutions to achieve structural transformation of productive capacities that are sustainable and employment and livelihood intensive.***

<b>Total resources required:</b>	US\$: \$3, 700.600	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	US\$3.000, 000
	<b>Funding Gap:</b>	US\$500,000
	<b>Government Cash:</b>	US\$ 200,600
	<b>In-Kind:</b>	-
<b>Unfunded:</b>		

Government	UNDP	Implementing Partner
Name: <u>Isafiou Touray</u>	Name: <u>Ade Lekoetje</u>	Name: <u>NAPPIE Baery</u>
Title: <u>MINISTER</u>	Title: <u>UNDP Res. Rep.</u>	Title: <u>PS, MOTIE</u>
Signature: <u>[Signature]</u>	Signature: <u>[Signature]</u>	Signature: <u>[Signature]</u>
Date: <u>5/10/2017</u>	Date: <u>5/10/2017</u>	Date: <u>05/10/17</u>



Agreed by (signatures) :

## **DEVELOPMENT CHALLENGE**

The Gambia is classified as a least developed country (LDC), with a Gross National Income (GNI) per capita of US\$ 440 in 2016<sup>2</sup>. The country is also ranked 173rd out of 188 in the United Nations Development Programme's (UNDP) Human Development Report (HDR), 2015, with a score of 0.452— which puts the country in the low human development category. Accordingly, the incidence of poverty in The Gambia is very high, with the 2015 Integrated Household Survey<sup>3</sup> indicating that close to half of the population – 48.6% is estimated to live below the poverty line. The benefits of the little value generated in the economy, has been largely skewed to the urban areas with rural poverty estimated at 79.5%. Women and youth have also been disenfranchised economically, as evidenced by the fact that while the unemployment rate based on 2012 Labour Force Survey<sup>4</sup> was pegged at 29.2%, the rate is higher amongst women (38.3%) and the youth (38%). In addition, according to the 2015 Human Development Report (HDR), The Gambia remains one of the most unequal countries in the West African sub region with a gini coefficient of 0.451. Hence poverty, inequality and exclusion continue to be major challenges in The Gambia with a disproportionate distribution of growth benefits between urban and rural areas; limited employment opportunities for youth and women.

The development challenge outlined above indicates that the country has failed to deliver enough growth to galvanise enough sustainable livelihoods intensive employment to make a significant dent in the fight against poverty. The Government of The Gambia's (GoTG) policy orientation since signing on to the IMF sponsored Economic Recovery Programme (ERP) in 1985, has been anchored on a liberal agenda in broad consonance with international development framework as enshrined in the erstwhile Millennium Development Goals (MDGs) and its successor the Sustainable Development Goals (SDGs). At the heart of this policy path, is the private sector, which has been identified as being the driver of the country's economic development. This commitment is outlined in the country's long-term development plan launched in 1996, "Vision 2020", which has the ultimate goal of eradicating poverty and turning The Gambia into a middle-income country by 2020. These two anchors have guided the respective programme actions of Vision 2020, as outlined in its various supportive medium- term policy frameworks, the latest of which will be the soon to be debuted National Development Plan (NDP), which is to run from 2018-2021.

On an operational level, the key strategy thrust of policy and programming interventions of the private sector growth model have been centred on creating a more conducive enabling environment for enterprises (better policy, infrastructure) and supporting the development of the capacity of our Micro, Small, and Medium Enterprises (MSMEs), which several mapping studies<sup>5</sup> have confirmed make up over 99% of enterprises in The Gambia and are the main source of employment and livelihood for over fifty percent of the population. Hence these firms are going to be responsible for generating most of the growth required to meet the country's developments goals. The key areas of intervention within the SME growth matrix has, been recognized to be within capacity building and access to finance<sup>6</sup>. Interventions in this regard over the years have included the development of sector strategy and policy documents<sup>7</sup> and policy programmes like the UNDP sponsored EMPRETEC and Songhai projects. The Songhai project trained and created 165 jobs, of whom 55 young people in employment and many in self-employed oriented skills and transformed 256 hectares of land for productive use, with 40% of the project beneficiaries being women. The EMPRETEC project on the other hand trained 1,910 entrepreneurs, 120 business development advisors and provided business development services to 450 businesses while 12 trainers were certified as national trainers by UNCTAD<sup>8</sup>. The evaluation reviews conducted for these programmes indicate these and other programme achievements have laid a strong foundation for growth and sustainability.

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<sup>1</sup> Note: Adjust signatures as needed

<sup>2</sup>World Bank (2017). World Development Indicators.

<sup>3</sup>Gambia Bureau of Statistics (GBOS). Integrated Household Survey 2015/16, May 2017.

<sup>4</sup> Survey conducted by the Gambia Bureau of Statistics (GBOS).

<sup>5</sup>Abdou Njie (2013), and Sa Hel (2017).

<sup>6</sup>3 A's Solutions (2017). Resource Mobilization and Sustainability Strategy for EMPRETEC.

<sup>7</sup>MSME Policy in 2003; Updated MSME policy in 2014 and the MSME strategy 2012 – 2016; Private Sector Strategy (2015); The Entrepreneurship Policy (2016); Trade Policy (2011).

<sup>8</sup>GIEPA (2017). EMPRETEC Gambia Final Project Review, June 2017.



Despite clear gains from structural reforms, improved policy environments and sectoral programmes, there is broad consensus amongst government, the private sector and development partners including the UNDP that the results of the implementation of Vision 2020 have been mixed. The country's low economic and social development rankings attest to this. The 2015 HDR shows that while the country has made gains in indices like life expectancy at birth and social metrics, these gains are well below Sub-Saharan Africa (SSA) averages on aggregate. At the macroeconomic level, IMF's most recent country report<sup>9</sup> noted that even though the country has been able to record periods of growth between 6-7 percent, real GDP has been choppy over the last 20 years, resulting in an average growth rate of just 3.6%, below the Sub-Saharan Africa (SSA) average of 4.9% over the corresponding period. With just 3 years left to run before the end of the lifecycle of Vision 2020, the country's Real GDP Per Capita of USD469<sup>10</sup> as at 2016, is well below the USD1,250 per capita target of Vision 2020. Per the IMF's forecasts, real GDP will reach USD518 in 2020, still well off target if historical trends continue.

The mid-term review of PAGE I, the GoTG and UNDP identified a weak institutional framework for effective economic management and limited policy coherence, being the overriding retarding factors. Their review notes that PAGE's implementation revealed weak economic management, minimal alignment between priority areas and resources allocation, and low outcome-level results; further constricting growth, with a negative impact on poverty. This review further established that there was *a low level of private sector participation* in the country's economic transformation process, which was an overriding theme that held back growth and employment creation and has resulted in the continued marginalization of women and the youth.

Greater effort is therefore needed to address the challenges that continue to hamper the country's prospects for achieving inclusive growth and poverty reduction, including their root causes, as well as consolidate the gains registered through various interventions by GoTG, UNDP and other development partners.

This project will therefore concentrate on providing support to national and sub national institutions to enable the achievement of structural transformation of productive capacities that are sustainable and employment and livelihood intensive. The project is expected to also support greater private sector participation in the economic transformation of the country; harness linkages between skills development and exports; strengthen the linkages between the microfinance institutions and local communities. This is expected to lead to the realization of accelerated inclusive and sustainable economic growth as a means of reducing poverty and inequality of vulnerable groups, especially women and youth located in the poorest districts and regions of The Gambia. This will contribute to result area one (inclusive economic growth and poverty eradication) of the CPD and is in alignment with UNDAF priority area one (governance, economic management and human rights).

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## I. STRATEGY

Vision 2020 is supported by medium policy frameworks, the most recent of which is the Programme for Accelerated Growth and Employment 2012-2015, and extended to 2016. The development priorities outlined in PAGE I included investment in sustainable solutions in the areas of economic growth and employment; human capital development; social protection and infrastructure. The GoTG's successor plan to the PAGE is the National Development Plan (2018-2021), an advanced draft of which was ready prior to the change of government, has now been updated to reflect the priorities of the new administration, pending final validation and approval. Notwithstanding the final validation and approval, the expectation is that there will not be a significant divergence from the current policy path outlined by Vision 2020 and final draft NDP 2018-2021.

The United Nations Development Assistance Framework (2017-2021), mainstreams the international development agenda guided by the Sustainable Development Goals (SDGs), Agenda 2063 and national development priorities outlined in Vision 2020, and the NDP (2018 – 2021). The prioritization exercise established three priority areas of cooperation, which are: governance; economic management and human rights; human capital development; and sustainable agriculture, natural resources, environment and climate

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<sup>9</sup>IMF (June, 2017). The Gambia: IMF Country Report No. 17/179.

<sup>10</sup>IMF (June, 2017). The Gambia: IMF Country Report No. 17/179.5



change management. UNDP will support this agenda by continuing to leverage on its comparative advantage in economic and political governance, human capital development, poverty eradication and resilience development to implement the three main result areas in its Country Programme Document (2017-2021). These are: inclusive economic growth and poverty eradication; governance and human rights; environment and resilience.

The review of sectoral programmes like EMPRETEC and Songhai found shortcomings in the targeting of project beneficiaries, generating strong linkages between the project and relevant private sector operators and also a limitation in responding to economic realities and priorities<sup>11</sup>. Better linkages with the private sector would have resulted in better results amongst these dimensions. It was viewed that the repressive political environment was key source of private sector disengagement with policy programmes even on an operational level. The change in government then should provide a greater opportunity for private sector engagement.

Accordingly, the project will focus on a mix of upstream policy and regulatory interventions and downstream catalytic and transformational interventions skills and capacity development programmes. This will support the structural transformation of the productive capacities of the country so that they can generate sustainable livelihoods intensive employment for the population. It is expected that the planned activities during this project will contribute to addressing the problems of poverty exclusion amongst women and the youth in deprived areas and regions of the country by empowering MSMEs to create sustainable employment opportunities. The project will address the main shortcomings of the implementation of the last CPD/CPAP, with primary overriding themes being around roping in greater private sector participation in the transformation of the country and a focused approach on the target vulnerable groups of women and youth. Hence the project will seek to address macroeconomic enablers, especially with regard to supporting the development of private sector development and employment policies, and evaluating the performance of relevant policy frameworks, especially as regards their alignment with national development priorities. The project will also work to cement the gains from previous project cycle, especially flagship projects like Songhai and EMPRETEC. It will support the skills and knowledge development of entrepreneurs, but also work to provide better linkages with key private sector actors like ICT and financial institutions. The project will also work to develop the capacities of the institutions that are at the forefront in the design and implementation of skills and entrepreneurship develop interventions, with a focus on not only state actors, but non-state actors as well.

Accordingly, the 5- Year project will seek to achieve 3 broad outcomes:

1. Support the creation of an enabling environment for private sector development by supporting greater dialogue especially with regard to employment, livelihood creation and entrepreneurship;
2. Develop the capacity of the local entrepreneurs and enterprises for better productivity and competitiveness through training and skills development by building on the developments of existing interventions like EMPRETEC and Songhai; and
3. Support greater dialogue and sharing of knowledge and information between and the public, private sectors and CSOs including women and youth groups as well as linkages with the finance and the export sector.

The CPD will support and build on past country programme cycle achievements. However, the programmatic approach that UNDP will use in this new CPD framework will be more result-oriented with an emphasis on creating strong linkages with the private sector. Furthermore, the CPD takes cognizance of the fact that there are other development actors, including sister UN agencies like UNCTAD, UNCDF, UN-Women and ILO that are also implementing complementary programs within the targeted intervention areas. Accordingly planned interventions within the CPD will seek to have a more focused approach, which will be to design interventions targeted purposely at the groupings that have identified as being most disfranchised, the women and the youth.

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<sup>11</sup>3 A's Solutions (2017). Resource Mobilization and Sustainability Strategy for EMPRETEC.



## II. RESULTS AND PARTNERSHIPS

### *Expected Results*

*Overall goal and target: Improving the business environment, strengthening national capacities for employment creation and sustainable growth. The project will benefit several public institutions, private sector, CSO groups of youth and women. It will directly create 4000 jobs/livelihoods and indirectly impacting positively to over 16,000 people majority of whom will be women and youth.*

The planned interventions to be carried out by the project for each of the outcome areas outlined above are as follows:

***Outcome Area 1: Creating an enabling environment for inclusive and sustainable private sector development by supporting effective policy programming, especially with regards to employment and entrepreneurship.***

The project will carve out a niche for itself by focusing on supporting initiatives that are very gender and youth employment specific. Planned interventions in this outcome area will be concentrated on improving the women and youth employment policy environment by helping to develop new policy frameworks planned by the government, especially key ministries like Ministry of Trade, Industry and Employment (MOTIE), OVP and the Ministry of Youths and Sports (MoYS) and supporting the implementation of newly developed policy documents on entrepreneurship and private sector development strategy. Support will also be extended to government to conduct evaluation and reviews of employment and gender sensitive programming and planning.

Key relevant government policy programmes that are earmarked for support will be the respective approved action plans for the Employment, National MSME, Entrepreneurship and Investment policies with a focus on interventions that promote women and youth employment. Key thematic areas of planned interventions in support of the implementation of the respective action plans of the stated policy documents are:

- The development of strategic policies and programmes relative to employment and livelihood creation
- Strengthening capacities of key MOTIE units responsible for employment, Entrepreneurship and private sector development.
- Give focus to developing innovative skills especially within the technology and renewable energy sector.
- Support the process of creation of Entrepreneurship and Youth Innovation Funds by facilitating policy dialogue and supporting feasibility studies that will outline the processes and resources needed to operationalize such funds.

Another key component of this outcome area will be to support the development of studies and reports that are critical for creating knowledge to frame government policy but also help to inform investment decisions of private sector players in employment specific and livelihood intensive programme areas. Examples of such reports include:

- The preparation of the Gambia Bureau of Statistics (GBoS), second Labour Force Survey.
- Strengthening of Labour Market Information System (LMIS) that linked labour demand and supply.
- Updating MSME Mapping Study 2013.
- Support preparation of industry value chain reports in relevant industries deemed important by government and the private sector as being relevant to support employment for women and the youth.
  - The project will seek to prioritise engaging local service providers in conducting these industry reviews where possible to support the build out of local scale and capacity.
  - It is imperative that both the government and private sector operators have their input in deciding which sectors to be studied, hence these initiatives will be coordinated by MOTIE as the representative of government and GCCI as the representative of the private sector with support from the Project Management Unit (PMU).



The targeted beneficiaries of this initiative will include the financing institution operating in the country including the registered microfinance institutions. A significant number of companies and institutions can also be beneficiaries of this intervention, especially existing private sector operators who are looking to invest in different sectors of the value chains that will be targeted.

***Outcome Area 2: Developing the capacity of the local entrepreneurs and enterprises for improved productivity and competitiveness through training, coaching, advisory, mentoring and skills development by building on the developments of existing interventions including EMPRETEC and Songhai.***

In partnership with GoTG, other NGOs, private sector and other business development agencies, the project will proactively engage women and youth beneficiaries within past programmes like EMPRETEC and Songhai, companies and community-based organisations, through a training programme for entrepreneurship, business management and technical support, as well as post training support including mentorship programmes, networking and knowledge building and sharing. A rapid assessment will be undertaken to identify potential beneficiaries, partner NGOs and associations as well as focus districts. This will be done in partnership with front line actors like private sector and NGOs that are already working with entrepreneurs in the target areas so as to ensure optimal targeting of project beneficiaries. The project will give important focus to supporting NGOs, Individuals, and institutions that are supporting innovative skills, especially in relevant sectors like technology and renewable.

The project will adopt business management models focusing on existing and potential entrepreneurs, for skills development, mentorship and to accelerate enterprises establishment. A needs assessment and training plan for operating and establishment of new self-help groups will be developed, with special attention to people who are not literate. Continuous capacity development will be ensured by adopting modular training, offering refresher courses, internship, and mentorship by developing the capacity of established relevant institutions to sustain these activities. This will include key private and public sector institutions like the Management Development Institute (MDI), Gambia Technical Training Institute (GTTI). These institutions will also be assisted to mobilize resources to enable them to offer relevant, timely and professional training programmes to targeted project beneficiaries.

Another key focus of this outcome area will be to improve and consolidate the gains made by flagship projects like EMPRETEC and Songhai, with a focus on ensuring sustainability. With regard to the Songhai project in particular, the new project will look at the continuation of the youth training programme by training an additional 200 direct beneficiaries during this project cycle to incubate the continued growth of the chamen training facility. However, a key objective of this project will be to concentrate on localizing the programme and strengthening the local capacities, with the idea being to position previous programme beneficiaries to eventually take up the management of the programme. The project will focus mainly on the youth training programme which will enable youth to acquire marketable skills and sustainable livelihood. A follow-up tracer programme for all graduates will be established and also to track indirect beneficiaries living in local communities. The project will further strengthening national capacities for youth planning and efforts to ensure full participation of young people in national development.

With regard to the EMPRETEC, the project will support the outcome of the decision of the government and partners on project sustainability plan.

This component of the project programme will also seek to institutionalize skills development and entrepreneurship training by developing curricula for entrepreneurship training. It will also help to strengthen partnership with YEP and build capacities of key institutions like MDI/UTG and ECD that are involved in supporting capacity development programmes. Getting national trainers to national and international Master trainer levels to ensure sustainability of the EMPRETEC programme will be prioritized.

- ***Outcome Area 3: Support greater dialogue and sharing of knowledge and information between and the public and private sectors as well as linkages with the finance and the export sectors.***



The envisaged scope of interventions in this outcome area include providing resources for both public and private institutions focused on open dialogue between the public and private sector, but also those that are sharing knowledge and information relevant to the programme area through business roundtables, radio and television programming and other similar events.

To increase the impact of this initiative; the programme will look to support existing policy forums, business round tables, seminars, etc conducted by both state and non-state actors which can include private companies, youth and women's groups, clubs, business associations and NGOs. The project will seek to get engagements going with at least 30 of such institutions over the planned 5year project period.

The project will also seek to create better linkages with banks and microfinance institutions in particular to facilitate access to finance at a reasonable fee for women and youth. Banks and MFIs have a critical role to play to support the objective of the project given that they are front line actors that work with MSMEs. In order to create these stronger linkages, the project will seek to involve these actors directly in planned project programming through its governance structures. A key project intervention will be to support the capacity development components of the micro finance programmes that usually add to the cost of financing. Partnering with institutions like MFIs will help to support maximum outreach while at the same time reducing the cost of financing for beneficiaries. In simplistic terms, this intervention will exceed the 1,910 entrepreneurs trained and 1,713 jobs created by the EMPRETEC programme<sup>12</sup>. Given the current and planned activities of banks and MFIs with regard to operating group lending schemes, it is obvious that capacity building initiatives targeted at complementing the lending activities of these institutions could benefit up to 5,000 beneficiaries over the project cycle.

The project will also engage with financial institutions, inclusive of the commercial banks, development finance institutions such as the Social Development Fund (SDF), and MFIs to explore and develop packages for youth and women. This component will focus on:

- Developing strategies for inclusive financial systems that recognize both the market potential and the development opportunities to provide banking and financial services to emerging and existing enterprises promoted by women and the youth.
- Promoting innovative financing mechanisms to enhance the ability of financial service providers, including micro-finance institutions and commercial banks to provide access to SMEs in selected value chains.
- Building the capacities of MSMEs and supporting them to develop business plans and bankable proposals that are relevant to the requirements of local financiers to ease their ability to secure financing.

#### ***Resources Required Achieving the Expected Results***

- Resources required to implement the planned activities to achieve the expected results include human resource, equipment at a total cost of US\$3.7 million over the five-year period. This funding envelope will be covered by the UNDP and GoTG. Furthermore, these resources are expected to be complemented with private sector funding, especially in output areas that allow for direct private sector participation in project deliverables. Human resources cover personnel requirement including training at the level of the beneficiary institutions as well as staff of the project management unit and technical consultants that may be hired to deliver specific services. Material requirements comprise operational equipment, software and logistics required to facilitate project implementation.

#### ***Partnerships***

Traditional partners that work in the realm of private sector development and entrepreneurship include the European Union (EU), the International Fund for Agricultural Development (IFAD), the World Bank (WB), African Development Bank (AfDB), UNCTAD, UNCDF, UN-Women, ITC and ILO. UNDP will therefore seek to complement, collaborate and partner with these institutions for greater effectiveness and impact on the ground, while avoiding unwarranted duplication and waste of scarce

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<sup>12</sup>GIEPA (2017). EMPRETEC Gambia Final Project Review, June 2017.



resources. For this purpose, in rolling out its interventions, UNDP will leverage on its comparative advantage in capacity building, use its convening power in mobilising partners for effective policy dialogue, promote south-south cooperation in support of government's development agenda and attempt to complement these resources with that of the private sector by devising project activities that maximize collaboration on shared objectives. The project will support innovative forms of dialogue to create more space for non-state participation in employment and livelihood creation opportunities.

Project implementation agencies within government include MOTIE, MoYS, the Ministry of Finance and Economic Affairs (MoFEA), the Gambia Investment and Export Promotion Agency (GIEPA). Another key partnership is with the Gambia Chamber of Commerce and Industry (GCCCI), which represents the broadest grouping of private sector players in the country. UNDP will seek to engage these institutions as implementing partners for some planned interventions while it is also envisaged that the Project Management Unit (PMU) for this project will be domiciled at MOTIE.

### ***Risks and Assumptions***

- The key risk factors in the execution of this project will be in line with the key assumptions of the project. These are:
  - A stable external environment and internal political and economic environment;
  - Sustained structural reforms;
  - Availability of timely and quality data;
  - Availability of resources and capacity of institutions to absorb them;
  - Government sustained commitment to set policy path;
  - Economic growth faster than population growth; and
  - National ownership.
  - Sustained private sector commitment.
  - Climate Change

A full risk log attached as an annex to this document outlines how the key risk factors will be mitigated.

### ***Stakeholder Engagement***

- The key stakeholders will be the beneficiaries of this programme include: the vulnerable women and youth in selected poorest districts and regions of the country; the beneficiaries of EMPRETEC and Songhai projects; MSMEs in target areas and institutions that provide capacity building programmes with linkages to the project objectives. The strategy to engage these groups will be to firstly leverage on key project stakeholder institutions that have a point of entry to and with these groupings. These include, GIEPA, MoYS, MoTIE, EMPRETEC Project Management Unit, microfinance institutions, development finance NGOs and banks.

Consultation workshops will also be conducted with identified stakeholder groups to increase outreach and this will be complemented by a media outreach strategy that leverages on social media.

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

UNDP will seek to explore South-South and Triangular Cooperation where possible and necessary, by allowing for sharing of best practices, exchanges, study visits and provision of technical assistance personnel from countries in Africa and the South. Where it makes economic sense to bring a technical assistant to conduct training on the ground. However, the project will by design seek to maximize the use of local capacity in project implementation, especially within the private sector of the country. This will be especially relevant for activities related to development of entrepreneurship and training curricula is concerned. The first point of call for workable models successfully implemented elsewhere will be in countries within the West- Africa sub-region in particular. Avenues for cooperation will also be explored in areas on the African continent that have achieved great success in expanding access credit to women and the youth through microfinance, with East Africa being a particular area of interest.



### ***Knowledge***

- The implementation of the project will be the last under the auspices of Vision 2020. Hence a key activity over this period will be in preparing the vision, macro, and micro level policies of the country's next development plan. Hence it is imperative that the project activities impact on macro level objectives by helping to create insights and data that are going to help inform policy programming after the conclusion of Vision 2020 and NDP 2018-2021, especially with regard to private sector development and entrepreneurship development. Hence a key feature of project management will be to devise an activity plan in consultation with national planning objectives that will make it possible to conduct regular surveys of key input variables of the planning process as outlined by the government institution that will be responsible for development planning. This will be complemented with mid-term and final evaluation reviews of the project. It is believed that the active participation of private sector operators who are closer to the markets, will provide better inform baselines to better shape policy.

### ***Sustainability and Scaling Up***

- The model for sustainability is hinged on promoting enough linkages with the private sector to ensure that a host of the project outcomes are championed and maintained by the private sector through its own resources. The involvement of the private sector in project activities will help them develop capacities that will put them in a better position to drive development policy in the future and slowly narrow the activities of government to areas of its competitive advantage. This will help to ensure that government is in a position to fund its operations owing to leaner more effective approach, while the private sector grows to enough scale to be able to increase investments in targeted intervention areas.

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## **III. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The Project Management Unit of the project will be responsible for ensuring that the allocated resources for the Annual Work Plan are utilized effectively in funding the envisaged activities. It shall have a tracking system that it will maintain records and controls for the purpose of ensuring the accuracy and reliability of the Annual Work Plan's financial information. The tracking system in place shall ensure that envisaged disbursements are within the approved budgets. The tracking system shall track the disbursements and the commitments besides capturing expenditure records through direct payments and support services made by UNDP on behalf of the Implementing Partner. In managing the Annual Work Plan resources, the Implementing Partner has fiduciary and compliance responsibilities to UNDP. It also has compliance responsibility for UNDP's reporting procedures.

The proposed approach of the project will help to ensure private sector participation in project and complement the resources of the private sector in programme operations. This is expected to be a significant avenue to achieve maximum results with available resources.

### ***Project Management***

The project will be implemented under a light project management modality with Project Management Unit (PMU) domiciled at MOTIE will coordinate the relationships with the identified Implementing Partners in this project, with support from other Responsible Parties/ Agencies that will include UNDP, MOTIE, MoYS, Ministry of Finance and Economic Affairs (MoFEA). The PMU will manage and co-ordinate the activities of this project with technical advise and project assurance from UNDP, G EPA and GCCI. The PMU will report to UNDP and the partner government agencies on the production of outputs, achievement of objectives and the use of resources provided by UNDP. Accordingly, the PMU will follow UNDP systems and procedures with regard to guidelines on accounting, financial reporting and auditing and shall be responsible for maintaining records on all implementation actions, including financial records to the extent possible that they do not contravene UNDP financial rules and regulations.

UNDP will support the implementation of this programme, particularly in the areas for strengthening national implementation support capacity within the PMU. It will provide support services in the



recruitment of staff and in the training and monitoring and will work closely with the PMU to ensure policy direction, guidance and technical support to the project.

A Project Steering Committee (PSC) not to exceed 10 members comprising of MoTIE as chair; UNDP as co-chair and, MoYS, MOFEA, GIEPA, GCCI, Women's Bureau and select members of the private sector as members will be established. Other stakeholders may be added as the project evolves. Its main function will be to provide overall oversight of the project, review and approve project work plans and budgets, establish and strengthened linkages and coordination with partners, ensure quality and track project progress. A small technical and advisory committee will be constituted bearing in mind key skills and expertise required by the project. This committee will serve as advisory body to the PSC.

### **M&E Framework for the Project**

- Monitoring is a continuous function that aims primarily at providing management and main stakeholders of a country programme or a project with early indications of the progress, or lack thereof, towards delivering intended results. In accordance with the programming policies and procedures of the UNDP, the project will be monitored through the following:

#### Within the Annual Cycle

- ✓ On a quarterly basis, a quality assessment shall record progress towards the completion of key results.
- ✓ An Issue Log shall be activated and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- ✓ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation.
- ✓ Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Steering Committee.
- ✓ A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project. This will also be shared with stakeholders to enhance learning and improve project performance.
- ✓ A Monitoring Schedule Plan shall be created and updated to track key management actions/events. In order to monitor the progress on the selected indicators, a monitoring and evaluation framework consistent with the project plan shall be developed, and updated on quarterly basis.

#### Annually

- ✓ An Annual Review Report shall be prepared by the Project Manager and shared with the Steering Committee. It should include both narrative results reporting and financial reporting.
- ✓ Donor reports as required by the donors participating in the project.
- ✓ In addition to the project monitoring and evaluation processes in the project, it is planned to have a mid-term project evaluation to review the project progress and track to achieving project objectives. Results of this evaluation will be used to update lessons learnt and reprogramming. On project completion, a final project evaluation will be undertaken through an independent consultant to assess the impact of the project and draw lessons learnt.

Overall management as well as monitoring and evaluation of the integrated programme will follow standard monitoring and evaluation procedures described in the UNDAF 2017-21 Action Plan.



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#### IV. RESULTS FRAMEWORK<sup>13</sup>

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<sup>13</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understands the results of the project.



**Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:**  
By 2021, accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups.

**Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:**

Indicator 1.1.1.1. Baseline: 3 sectoral; 0 regional strategies - Target: 6 sectoral; 4 regional strategies

Indicator 1.1.1.2. Baseline: 2 central; 2 urban; 0 rural - Target: 2 central; 3 urban; 6 rural

Indicator 1.1.3. Baseline: 700 men; 600 women: among which 600 must be youth; People with Disability 0: Total: 1,300 - Target: 2,000 men; 2,000 women: among which 1,500 must be youth and 100 be people with disability: Total: 4,000

**Applicable Output(s) from the UNDP Strategic Plan:** Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor and excluded.

**Project title and Atlas Project Number:**

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>1,4</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5		FINAL
Output 1 National and sub national institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihoods-intensive.	1.1 Number of gender-sensitive strategies, in place at the national and sub-national levels to generate and strengthen employment and livelihoods.	Annual Project Reports	3 sectoral ;0 regional strategies	2016	0	1	1	1	1	1	Surveys, M&E Reports
	1.2 Number of schemes that expand and diversify the productive base.	Project Reports	0 central; 2 urban; 0 rural	2016	0	1	0	1	1	0	Surveys, M&E and Sectoral reports
	1.3 Number of new jobs and other livelihoods generated, disaggregated by sex and age.	National Accounts, Labour Force Surveys	700 men; 600 women; 600 youth	2016	150	500	550	550	550	250	250
					100	250	300	250	250	100	
					10	20	30	30	30	10	



## V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, 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)
<b>Track results progress</b>	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.	PMU, UNDP	xxx
<b>Monitor and Manage Risk</b>	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.	PMU, UNDP	xxx
<b>Learn</b>	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.	PMU, MoTIE, UNDP	xxx
<b>Annual Project Quality Assurance</b>	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.	UNDP	xxx
<b>Review and Make Course Corrections</b>	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.	PMU	xxx
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-	Annually, and at the end of the project (final report)		PMU	xxx



	defined annual targets at the output 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.	Specify frequency (i.e., at least 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.				

**Evaluation Plan<sup>15</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation	UNDP,	Growth and development are inclusive and sustainable incorporating productive capacities that create employment and livelihoods for the poor and excluded.	By 2021, accelerate inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups.	xxx	MOTIE, MoYS, MOFEA, GIEPA, GCCI	xxx

<sup>15</sup> Optional, if needed



## VI. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
<p><b>Output 1:</b> Creating an enabling environment for inclusive and sustainable private sector development by supporting better policy programming, especially with regard to entrepreneurship and employment.</p>	<p>1.1: Conduct reviews and formulate policies and strategies; <b>employment</b>, Industrial, Trade, Youth and</p>	15,000	40,000	35,000	25,000	15,000	MoTIE/MoYS			130,000
	<p>1.2. Need to assess employment mainstreaming on the national budget to figure out government participation on macroeconomic and sectoral plans and programs,</p>		35000	10000			MoTIE			45,000
	<p>1.3 Support the integration of Entrepreneurship training into higher education curriculum.</p>		40,000				MoTIE/MoHERST			40,000







1.11: Conduct a national MSME mapping/survey	35000			MoTIE/GIEPA	35,000
1.12: To commission a study on establishment of growth centers to enhance decentralization and local economic development.	35000			MoTIE/MoLG	35000
<b>TOTAL OF OUTPUT 1:</b>					
<b>Output 2:</b> Developing the capacity of the local entrepreneurs for improved productivity and competitiveness through training and skills development by building on the developments of existing interventions like EMPRETEC and Songhai.	2.1 Support the on-going ETWs and BDS provided by EMPRETEC programme.	150,000	80,000	GIEPA	270,000
	A); Support South-south cooperation to qualify at least 4 for national and international trainers, follow-up and mentoring of entrepreneurs.	140,000	40,000	EMPRETEC	200,000
	B): Conduct a tracer survey of Empretec.	10,000			10,000
<b>TOTAL OF OUTPUT 1:</b>					



C): Conduct a review and documentation on the successes of the beneficiaries.	10,000	5,000	90,000	90,000	50,000							15,000
2.2 Support the training of at least 200 youth in diverse marketable skills at Gambia Songhai Center.	50,000	90,000	90,000	50,000								280,000
2.3: Support south-south cooperation by providing technical experts to the center (institutional contract).		80000	80000									160000
2.4: Provision of technical assistance UNV-Youth Planner.		50000	50000									100000
2.5: Conduct a tracer study on the graduates and mapping exercise of the local beneficiaries.		30000										30000
2.6: Support strong linkage between the center and graduates through mentorship and establishment of a database.		25000	25000	15000								65000



2.7: Develop the resource mobilization framework for consolidation and expansion.	20000	20000	20000	20000	20000	20000	MoYS	40000
	2.8 strengthen GTTI and other institutions for technical and vocational training and MDI for entrepreneurship development training.	20,000	50,000	50,000	50,000		GTTI/MDI	120,000
	2.9 Provide support to NGOs, CSOs, individuals, providing innovative skills training programmes with a greater focus on the technology and renewable sector.	25,000	35,000	35,000	35,000	35,000	GCCI, PMU	165,000
	2.10: Strengthen quality control, standard, packaging and labeling at Incubation Center- GIEPA and GCCI.		25,000	25,000	25,000	25,000	MOTIE, TGSB, GCCI and FSQA	100,000
	<b>Sub Total Output 2:</b>							<b>1,535,000</b>
Output 3: Support better policy programming and implementation by promoting greater dialogue and sharing of knowledge and information between and the public and private sectors as well as linkages with the finance and the export sectors.	20,000	20,000	20,000	20,000	20,000	20,000	MoTIE, GCCI, MoYS,	80,000
	3.1 Organise periodic public/private dialogue forums, particularly on employment, youth and women issues through business roundtables, radio and television programming and other similar events							





3..5 Support youth initiated dialogue and conference, (NAYCONF)	35000	25000	25000	25000	20000	20000	25000	25000	25000	NYC	85000
3.6 Support the follow up recommendations on Youth Connectt.	10000	25000	25000	20000	20000	20000	20000	20000	20000	UNDP/NYC	100000
3.7 Support capacity building programmes/ trainings	10,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	MoTIE, Select MFIs and Development Finance NGOs	110,000
3.8 Capacity strengthening of GCCI in areas of advocacy and business product development.	10000	20000	20000	15000	15000	15000	15000	15000	15000	MoTIE, selected MFIs and Dev't Finance, NGOs	80000
3.9 Provide support to PENDA/ ENSA -Platform for Employment Network, Dialogue and Advocacy.	5000	10000	10000	10000	10000	10000	10000	10000	10000	MoTIE	45000
<b>Sub-Total for Output 3</b>											
Project management support including salaries, services (audit, training), goods and operational Including monitoring and evaluation.	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	PMU	325,000
<b>Effective Project Management Support</b>											



Direct Project Cost	61120	61120	61120	61120	61120	61120	61120	61120	61120	305600
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TOTAL									3,700,600
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## VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The overall execution of the project will be managed by a Project Management Unit that will be working out of the offices of MOTIE. In order to keep with the theme of promoting private sector participation in the project, the PMU team members will be drawn from resource persons from the private sector with the needed experience in project management, and relevant experience in the thematic areas of the project including cross cutting issues. The PMU will adopt a light structure comprising of a Project Manager. He/she will manage project activities under the supervision of the Board. He/she will also act as secretary to the Board. The Project Manager's detailed responsibilities will be detailed in a Terms of Reference (ToRs) in the annex, which will include:

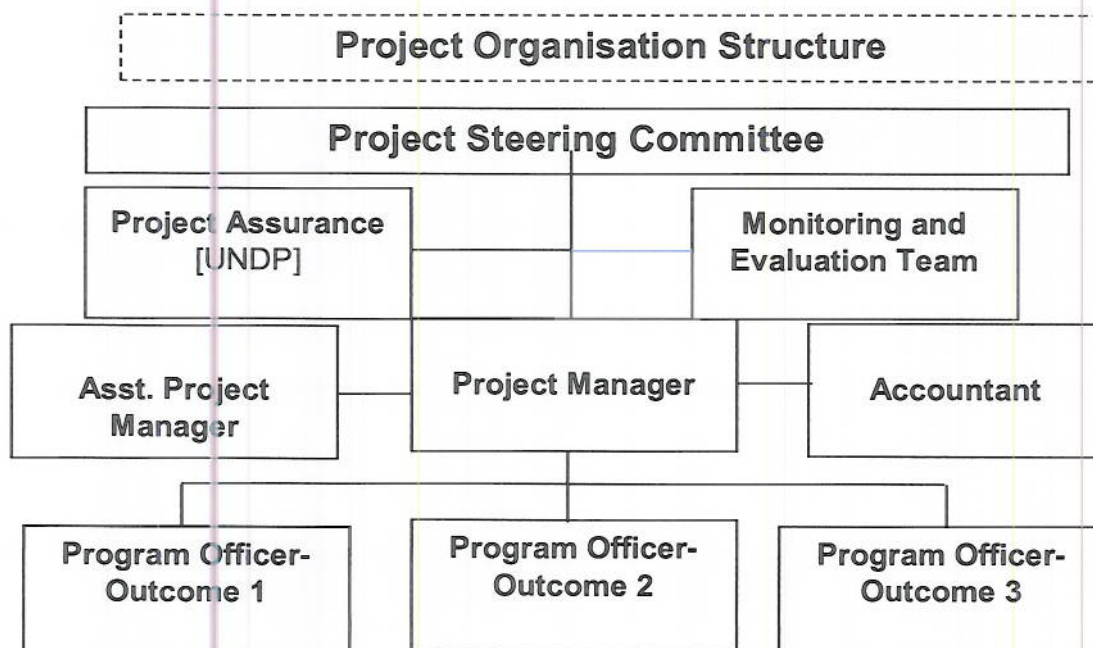
- Coordination and monitoring of activities,
- Day to day manage of the project;
- Preparation of progress reports and budgets;
- Prepare detailed guidelines for planned project activities;
- Manage project activities being implemented by the different implementing agencies.

The project manager will be given technical support by technical partners which will include UNDP, GIEPA and GCCI.

Overall governance for the project will be provided by the Project Board, which will be no more than 10 members, with decisions made by consensus. It will double as the Project Steering Committee. It will be comprised of representatives of UNDP and the Implement Partners for the project, namely; MOTIE, MoYs, MoFEA, GIEPA, GCCI: Women's Bureau Select private sector members (Banks, MFIs or Bankers Association).

The Board will meet every month and their responsibilities will be guided by UNDP's programmes and operations policies. Their role will include providing oversight, strategic policy review and recommendations and approval of monthly work plans and corresponding budgets. A representative from MOTIE will chair the Board, with the UNDP rep co-chairing. The Board will be supported by a project assurance mechanism by UNDP.

The diverse nature of planned interventions will include the implementation of project activities from three broad groupings; Government, Government Agencies, Private Sector Operators. The Project manager will set the parameters for the different activity programmes to be approved by the Board, and coordinate the activities in partnership with the Implementing Agencies.





## VIII. LEGAL CONTEXT AND RISK MANAGEMENT

### LEGAL CONTEXT STANDARD CLAUSES

#### 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.”

#### Option b. Where the country has NOT signed the [Standard Basic Assistance Agreement \(SBAA\)](#)

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

#### Option c. For Global and Regional Projects

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAA for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the agency (name of agency) (“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.

### RISK MANAGEMENT STANDARD CLAUSES

#### Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) 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;
  - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. 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 Implementing Partner’s obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>16</sup>.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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

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<sup>16</sup> Use bracketed text only when IP is an NGO/IGO



[http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

4. Consistent with UNDP's Programme and Operations Policies and Procedures, 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>).
5. The Implementing Partner shall: (a) conduct project and program-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 program 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.
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.

#### **Option b. UNDP (DIM)**

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>17</sup> [UNDP funds received pursuant to the Project Document]<sup>18</sup> 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/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (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. 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.

#### **Option c. CSO/NGO/IGO**

1. Consistent with the Article III of the SBAA [*or the Supplemental Provisions*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) 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;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. 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 Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>19</sup>.

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<sup>17</sup> To be used where UNDP is the Implementing Partner

<sup>18</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

<sup>19</sup> Use bracketed text only when IP is an NGO/IGO



3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, 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>).
5. The Implementing Partner shall: (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.
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.

**Option d. UN Agency other than UNDP**

1. [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds]<sup>20</sup> [UNDP funds received pursuant to the Project Document]<sup>21</sup> 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/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (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. 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.

**Option e. Global and Regional Projects (under UNDP implementation/DIM)**

1. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) 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; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. 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 this agreement.
2. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with

<sup>20</sup> To be used where UNDP is the Implementing Partner

<sup>21</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner



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/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (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. 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.

## IX. ANNEXES

### Annex 1: Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	A stable external environment and internal political and economic environment.	2017 Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty Reduction (2017-2021)	<b>Environmental &amp; Political</b> Economic  Political Instability	The risk would bring the whole project to a halt. P = 3 I = 6	The economic management of the Gambia is in line with tried and tested programming framework as supported by institutions like the IMF, WB, etc.  The recent change of government in The Gambia is a testament to a developing democracy which is supported by important regional and international players like ECOWAS, the African Union and the UN.	GoTG	UNDP		



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
2	Sustained structural reforms	2017 Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty Reduction (2017-2021)	<b>Political</b> Political Will	The risk would impede the required direction and monitoring. P = 3 I = 4	Reform Programme is on the agenda with a new government that has a lot of impetus to deliver results.	GoTG	UNDP		
3	Availability of timely and quality data;	2017 Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty Reduction (2017-2021)	<b>Operational</b> Project Management Process Efficiency	The risk would impede the required cooperation between implementing partners and required direction and monitoring. P = 3 I = 4	Ensure that programme staff have the right level of subject, operational and strategic competence to drive deliverables with implementation partners.  Supporting the creation of output data on project initiatives is a key deliverable of this project in support of the development of a new development plan for the country. Hence the project management unit will be required to operationalize systems and process that are to support the generation of relevant and quality data.	Project manager	UNDP		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
4	Availability of resources and capacity of institutions to absorb them	2017 Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty Reduction (2017-2021)	<b>Financial &amp; Strategic Funding</b>  Leadership & management	The risk would affect project effectiveness P=2 I=3	UNDP has funds and will mobilise with other partners;  Change of dictatorial government has created space for state and not state actors to contribute to socioeconomic objectives.	Project Manager	UNDP		
5	Government sustained commitment to set policy path	2017 Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty Reduction (2017-2021)	<b>Political &amp; Strategic</b> Political Will Partnerships failing to deliver	The risk would impede the required direction and monitoring. P = 3 I = 4	Reform Programme is on the agenda with a new government that has a lot of impetus to deliver results.	GoTG			
6	Economic growth faster than population growth	2017 Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty Reduction (2017-2021)	<b>Other</b> Population pressures	Failure to deliver development outcomes  P=3 I= 2	Real GDP has historically outperformed population growth.	GoTG			
7	National Ownership	2017 Support to Entrepreneurship and Private Sector Development for Inclusive Growth, Employment Generation and Poverty	<b>Strategic</b> Leadership and management	P=3 I= 5	New government and improved democratic environment provides fresh impetus to perform. Improving regional economic and political management	GoTG			



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
		Reduction (2017-2021)			and governance provides added pressure point for state and non state actors to deliver.				