



Annual Consolidated Projects Report (2019)
Projects Coordination Unit
Ministry of Finance and Economic Affairs – The Gambia

Acronyms:

AF	Additional Financing
ASYCUDA	Automated System for Customs Data Administration
CEO	Chief Executive Officer
CSDRMS	Commonwealth Secretariat Debt Recording & Management System
CRVS	Civil Registration and Vital Statistics
DPPP	Directorate of Public Private Partnership
FIU	Financial Intelligence Unit
GBOS	Gambia Bureau of Statistics
GCCI	Gambia Chamber of Commerce and Industry
GDP	Gross Domestic Product
GIEPA	Gambia Investment & Export Promotion Agency
GoTG	Government of The Gambia
IFMIS	Integrated Financial Management Information System
IHS	Integrated Household Survey
ICT	Information Communication Technology
IT	Information Technology
MoFEA	Ministry of Finance and Economic Affairs
MSMEs	Micro Small and Medium Enterprises
NAO	National Audit Office
NDP	National Development Plan
NRS	National Record Service
PCU	Projects Coordination Unit
PMO	Personnel Management Office
PSC	Project Steering Committee
SDF	Social Development Fund
SOE	State Owned Enterprises
UNCTAD	United Nations Conference on Trade & Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WAIFEM	West African Institute for Financial and Economic Management

Message from the Project Coordinator

As projects deal with uncertainties, the need for reporting becomes integral element of project management. Thus, it is incumbent upon the Projects Coordination Unit (PCU) like any other similar set-up to provide periodic project implementation progress reports to stakeholders. This is one of those reporting obligations for the PCU and has always been met and on a timely basis.



This Consolidated Annual Project Report for 2019 contains progress of achievements and challenges encountered in the execution of the respective projects for the reporting year. The PCU achieved some measurable progress in the implementation of the projects under its purview by unlocking some critical problems particularly on procurement related matters that impacted on the performances of the projects. The achievements for the year under review could not have been registered without the dedication of the entire PCU Team and cooperation of stakeholders. That is, because the Team focused on the challenges as a way out to deliver results into ultimate meaningful accomplishments. The PCU coined a motivational slogan called “Results Without Borders” which yielded dividend in the course of implementing activities.

The Annual Project Report covers the following projects

- Integrated Financial Management Information System (IFMIS) Project
- Institutional Support for Economic and Financial Governance (ISEFG) III Project
- Inclusive Growth Promotion and Institutional Support Project (IGPISP), and
- Economic Management Project (EMP)

The main purposes of the report are to;

- Provide update to stakeholders on the execution progress of the projects;
- Keep track of the utilization of funds to ensure they are used for the purposes intended;
- Support the Management in decision making process particularly in the process of addressing challenges.

The feedbacks and comments from stakeholders have been at all times welcomed and hope the report serves its intended purposes.

1.0 Overview of Current Projects:

This chapter seeks to give a synopsis of the existing projects that the PCU managed and executed during the reporting year through Implementing Partners (i.e **Ministries, Departments and Agencies** - MDA's).

In 2019, The Projects Coordination Unit of the Ministry of Finance and Economic Affairs continue to manage four projects funded from three different donors namely; World Bank (WB), African Development Bank (AfDB), and the United Nations Development Programme (UNDP). These Projects are; Integrated Financial Management System (IFMIS), Institutional Support for Economic and Financial Governance (ISFEG) III, Inclusive Growth Promotion for Institutional Support Project (IGPISP), and Economic Management Project (EMP).

The overarching objectives of these projects include but not limited to enhancing efficient public resource management, domestic resource mobilization, private sector development, institutional capacity strengthening for inclusive growth and poverty reduction. In achieving these objectives, the PCU continue to deliver through Implementing Partners across Ministries, Departments and Agencies.

2.0 Project Performance

This chapter explicitly highlight projects (IFMIS, ISFEG, IGPISP, and EMP) strategic focus and attainments registered under the reporting period. In doing this, major undertaken project activities and results delivered per project and the extent to which those activities contributed in achieving individual projects strategic objectives are outlined.





Similarly, major challenges limiting delivery in performance and lessons learned during the reporting period have been highlighted on the one hand.

Delivery in budget execution (planned vs. actual) for the respective projects have been analysed using administrative data for the reporting year. The analysed results are presented in charts and interpreted as can be referenced below.

2.1. Integrated Financial Management Information System (IFMIS) Project

The IFMIS Additional Financing Projects (I & II) which are World Bank funded are to strengthen Government capacity in public finance management. Both projects have a total cost of US\$10 Million with an initial implementation period of five years (Jan. 2014 – Dec. 2018). Of the 8 components of the project, 4 of them (2, 3, 4 and 7)¹ were successfully executed before December 2018. However, the implementation period is extended from December 31st, 2018 to November 30th, 2020 to allow successful implementation of the remaining activities such as IFMIS upgrade and interfaces with the Central Bank System for Electronic Funds Transfer and CSDRMS Meridian for Debt management.

The project components executed during this period are as follow:

-  Component 1: Support for IFMIS Rollout, Interfaces & System Training
-  Component 5: Project Management
-  Component 6: Support to National Statistical System
-  Component 8: Support to State Owned Enterprise Reforms

During the year under review, the Project has achieved the following high-level results.

- Upgraded IFMIS to EPICOR 10 with associated modules such as Budget and Payroll
- ICT infrastructure and energy equipment were provided to Accountant General's Department to make available suitable IT equipment and stable electricity supply for IFMIS operations.
- Facilitated the training of MoFEA staff on the new debt recording system (Meridian) hosted by WAIFEM in Ghana and the update of the Medium-Term Debt Strategy.

¹ The completed components are: 2 (New IFMIS Application), 3 (Communication and Change Management), 4 (IT and Investment to Upgrade PFM core system), and 7 (Support to Energy Strategy Study).

- Implemented the Electronic Record Management System (ERMS) in five pilot sites (PMO, NAO, PSC, NRS & MoFEA). This is designed to enhance efficiency in government records management in terms of preservation, retrieval and disposition of GoTG records and information.
- The project supported the conduct of Civil and Security Service Staff Audit in a bid to eliminate ghost workers. Also, supplied furniture and IT equipment to Personnel Management Office in the context of Civil Service Reforms.
- Funded the development of Energy Tariff model for Public Utility and Regulatory Authority (PURA) and the training of technical staff on the model for its operationalisation.
- Supported the institutional capacity strengthening of the Gambia Bureau of Statistics through an International Consultant who guided the process of rebasing the GDP.
- Coordinated the implementation of Special Purpose Audit of seven State Owned Enterprises (SOEs) aimed at providing a comprehensive roadmap for reforms in those respective enterprises.

2.2 Challenges

Despite the numerous high-level achievements registered in the reporting period, the project also experienced challenges as referenced below:

- ✚ Delay in the negotiation and signature of IFMIS upgrade contract which lasted for over 4 months.
- ✚ Difficulty in receipt of the required number for a shortlist of firms that expressed interest for Job Evaluation Consultancy. Specifically, the whole procurement process took more than a year including clearance from the Bank.
- ✚ Implementing Partners (IP's) capacity constraints in relation to development of needs (Terms of References and Specifications) leading to delay initiating procurements.
- ✚ There have been several iterations that took at least 4 months in the confirmation of specifications for ICT infrastructure upgrade for IFMIS.

2.3 Budget Execution

This section illustrates a comprehensive summary of AF expenditures on four project components the project continues to deliver during the reporting period. Of the total cumulative project cost of **US\$ 5,000,000**, the cumulative expenditure stood at **US\$ 3,749,265.90** accounting to an overall budget execution rate of **75% (Dec. 31st, 2019)**.

Figure 1.1. IFMIS - AF EXECUTION AS AT 31st DECEMBER 2019

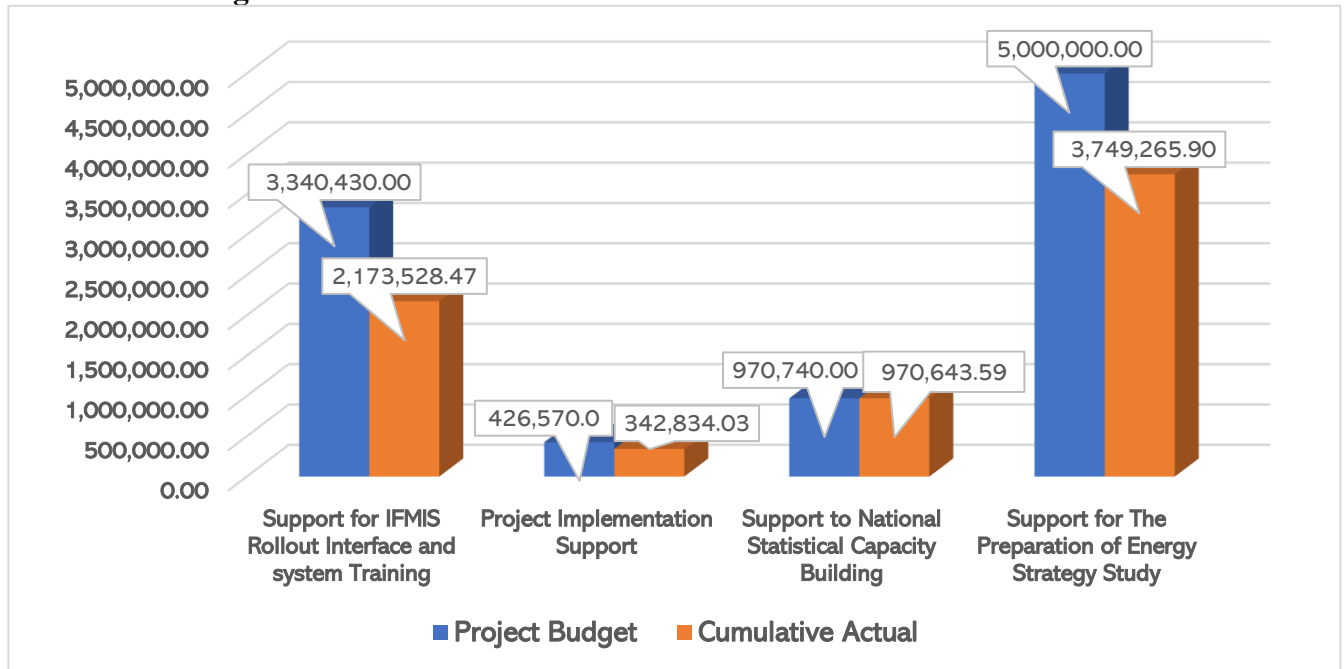
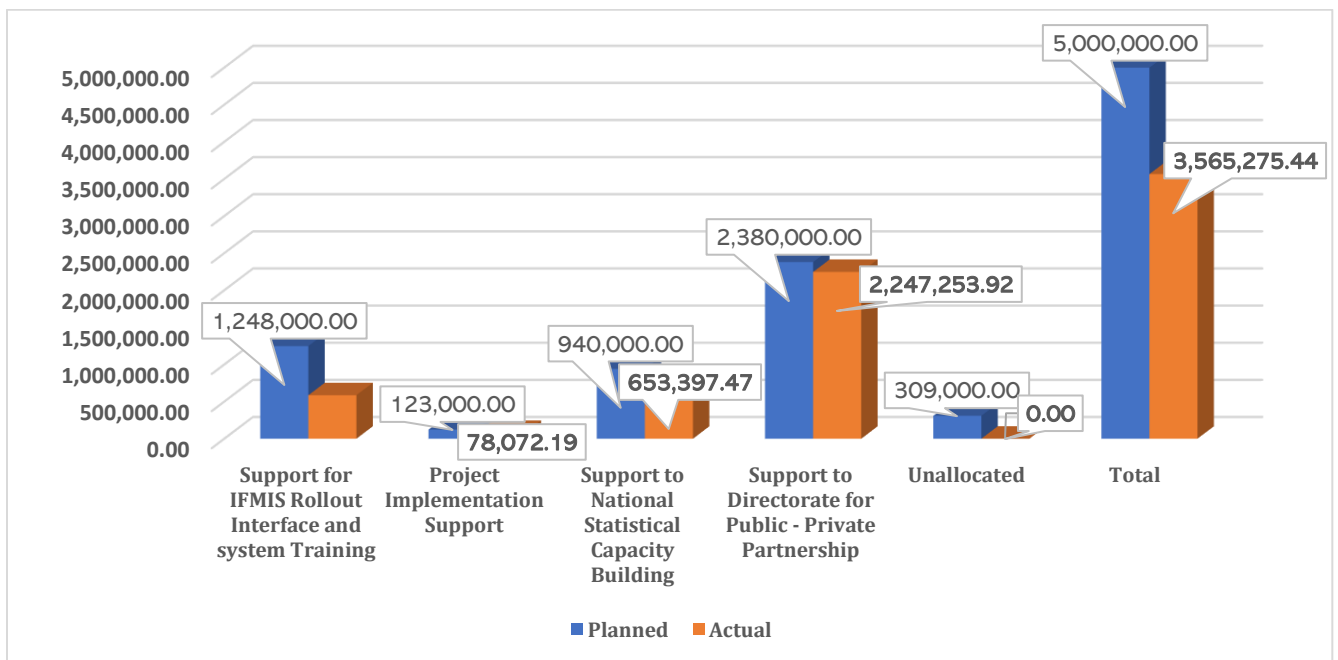


Figure 1.2 below illustrates budget execution for IFMIS AF II under the reporting period. Of the US\$ 5,000,000 approved budget allocation, an execution of US\$ 3,565,375.44 has been registered as at Dec. 31st, 2019 accounting for 71% delivery rate.




Figure 1.2: IFMIS – AF II EXECUTION AS AT 31st DECEMBER 2019



3.1 Institutional Support for Economic and Financial Governance (ISEFG) III Project

The ISEFG which is funded by African Development Fund (AfDB) is meant to support macroeconomic stability by enhancing financial governance through improve domestic resource mobilization and effective Public Financial Management oversight. The Project is meant to strengthen capacities of key public institutions engaged in public financial management in order to attain efficient financial management and use of public resources. Thus, to improve strategic resource allocation, expenditures control, transparency and scrutiny of government budget. This project has a total financing of UA 2 million (equivalent to US\$ 3million) and is a successor to ISEFG I & II that were successfully implemented between 2008 to 2015.

Achieving the overarching results, the project continues to deliver on three main components.

-  Component 1: Enhancing Domestic Resources Mobilization
-  Component 2: Strengthening Effectiveness in Public Financial Management
-  Component 3: Project Management Support

During the year under review, the ISEFG (III) Project has achieved the following high-level results.

- Deadlock on the contract for the Automated System for Customs Data Administration upgrade was resolved leading to contract signature and eventual mounting of an UNCTAD preparatory mission that undertook detail technical assessment of requirements for ASYCUDA upgrade from ++ to the World version.
- The development of National Audit Office web portal in enhancing governance through the availability of information to the citizenry.
- The project supported in the establishment of GICA Office by providing office space, furniture, equipment, and securing the services of two experts (CEO and Technical manager). As a result, GICA were able to hold Annual General Meeting in 2019 which was last held in 2013. Additionally, the Financial Reporting Oversight Board was also form and quarterly meeting are being held through the project support.
- The Complaints Review Board (CRB)² was supported in previous years were provided with guidelines and manuals which were printed for their operation.
- Completion of Information Technology needs assessment for Gambia Public Procurement Authority (GPPA). This seeks to strengthen ICT infrastructure of GPPA for effective and efficient service delivery.

3.2 Challenges

ISEFG was initially planned to be implemented 2016 – 2018, however two-year extension was granted due to the delay in the clearance process of the contract for ASYCUDA upgrade. The delay is mainly as a result of the deadlock on a contractual clause between AfDB and UNCTAD

² Complaints Review Board manage complaint cases of bidders regarding public procurement

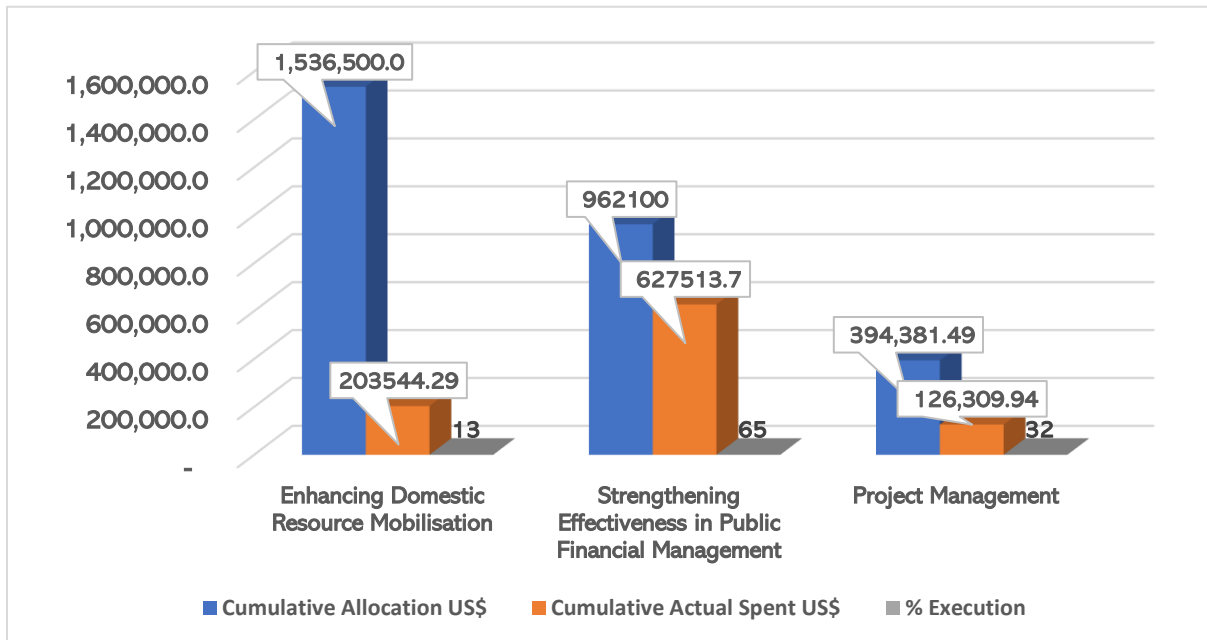
and the financing gap of the contract which all together lasted for over 20 months. Other challenges encountered during the reporting period are;

- The delay in the implementation of the ASYCUDA upgrade has led to tiding of over 50% of project funds. Thus, resulted to low delivery rate.
- Implementing Partners (IP's) capacity constraints in relation to development of needs (Terms of References and Specifications) leading to delay initiating procurements.
- Delays encountered in getting GICA finalising a detail implementation plan of MoU with their sister institution (Institute of Chartered Accountants - Nigeria).

3.3 Budget Execution

The chart below illustrates the budgetary expenses of the project under the reporting period. Of the US\$ 2,892,981 budgetary allocation, the project expenditure for the year stood at US\$ 957,367.93 accounting for 33% execution rate as at December 31st, 2019. There has been noticeable low budget expenditure rate attributable to the challenges highlighted above.




Figure 1.3: ISEFG III EXECUTION AS AT 31st DECEMBER 2019



4.1 Inclusive Growth Promotion Institutional Support Project (IGPISP)

The overarching goal of the project is to promote inclusive growth by enhancing economic governance through strengthened capacities of key public and private institutions engaged in private sector development. The expected project outcomes are: (i) Enhanced business-enabling environment; and (ii) Local businesses expanded. In the long run, the project will contribute in generating higher output, greater employment and increased income for the poor. The project which is funded from African Development Fund (AfDB) is UA 3 Million (equivalent to US\$ 5 million) is to be implemented from May 2017 – June 2020. One-year extension was granted to allow the implementation of key activities such as the establishment of Capital Market for The Gambia.

Achieving the strategic results, the project seeks to deliver on three major components:

-  Component 1: Export and Investment Promotion
-  Component 2: Entrepreneurship Development and
-  Component 3: Project Management.

Achievement registered under the reporting period are underlisted below:

- Provision of renewable solar power with a capacity of 109.25 KW Stand-alone Solar system at The Gambia Chamber of Commerce and Industry, and Trade Fair Center. This is meant to promote private sector development by way of cost reduction in energy supply and enhancing private sector participation at national trade fairs. Similar support was also extended to Gambia Women Finance Association (GAWFA) with 15KW renewable solar power system at their headquarters and four regional offices to address their power needs.
- Trade fair equipment in the form of 301 tents and 7 mobile toilets were provided to GCCI and are being used in 2019 Trade Fair held at the national stadium.
- The project supported the participation of local entrepreneurs' attendance to regional trade fairs held in Nigeria and Senegal.
- Comprehensive training was provided across government (MoFEA, FIU, Women's Bureau, GIEPA, and SDF) and Private sector (GCCCI and GAWFA) to enhance capacity with respect to their involvement in attaining economic growth. This was further complimented by provision of IT equipment to GIEPA, SDF and GPPA.
- Review of insurance legislation, guidelines and instructions for Central Bank of The Gambia was supported by the project under the reporting period. This seeks to address existing shortfalls in the current Act that is not in line with international standards such as the establishment of Insurance Commission and comprehensive insurance coverage under the motor insurance law.
- Support was also provided through the development of manual of regulations and guidelines for non-bank financial institutions to comply with the non-bank institutions Act 2016. This policy instruments are intended to enhance the development of viable and stable non-bank financial institutions thereby strengthening their effectiveness and quality of the financial services required in the economy.
- Consultancy on the establishment of National Cooperative of vegetable Growers and Marketers was funded under the reporting period to support the Women's Bureau in

promoting sustainable production, marketing systems, and build the capacity of farmers on sustainable and inclusive manner.

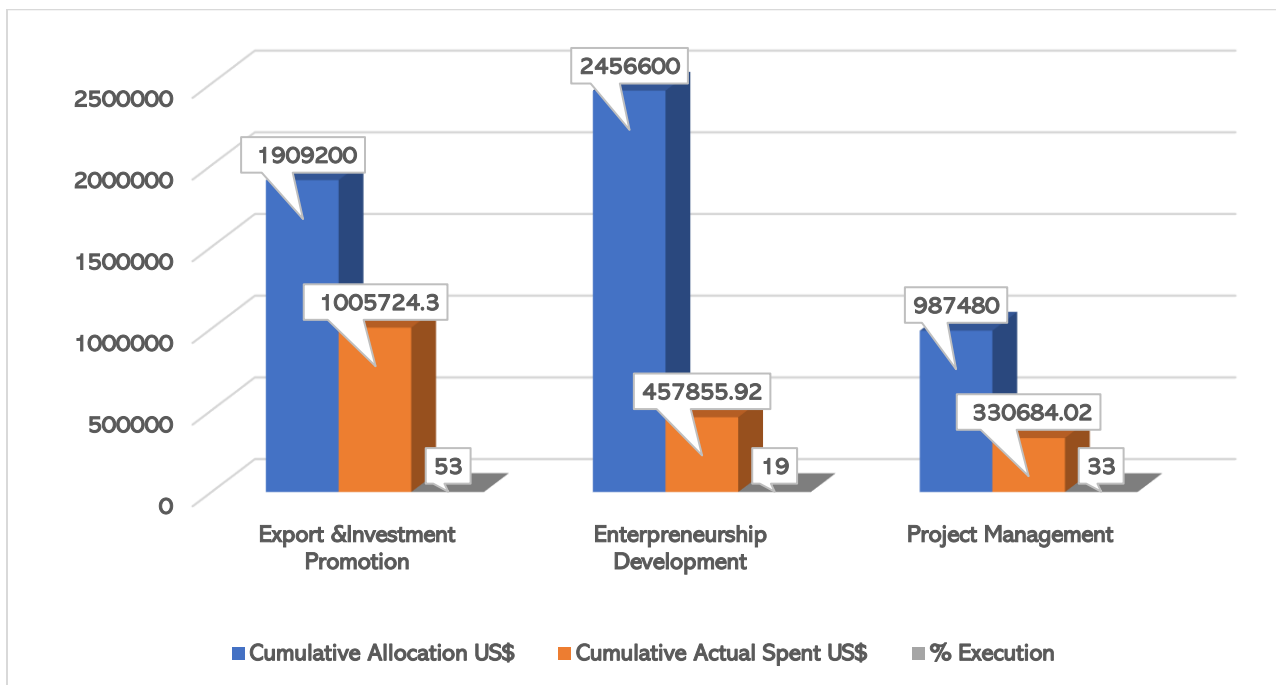
4.2 Challenges

Generally, 2019 implementation could be described as a success, however, the following were challenges registered during the year.

- Even though the project completed the recruitment of a Consulting firm in June 2019 to undertake the establishment of Capital Market in The Gambia, no contract was concluded as the Act which should precede is never been in place. Thus, resulted in having 10% of the project resources are being set aside as uncommitted.
- Reallocation request from beneficiaries' amount to at least 14% of project resources after 1 year of project implementation posed challenges in terms of delays emanating from seeking clearance from the Bank for change of activities.
- Implementing Partners (IP's) capacity constraints in relation to development of needs (Terms of References and Specifications) leading to delay initiating procurements.

4.3 Budget Execution

Figure 1.4 below illustrates the Cumulative Project Financial delivery from effective date of October 24, 2017 to December 31, 2019. The results show budgetary expenditure/execution rate of 35% under the reporting year delivered under the three project components as can be referenced below.



5.1 Economic Management Project (EMP)

The Economic Management Project (EMP) is implemented by Ministry of Finance and Economic Affairs (lead National Implementing Partner), other ministries and satellite institutions with funding from UNDP to a tune of US\$ 4 million. The project intends to contribute towards achieving Gambia's UNDAF (2017 – 2021) strategic result 1 and outcome 1.1, and NDP (2018 – 2021) crosscutting critical enabler 7 aimed at supporting government's efforts to achieving sound macroeconomic management and inclusive growth underpinned by solid public financial management. By this, the project provided support to national institutions responsible for economic management and evidence-based policy, planning and budgeting to achieve inclusive growth and poverty reduction in the Gambia.

On the macro-economic front, the National Development Plan (2018 - 2021) strategic priority two put emphasis on stabilizing the economy, stimulating growth, and transforming the economy³ as part of its economic reform agenda, prudent fiscal management for debt sustainability and enhanced resource alignment. It seeks to lower overall budget deficit; by increasing total government revenue, lowering net domestic borrowing; thus, reducing total public debt stock. Positive economic gains during the period under review in comparison to last year has been registered as evident in the reduction of Debt Service by 4% from D4.14 billion in 2018 to D3.98 billion during the reporting year, whilst expenditure on Capital Development has increased by 16% relative to last year.⁴

In 2019, results have been achieved under four major results pillars of Economic Management Project:

- ✚ Component 1: Capacity strengthening for sound economic (fiscal) policy, research and data for evidence-based decision-making.
- ✚ Component 2: Pro-poor and gender-responsive budgeting, resource allocation, management and reporting.
- ✚ Component 3: Capacity strengthening for effective development planning, monitoring and evaluation across Government and Councils and
- ✚ Component 3: Public finance management, internal controls and increased accountability in government operations.
- ✚ Project Management Support

Achievements registered under the reporting period include but not limited to the following:

- The project under the reporting period continued to strengthen the National Statistical System (NSS) to ensure sustainability in the production of credible data that can be used to inform policy and for measuring progress. Key interventions undertaken under the reporting period includes Training of 34 statisticians and M&E Officers from MDA's on

³ National Development Plan 2018 - 2021

⁴ (*MoFEA, January – December 2019 Expenditure Report*).

Statistical Data collection and Analysis, National Statistical Data Users Needs Survey, Tourism Establishment and Satellite Account Survey, and Integrated Household Survey 2019/2020.

- The project under the reporting period successfully formulated and validated three (3) Institutional Strategic Development Plans, notably; Kuntaur, Basse, and Brikama Local Government Areas.
- Support in strengthening and consolidating national revenue generation base was extended to GRA through educational materials development and tax compliance advocacy and awareness raising to targeted (National Assembly, Women Entrepreneurs registered with the Gambia Chamber of Commerce and Industry) and the general public by extension through Radio and Television Advert airing.
- Trainings provided at both local and overseas on PFM related areas and project management to targeted beneficiaries in the central government including the National Assembly.
- Further, downstream interventions include the provision of equipment in the form of ICT hardware support to regional Development Planning Departments, Ministry of Lands, Regional Government and Religious Affairs and satellite institutions. These facilitates the planning functions and support the monitoring and evaluation of government programmes and will enhance the overall expected project result in accelerating inclusive and sustainable economic growth to reduce poverty and inequality for the vulnerable groups by 2021.
- The project impacted to the digitalisation of revenue collection system of Brikama Area Council consistent to their medium-term strategic development plan.

5.2 Challenges

- Continual IP's inability to exhaust executing planned activities on time resulting to delays in achieving minimum delivery targets & timely retirement.
- IP's overwhelmed with other competing priorities which result to diversion of attention from the implementation of their planned activities.
- Preference of Overseas Training/study tours related activities over locally conducted trainings
- Implementing Partners (IP's) capacity constraints in relation to development of needs (Terms of References and Specifications) leading to delay initiating procurements.
- Turnaround time usually experienced during the beginning of the year continue to pose consequences in achieving timely quarterly delivery.

5.3: Budget Execution

The chart below illustrates cumulative budget execution from March 2018 to 31st December 2019. Summarily, of the total budget of GMD**75,966,867.18** the project delivered a cumulative execution of GMD**80,349,980.64** accounting to total project delivery rate of **105.77 %**.



Annexes:

Annex I: IFMIS - AF Cumulative Budget Execution as at 31st December 2019

Project Activities	Cumulative as at 31st December 2019		
	REVISED PAD	Actual	Execution Rate (%)
Components			
1.) Support for IFMIS Rollout Interface and system Training			
1.1 Expansion of IFMIS Function and scope	1,537,430.00	573,934.32	37.33
1.2 Support for IFMIS Change Management	368,000.00	367,256.00	99.80
1.3 Capacity Expansion of IFMIS ICT Infrastructure	920,000.00	700,342.41	76.12
1.4 Development of ERMS systems	338,000.00	355,917.00	105.30
1.5 Advisory support to NRS	100,000.00	99,680.53	99.68
1.6 Development of ERMS (sensitizations	12,000.00	11,504.65	95.87
1.7 IFMIS ICT Audit	65,000.00	64,893.56	99.84
Sub Total	3,340,430.00	2,173,528.47	65.07
5) Project Implementation Support			
5.1 Project Coordination Unit Remuneration	252,000.00	225,415.31	89.45
5.2 Logistics and Operational Costs	136,570.00	94,729.89	69.36
5.3 Project Audit	38,000.00	22,688.83	59.71
Sub Total	426,570.00	342,834.03	80.37
6.) Support to National Statistical Capacity Building			
6.1 Advisory Support for Statistical Capacity Building	342,745.00	342,743.40	100.00
6.2 Support for Economic Survey	217,530.00	217,529.79	100.00
6.3 GBOS Software	32,120.00	32,114.50	99.98
6.4 Training for Statistical Capabilities	138,000.00	137,919.36	99.94
6.5 Support for Integrated Household Survey	240,345.00	240,336.54	100.00
Sub Total	970,740.00	970,643.59	99.99
7.) Support for The Preparation of Energy Strategy Study			
7.1 Support for the Energy Strategy Study	262,260.00	238,031.73	90.76
7.2 Consultancy fee - TA energy	-	24,228.08	
Sub Total	262,260.00	262,259.81	100.00
Grand Total	5,000,000.00	3,749,265.90	74.99

Annex II: IFMIS AF II Cumulative Budget Execution as at 31st December 2019

Project Activities	Cumulative as at 31st December 2019		
	Revised PAD	Actual	Execution Rate (%)
1.) Support for IFMIS Rollout Interface and system Training			
1.11 Human Resources and Pay Reform	534,000.00	114,939.06	21.52
1.12 Pension Reform Legal Framework (Technical Assistance)	191,450.00	76,405.94	39.91
1.13 Payroll Efficiency and Integrity (Technical Assistance)	335,550.00	293,236.61	87.39
1.14 Strengthen GoTG capacity in debt management and transparency	135,000.00	83,022.15	61.50
1.15 Purchase and installation of a new CSDRMS version and developing an updated interface CSDRMS/IFMIS	52,000.00	6,948.10	13.36
1.16 Support to the restructuring process of the domestic debt	-	-	
1.17 IFMIS Project Complementary Funding Requirement	-	12,000.00	
Sub Total	1,248,000.00	586,551.86	47.00
5) Project Implementation Support			
5.1 PCU Coordination (Top Up Allowances)	90,000.00	58,662.97	65.18
5.2 Logistics and Operational Costs	18,000.00	11,844.90	65.81
5.3 Project Audit	15,000.00	7,564.32	50.43
Sub Total	123,000.00	78,072.19	63.47
6.) Support to National Statistical Capacity Building			
6.1 Resident Technical Advisor to GBoS	350,000.00	345,631.20	98.75
6.5 Integrated Household Survey (IHS 2015/16)	150,000.00	26,139.60	17.43
6.6 Improving national accounts and developing and maintaining a statistical business register	100,000.00	47,918.99	47.92
6.7 Strengthening civil registration and vital statistics (CRVS)	140,000.00	129,230.17	92.31
6.8 Strengthening the national statistical system	100,000.00	36,534.06	36.53
6.9 Strengthening the Bureau of Statistics' data dissemination	100,000.00	67,943.45	67.94
Sub Total	940,000.00	653,397.47	69.51
8.) Support to Directorate for Public - Private Partnership			
8.1 Support for the Central SOE Oversight Unit (DPPP/MoFEA)	680,600.00	612,874.47	90.05
8.2 Improving financial discipline, corporate and legal framework for SOEs (DPPP/MoFEA)	1,314,400.00	1,289,998.16	98.14
8.3 Improvement to the SOE oversight and regulations (DPPP/MoFEA)	385,000.00	344,381.29	89.45
Sub Total	2,380,000.00	2,247,253.92	94.42
UNALLOCATED FUND	309,000.00		
Grand Total	5,000,000.00	3,565,275.44	71.31

Annex III: ISEFG III 2019 Cumulative Budget Execution as at 31st December 2019 – (US\$)

	CUMULATIVE - YEAR TO DATE			CUMULATIVE - LIFE OF PROJECT		
	Planned	Actual	Exec.	PAD	Actual	Exec.
Receipts						
AfDB	-	-	-	2,892,981.49	1,183,600.67	40.91
Others	-	-	-	1,715.30	1,715.30	100.00
Total Receipts	-	-	-	2,894,696.79	1,185,315.97	40.95
Payments						
1.0 Enhancing Domestic Resource Mobilisation	1,309,500.00	-	-	1,536,500.00	203,544.29	13.25
1.1 Upgrade to ASYCUDA World	1,265,000.00	-	-	1,339,000.00	97,060.36	7.25
1.2 Supporting the DTD Tax Audit Section	-	-	-	115,000.00	97,207.29	84.53
1.3 Disaster Recovery Site	44,500.00	-	-	82,500.00	9,276.64	11.24
2.0 Strengthening Effectiveness in Public Financial Management	321,333.00	129,418.35	40.28	962,100.00	627,513.70	65.22
2.1 Capacity Building in Key PFM Areas	40,000.00	-	-	347,500.00	251,417.85	72.35
2.2 Accounting and Auditing	188,000.00	56,291.79	29.94	265,100.00	115,447.44	43.55
2.3 Improving the Public Procurement System	90,000.00	72,393.14	80.44	196,500.00	166,665.83	84.82
2.4 Promoting Gender in Public Financial Management	3,333.00	733.42	22.00	153,000.00	93,982.58	61.43
3.0 Project Management	99,400.00	5,713.62	5.75	394,381.49	126,309.94	32.03
Total payments	1,730,233.00	135,131.97	7.81	2,892,981.49	957,367.93	33.09
Contingencies 6%				173,578.89		-
GRAND TOTAL				3,066,560.38	957,367.93	31.22

Annex IV: IGPISP 2019 Cumulative Budget Execution as at 31st December - (US\$)

	2019 Budget Execution		
	Planned	Actual	Execution (%)
Receipts			
AfDB	3,214,335.20	1,094,852.90	34.06
	-	-	-
Total Receipts	3,214,335.20	1,094,852.90	34.06
Payments			
1.0 Export and Investment Promotion	1,260,880.20	717,976.86	56.94
1.1: Development of a permanent Trade Fair Center and Business Incubation Center	442,880.20	452,763.56	102.23
1.2: Private sector promotion	608,000.00	198,740.60	32.69
1.3: Prevention of Money Laundering and Illicit Financial Flows	210,000.00	66,472.70	31.65
2.0 Entrepreneurship development	1,860,595.00	222,246.71	11.94
2.1: Access to finance by MSMEs	1,423,595.00	154,883.06	10.88
2.2: Women Economic Empowerment	170,000.00	67,363.65	39.63
2.3: Access to public procurement by MSMEs	267,000.00	-	-
3.0 Project Management	92,860.00	52,732.17	56.79
Total payments	3,214,335.20	992,955.74	30.89

Annex 5: EMP 2019 Cumulative Budget Execution As At 31st December - (GMD)

Components	Budget	Actual	Execution (%)
	Output 1: Capacity of national and subnational-level institutions strengthened to deliver improved basic services, formulate pro-poor and gender-sensitive strategies and plans	7,967,250.00	6,220,400.00
Output 2: Enhance capacity for pro-poor and gender-responsive budgeting, resource allocation, management and reporting	6,524,000.00	6,479,037.00	99.31
Output 3: Build and strengthen capacity for effective development planning, monitoring and evaluation across Government and Councils	13,187,800.00	18,411,375.88	139.61
Output 4: Strengthen capacity for effective public finance management, internal controls and increased accountability in government operations	4,415,150.00	5,752,355.00	130.29
General Management Support (PCU)	1,795,900.00	1,725,455.08	96.08
Total payments	33,890,100.00	38,588,622.96	113.86



IFMIS: EPICOR10 Upgrade Contract Launching



EMP: Voluntary National Review on Gambia's SDGs Progress Status



IGPISP: Handing Over of Renewable Energy Equipment to GCCI



IGISP: Inspection Visit to GCCI Renewable Energy Facility



IGISP: Trade Fair Tents Mounted @ Independent Stadium