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ACRONYMS

1. AFD	French Development Bank
2. AfDB	African Development Bank
3. ANR	Agriculture Natural Resources
4. BADEA	Arab Bank for Economic Development
5. CBG	Central Bank of The Gambia
6. DAC	Directorate of Aid Coordination
7. DPs	Development Partners
8. DLDM	Directorate of Loans and Debt Management
9. EBID	ECOWAS Bank for Investment and Development
10. EIB	European Investment Bank
11. EU	European Union
12. EXIM Bank	Export and Import Bank
13. FY	Fiscal Year
14. FAO	Food and Agriculture Organisation
15. GF	Global Fund
16. GAVI	Global Alliance for Vaccine Initiative
17. GoTG	Government of The Gambia
18. GSRB	Gambia Strategic Review Board
19. GEF	Global Environment Facility
20. GRA	Gambia Revenue Authority
21. IDA	International Development Association
22. IFAD	International Food and Agricultural Development
23. IMF	International Monetary Fund
24. IsDB	Islamic Development Bank
25. KFAED	Kuwaiti Fund for Arab Economic Development
26. MoHERST	Ministry of Higher Education Research and Technology
27. MoBSE	Ministry of Basic and secondary Education
28. MoFEA	Ministry of Finance Economic Affairs
29. NDP	National Development Pla
30. ODA	Official Development Assistance
31. OFID	OPEC Fund International Development
32. OPEC	Organisation of Petroleum Exporting Countries
33. UNDP	United Nations Development Programme
34. USET	University of Applied Science, Engineering Technology
35. WB	World Bank
36. WFP	World Food Programme
37. WHO	World Health Organization

1. INTRODUCTION

The Directorate of Aid Coordination (DAC) through the Ministry of Finance and Economic Affairs (MoFEA) is mandated to keep record of all projects, programmes and analyse the aid inflows for effective and efficient utilization of aid resources in The Gambia.

The Ministry of Finance and Economic Affairs in its strides to promote transparency and accountability have taken steps in making sure that projects are well scrutinized, appraised and endorsed through The Gambia Strategic Review Board (GSRB) to ensure that all projects are consistent with our national development priorities as well as to address issues of fragmentation and duplication of resources.

2. OVERVIEW OF THE NATIONAL PROJECT MANAGERS' FORUM

The overall objective of the National Project Managers Forum (NPMF) is to gather all Project Implementation Units (PIUs) to give a brief presentation on the status of their project implementation in terms of achievements, challenges, and way forward to address issues affecting projects implementation.

The programme started with a few minutes of silent prayer followed by a welcoming remark by Director of Aid Coordination Mr. Ebrima Darboe, He welcomed the participants by thanking them for gracing this year's forum. The Director further, highlighted the importance of the project managers' forum as it provides the opportunity for both government and the project coordinators to discuss issues affecting project implementation in the Gambia and suggest possible solutions in resolving the issues highlighted.

The Director of Loans and Debt Management (DLDM) Mr. Bakary Krubally gave the opening statement on behalf of the Honorable Minister of MoFEA. He took the opportunity to express his sincere gratitude and appreciation to all our Development Partners (DP) for the continuous support and collaboration rendered within various sectors of the economy. He further alluded that the NPMF is an important exercise that creates an avenue where MoFEA, DPs and PIUs have the opportunity to review and discuss projects/programmes implementation in the country.

With the commitment of the Government and our DPs putting in place proper donor coordination mechanisms as well as ensuring transparency and accountability of aid information. Thus, there will be a significant reduction in the incidence of uncoordinated, fragmented and overlapping interventions resulting to inefficient and ineffective use of available external resources in the country.

In concluding his statement, he assured all project managers and other government officials present during the forum that Government will work with development partners to have partnership strategies that seeks to support the implementation of our national development priorities in accordance with the National Development Plan (NDP). He made emphasis that the Ministry (MoFEA) will do its utmost best by working with development partners to ensure the smooth implementation of our programmes and projects in a timely manner to improve the lives and livelihood of its citizenry. Finally, the Director urged all participants to make the three-day sessions interactive and productive deliberations and declares the forum opened by wishing all participants a fruitful deliberation.

3. HIGHLIGHTS OF PROJECTS

3.1 MINISTRY OF AGRICULTURE (MOA)

3.1.1 Gambia Agriculture and Food Security Project (GAFSP)

The Gambia Agriculture and Food Security Project has a total project cost of \$16.0 million with a duration of five (5) years from June 2022 to April 2027. The project main objective is to increase food and nutritional security, as well as household income, particularly for the vulnerable households in five administrative regions of the Gambia, through the strengthening of the sustainable Home-Grown School Feeding (HGSF) Programme. The cumulative disbursement of the project is \$5,252,218.18 as of 2022 to date which stand at 32.2 percent.

3.1.2 Gambia Inclusive Agricultural Value Chain Development Project (GIRAV)

This is a World Bank (WB) project with a total cost of \$40 million for duration of five (5) years effective from 24 November 2021 to 31 December 2026. The project objectives are to promote the development of inclusive, resilient, and competitive agricultural value chains, focusing on smallholder farmers and agribusinesses in project target areas. The project cumulative disbursement as of date is \$14,194, \$882.69 at a rate of 29.63percent.

3.1.3 The Rice Value Chain Transformation Project (RVCTP)

The project has a total cost of UA5.54 million equivalent to \$7.7 million for a duration of five (5) years starting from 18th November 2019 to 30th June 2024. The project main objective is to improve incomes, rural livelihoods, food and nutrition security and contribute to poverty reduction through increased commercialization of rice. The total disbursement of the project is UA5.31 translating to 97percent disbursed of the total cost.

3.1.4 The Resilience of Organizations for Transformative Smallholder Agriculture Project (ROOTs)

The Roots project has a total cost of \$80.0 million with a duration of five (5) years effective from 03rd March 2021 to 30th September 2026. However, not all committed funds are received. The project objective is to increase agricultural productivity and access to markets for enhanced food

security, nutrition, and resilience of family farms and farmer organizations. The project cumulative disbursement is \$12.64 million.

3.1.5 Regional Rice Value Chain Development Project (RRVCDP)

The project has a total cost of \$29.80 million for a time period of five (5) years effective from 7th May 2020 to Apr- 2024. The main objective of the project is to contribute to reducing high importation rate of rice and enhance economic growth through improved production, processing, marketing, and enhancing private sector participation. As of date the total disbursement of the project is \$3.17 equivalent to 10.63percent.

3.1.6 Small Ruminant Production Enhancement Project (SRPEP)

The project total cost is \$26.81 million for a duration of six (6) years effective October 2019 to September 2025. The objective is to contribute to the improvement of the livelihood of rural and per-urban communities by strengthening the productivity and resilience of production systems and stimulating entrepreneurship in the livestock sector. The project disbursed amount is \$10.9 million equivalent to 37.04percent disbursement rate.

4. NATIONAL WATER AND ELECTRICITY COMPANY (NAWEC)

4.1 Rehabilitation of Water supply Networks in the OIC Concentrated Area of The Gambia.

The total project cost is \$22.5 million, for a duration of two (2) years effective from January 2021 to July 2023. The objectives of the project are to improve the Water Production, Transmission and Distribution in the OIC concentrated Area and Greater Banjul Area in general. Also, to promote knowledge transfer either through joint venture associations between expatriate and local firms or by employment of local staff, training and knowledge transfer for Nation Water and Electricity Company (NAWEC) staff during project implementation. The cumulative disbursement of the project is \$ 482,350.00.

4.2 Water Supply Project in The Greater Banjul Area (WASIB)

The project total cost of the WASIB is €29.00 million for a period of four (4) years from 5th October 2022 to June 2026. The main objective of the project is to reduce the high rate of Non-Revenue Water (NRW), increase water production to meet the demand up to 2030 horizon, Enhance the existing water network, extend in green field areas, and develop a water supply and sanitation master-plan for the Greater Banjul Area (GBA). The total disbursement of the project is €0.73 million equivalent to 2.51percent as of date.

5. MINISTRY OF FISHERIES AND WATER RESOURCES

5.1 Climate Smart Rural WASH Development Project (CSRWASHDEP)

The total cost of the CSRWASHDEP is UA 27.92 million with a duration of seven (7) years from 21st December 2018 to 31st December 2025. The overall objectives of the project are to contribute

to the National Development Plan- water sector goal of “improved equitable access to safe and affordable water supply and sanitation, good hygiene practices and environmental protection promoted for all”. The cumulative disbursement of the project is UA 4,249 with is around 31.15percent.

6. MINISTRY OF WORK TRANSPORT AND INFRASTRUCTURE

6.1 Widening of 22km Bertil Harding Highway

The project is \$81.6 million cost with a duration of two years from 1st April 2021 to 1st April 2024 and has a disbursement rate of 63.4percent. The objectives of the project are to upgrade and modernize transportation infrastructure and connect the major population centers with the capital and other centers of economic activities. The project also is a component of the infrastructure development for the hosting of the summit of the Organization of the Islamic Cooperation (OIC) by the Government of the Gambia.

6.2 Kiang West Roads Project (87KM) (KWRP)

The project has a total cost of GMD1.2 billion and a fully funded by the Government of The Gambia. The main objective of this project is to provide quality, durable and safe roads to increase the economic activities and the livelihood of communities.

The project is divided into two phases, Phase 1 of the project stretches from Sankandi to Karantaba. Phase II generally branches off the Sankandi – Karantaba main road to provide further access to communities away from the main road.

6.3 Construction of 50km Urban Roads Project Lot 1&2

The construction of the 50-kilometre urban road is divided into two (2) lots, lot one (1) \$20.9 million and lot two (2) \$20.4 million respectively. The project is a component of the infrastructure development for the hosting of the summit of the Organization of the Islamic Cooperation (OIC) by the Government of the Gambia. The project has a duration of 36 months (13 December 2021 – 13th December 2024) with a disbursement rate of 37.8percent for lot 1 and 26percent for lot 2.

6.4 Nuimi – Hakalang Road (NHRP)

The Project construction of the Nuimi – Hakalang Loop stretches from (Buniadu – Kuntaya 55.7km) and 15.1 km secondary roads Albreda – Fass Omar Sahor, Benghaly – Medina Bafuloto13.7km. The total length of the project is 84,5km the project is funded 100percent by the Gambia Government, for both Works and Supervision Contracts. The total cost of the project is D 1.5 billion and has a disbursement rate of 70percent. The project has a duration of twenty-six months starting from 31st August 2020 – 31st October 2023. The high level of disbursement is not in line with the progress of works.

6.5 Trans-Gambia Corridor Bridge Project (TGCBP)

The project total cost is \$104 Million where the European Union (EU contributed \$15 million and African Development Bank (ADB) contributed the rest with duration of eleven (11) years from June 2013- June 2024. The current disbursement is at \$99.63 million translating at 95.8percent. The main objective of the project is to enhance transport and trade along the Trans Gambia corridor, it is to improve transit and accessibility of the communities in the project's zone to influence markets and other socio-economic activities.

7. MINISTRY OF PETROLEUM & ENERGY

7.1 Promoting Inclusive, Environmentally Sound and Low-Carbon Development

This project total cost is \$8.2 million funded by GEF as grant with a disbursement rate of 98percent. The project has a duration from 19th March 2018 to 31st July 2023. The objective is to demonstrate the use of Energy Efficient (EE) lighting and appliances as well as efficient cooking stoves and alternate cooking fuel. The dissemination of EE lighting and appliances will effectively contribute to national efforts in reducing the pressure on the grid. Whist the use improved cook stoves and alternate cooking fuel will reduce dependence on the forest.

8. MINISTRY OF FINANCE & ECONOMIC AFFAIRS

8.1 The Gambia Fiscal Management Development Project (GFMDP)

The project cost was initially \$35 million but later revised to \$20 million. The restructuring of the project is to support government reforms to improved good governance. The initial objective was to increase Fiscal Space and improve effectiveness of public resources management but later revised to improve Fiscal Management Systems and Oversight capacities for specified public resources. The project started in 2020 and was supposed to end in 2025 but revised to end in 2024. The disbursement rate is 41.8percent.

8.2 Debt Management and Domestic Revenue Mobilization SP

The project has a cost of \$1.57 million grant funded by AfDB with a disbursement rate of 67.59percent. The objective of this project is to improve sustainable debt management and domestic revenue mobilization capacity for greater fiscal and economic resilience. It has a duration from March 2022 to December 2023.

8.3 Economic Management Project (EMP)

The project cost is \$4.0 million with an additional financing of \$0.67 million allocated for the year 2023 funded by United Nations Development Programme (UNDP). The disbursement rate is at 100percent. The aim of the project is to strengthened capacities of national institutions responsible for economic management and evidence-based policy, planning and budgeting to achieve inclusive growth and poverty reduction in the Gambia. It's a multi sectoral project with a duration from 24th October 2017 and December 2023.

8.4 Inclusive Growth Promotion and Institutional Support Project (IGPISP)

The total project cost is \$ 5.67 million funded by the AfDB with a disbursement rate of 72.92percent. The project aims to promote inclusive growth by enhancing economic governance through strengthened capacities of key public and private institutions engaged in private sector development. It is a multi-sectoral project with a duration from October 2017 and end in December 2023.

8.5 Harmonizing and Improving Statistics in West and Central Africa Series of Projects 1 (HISWACA - SOP 1)

The total project cost is \$30 million of which \$2.27 million is for the implementation of the Project Preparatory Advance (PPA). The project is funded by World Bank with a duration of eight (8) month from April - September 2023 for implementation of the PPA while the project proper will last for five (5) years. The project aims to improve country statistical performance, regional harmonization, data access and use, and to enhance modernization of the statistical system in participating countries. The disbursement rate of the PPA is 67percent.

9. MINISTRY OF BASIC AND SECONDARY EDUCATION

9.1 Developing Basic and Secondary Education Schools Project

The project started in July 6, 2017 and expected to end June 30, 2024, it has a duration of six (6) years and a total cost \$16.0 million as a loan funded by the Kuwaiti Fund for Arab Economic Development (KFAED). The objective of the project is to support the social and economic development of The Gambia through supporting the Government Education Sector Strategic Plan (2016 – 2030) by developing and expanding about 39 Upper Basic and Secondary schools in the 6 educational regions of the country. As at now the project disbursement is \$5.74 million at a rate of 36percent.

9.2 Gambia Second Africa Higher Education Centers of Excellence for Development Impact Project (ACE II)

The project objective is to Improve quality, quantity and development impact of postgraduate education in selected universities through regional specialization and collaboration. The project cost \$12 million with cumulative disbursement of \$ 5.18 million representing 43.2percent. The project will last for a period of six (6) years from May 2019 to June 2025.

9.3 Development of The University of The Gambia (UTG) Project I & II

The project total cost is \$68 million from a basket of funds tapped from co-finance of \$37 million, GoTG \$8 million plus AF \$23 million from IsDB &BADEA. Signed in October 2010, and the closing date for the current loan is September 30th, 2023. Current loan disbursement rate of 90.5percent and AF (IsDB \$1.19million) 5 percent. The main objective of the project is to provide support to the Higher Education Sector of The Gambia.

10.MINISTRY OF HEALTH

10.1 The Gambia Essential Health Services Strengthening Project

The project objective is to improve quality and utilization of essential health services in The Gambia. It is a project funded by World Bank and it costed \$84.5million. The project start date was October 9th 2020 and expected closing date August 9th, 2025 it's a duration of 5 years. The project current disbursement rate is at 51percent with a cumulative disbursement of \$40.4 million.

10.2 The Gambia Malaria National Strategic Plan 2021-2025 (MSP)

The project has 6 component objectives; the first objective is to prompt diagnosis and effective treatment according to the national guideline. Second is to achieve 90percent coverage preventive intervention of the populations from malaria in all transmission strata by 2025. Third objective 90percent of the population at risk are protected with effective malaria preventive therapies. Fourth objective 90percent of the population have appropriate knowledge and practice use of malaria prevention and management services. Fifth objective is to strengthen malaria surveillance, monitoring and evaluation. And Sixth objective is to strengthen malaria programme management and partnership. It is a five-year project started in 2021 and expecting closing date 2025. The project is funded by the Global Fund at a cost of \$104.78 million and its average annual cost \$20.96 million.

11.OFFICE OF THE VICE PRESIDENT (OVP)

11.1 The Gambia Social Safety Net Project (SSNP)

The objective of the project is to improve the coordination of social assistance activities, provide temporary social assistance support to rural households in the wake of COVID-19, and increase inclusion of the extreme poor in the Nafa Programme. The project was approved in May 21st, 2019 an effective in September 2019 and a closing date March 29th, 2024. The project has a total cost of \$31million funded by the World Bank with a total disbursement of \$28.3 million at a rate of 97percent.

12.UN AGENCIES

12.1 World Food Programme (WFP)

12.1.1 Adaptation Fund Grant_ Rural Integrated Climate Adaptation and Resilience Building Project” (RICAR)

The project objective is to enhance the adaptive capacity of rural populations in The Gambia through support to climate-resilient and diversified livelihoods. It's a Multilateral Implementing Entity (MIE): World Food Programme (WFP) executing entity and Ministry of Environment, Climate Change and Natural Resources. Amount of Financing Requested is \$10 million for the duration of 5 years from March 2022 - March 2027. The project is funded by UNFCCC through the Adaptation Fund. Focus Areas: Adaptation, Climate Risk Management, Market Access etc. It is aligned to the national priorities: National Adaptation Programme of Action (NAPA), Strategic

Programme for Climate Resilience (SPCR), Nationally Appropriate Mitigation Actions (NAMA), Gambia Gender and Women Empowerment Policy (2010-2020).

12.1.2 Africa Risk Capacity Replica Programme Macro-Insurance Programme

Macro-level risk transfer mechanisms: Develop effective response plans for early action, reduce the impact of drought, and provide contingent funds in case of drought. The Africa Risk Capacity (ARC) Replica programme, WFP has been supporting the government of The Gambia since 2019. In 2023, WFP paid \$0.4 million as a premium for farmers in The Gambia, matching the premium paid by the Government. ARC Ltd announced a payout of \$0.19 million to the WFP and a similar amount to the Government for response efforts, poor sowing windows by the 2022 final Africa Risk View report. Index use was Drought Index and reference crop is groundnut, WFP and NDMA adopted –an integrated targeting approach (Africa Risk View map and community-based targeting).

12.1.3 Japan Supplementary Grant - Humanitarian food and nutrition assistance to the most vulnerable people in The Gambia.

The objective of the project is to support the most vulnerable people affected by the worst food insecurity in the last 10 years exacerbated by the crisis in Ukraine and the Casamance conflict in the context of the prolonged COVID-19 pandemic and increasing climate shocks. The total budget of this proposal: \$1.5 million. The main priority area focusses on Food and nutrition assistance responding to humanitarian needs. The duration of the project is 12 months (January to December 2023).

12.1.4 French Grant - Provide critical food and nutrition assistance to the people vulnerable to food insecurity and malnutrition in The Gambia.

The objective of the project is to contribute to the reduction of stunting among children 6-23 months and Pregnant and Breastfeeding Women/Girls in food-insecure households. The project has three specific objectives: 1: Support healthy growth and learning of school children living in food-insecure areas without disruption by providing them with an effective and nutrition-sensitive food safety net. 2: Prevent in the most food-insecure areas. acute malnutrition among pregnant and lactating women and children 3: Support the access to food and fertilizer among the food insecure farmer households. The Implementing Entity: World Food Programme (WFP) total budget requested: €0.75 million. It has a duration of 10 months (March- December 2023).

12.2 Food and Agriculture Organization (FAO)

12.2.1 Country Programme Framework Priority Areas

The CPF has four priority focus areas; 1) Enhanced Enabling Environment and Capacities for Increased, Sustainable and Diversified Agricultural and Fisheries Production and Food and Nutrition Security. 2) Sustainable Natural Resources Management for Climate Change Adaptation and Mitigation. 3) Strengthened Food and Agriculture Natural Resources (ANR) Value-chains for Income Generation and Employment Creation. 4) Strengthened Resilience and Capacities for Climate Change Adaptation and Mitigation, Disaster Risk Reduction and Management. The CPF

has registered many achievements in all its priority areas. The new CPF is in the development stage, and it formulates to guide implementation activities and priority areas aligned to NDP, United Nation Sustainable Development Country Framework (UNSDCF), FAO Strategic Framework. The timeline to be completed and signed by December 2023

12.3 World Health Organization (WHO)

12.3.1 Universal health coverage Project

The project focus areas are Service access and quality, Governance and finance, Prevention, control, elimination, and eradication of disease, Health workforce, Access to medicines, vaccines and health products, Health information systems. The total cost of the project is \$ 1.2 million with a cumulative disbursement of \$ 0.64 million representing 51percent of total disbursement.

12.3.2 Health Emergencies Project (HEP)

The main objective of the project focuses on areas; Emergency preparedness strengthened: National IHR Capacity strengthened and Annual Report on IHR (2005), EOC fully operational, NAPHS, Emergence of high-threat infectious hazards prevented: quality AFP & Environmental surveillance, and Emergencies rapidly detected and responded to: Continuous support to response to Covid19 pandemics and other epidemics (Polio ePCDV). The project total cost is \$ 0.33 million with a cumulative disbursement of \$ 95,000 representing 28 percent of total disbursement.

12.3.3 Healthier populations Project

The project objective areas are; Address social determinants of health across the life course, and Address risk factors through multisectoral action. The total cost of the project is \$ 0.19 million with a disbursement amount of \$ 0.10 million representing 55percent of total disbursement.

13.GENERAL ISSUES HIGHLIGHTED

Recurrent issues have been shared in previous project managers' forum reports but some of them are still hanging. In this report, factors leading to those issues will be discussed more thoroughly and suggesting some recommendations, with the objective of improving project implementation.

13.1 Project Design

Some of the participants highlighted the problem of inadequate consultation during project design which led to many challenges during the implementation stage. These includes unclear aims and objectives, underbudgeting, inappropriate design and setting, limited evaluation, and a lack of clarity around programme and individual boundaries.

13.2 Project Implementation

Some of the presenters focused attention on project implementation management which can be critical for the smooth and successful implementation of any project, which could negatively impact the expected results or the outcome of the project. The management of different projects with less manpower has caused a series of delays in some projects resulting to extension which could incur additional cost on government in terms of debt servicing.

13.3 Procurement Plan

It was emphasized during the forum that most of the projects face delays due to delay in procurement processes. This delay inflicts a negative impact on the project implementation. The use of different procurement methods by different donors in a single project causes delay in the project implementation, such as The Construction of the University of The Gambia Project, among others. Normally procurement tender would take no more than 30 to 60 days, which in most cases exceeds the normal timeframe. Thus, procurement is a critical area that needs to be addressed to ensure proper planning of procurement processes and start on time.

13.4 Bureaucratic and Turnaround Time

13.4.1 On government: This is another issue highlighted by most presenters that when sector project proposals are submitted for a review, it takes a lot of bureaucratic layers example Sector Working Group, Cabinet, before the request is submitted to the Donors.

13.4.2 On donors: On the donor side, any absence (whether temporary) of the task manager familiar with the project leads to a delay in the Bank approval.

13.5 Stringent preconditions

Some disbursement takes place after a year because of stringent preconditions. In the project document, there are some preconditions, that take time to fulfill or implement, such as: legal requirement, constitutional requirement such as parliamentary approval in the case of loans, and counter-part fund requirement was reported to delay process of accessing funds.

13.6 Legal requirements

It was highlighted that legal requirements are time consuming to fulfil and is still upon the government to satisfy basic conditionality such as opening up project account, appointment of officers, acquiring office space, drawing a memorandum of understanding and work plan, commitment fee and counterpart fund. Although the constitution requires that any borrowing by government must be approved by Parliament. Sometimes government signs project document which takes some time to be approved by parliament. As a result, some projects must stay for a year or more before actual implementation can commence.

13.7 Co-financing constraints

During the presentation, emphasis was placed on counterpart funding that when a project has co-financing, sometimes the timely release of funds by donors and by government delays implementation of projects. For instance, the University of the Gambia project.

14.RECOMMENDATIONS

- a) Need for adequate consultation during project planning and design.
- b) There should be flexibility in stringent preconditions and other processes such as legal and constitutional requirements to fasten project effectiveness and first disbursement after signature.

- c) Timely payments of counterpart contribution by Government.
- d) GPPA should broaden their requirements to ensure that contractors provide a proven track record of similar job or skills.
- e) Recommendations were made to blacklist all contractors that are not performing. Thus, the need for the establishment of a National Contractor databased showcasing work performance.
- f) The Airport should upgrade from bus boarding to building bridges that's connects to the aircraft. Sanitary facilities to be also improved for arrival/ departure passengers.
- g) Ministry of Lands should come up with a policy to address Land use.
- h) The Ministry of Transport should address the traffic obstruction on the Highways.
- i) There should be a policy to regulate borehole drilling and sensitization consultation in the country.
- j) There should be proper and highly equipped water testing and treatment centres for both water recourses and NAWEC.
- k) The university through MoHERST to collaborate with the Millennium Development Cooperation for possible funding.

ANNEXES

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Ministry of Agriculture					
Gambia Agriculture and Food Security Project (GAFSP)					
Low country capacity for the provision of ploughing services to rice farmers	Development of a sector strategy on land development for rice including land preparation and ploughing services.	Ministry of Agriculture			Ongoing
Market Access to poultry producers (Layers)	Engage the Ministry of Trade Industry, Employment and Regional Integration on linking producers to	PIU	September 2023		Ongoing
Gambia Inclusive Agricultural Value Chain Development Project (GIRAV)					
i. Digital registration of seed beneficiaries incomplete (1,130 or 9percent pending registration).	a) A digital registry of farmers in the country is essential for	PC /MOA			

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
ii. 2022 Yield data collection exercise not completed and in most of the regions (5 out of 7) it is not effectively conducted.	<p>improved targeting for input distribution using digital tools.</p> <p>b) A structured plan for preparation (such as capacity building), implementation, quality assurance and reporting is critical for smooth and credible yield data collection, which is necessary for outcome and impact assessment of the input support programme.</p>				
Manual application process burdensome requiring high logistical costs.	An online application portal with regional-based application help centres will improve the efficiency of call for applications for the MG implementation.				

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
	The manual approach used in 2022 revealed challenges related to quality of submissions and cost and time constraints for data uploads.				
<p>Low absorptive capacity of Project Implementing Partners (IPs) resulting to low implementation and disbursement.</p> <p>Confiscation of project vehicles by personnel of the VCU OP</p>	<p>a) The AWPB working session with Implementing Partners provided good orientation for the Implementing Partners which if repeated after approval of the AWPB will help to increase improved project implementation, reporting and quality of delivery.</p> <p>b) MoFEA to facilitate the return of the ceased vehicles and</p>	<p>PC</p> <p>MOFEA</p>	Immediately		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
	ensure the action ceases				
The Rice Value Chain Transformation Project (RVCTP)					
Inadequacy of developed Irrigation Infrastructure	Rehabilitation of Irrigation infrastructure (fixing of gates, desilting and improvement of the water conveyance system)	MOA, MOFEA, Ministry of Land, GEIPA, Donor and Development Partners	2024		
Capacity of youth Groups-YSCs and Youths perception towards Agriculture	Capacity strengthening of youth through recruitment and training; empowering of youth service centers, management, and technical committee	MoA, Ministry of Youths	2024		
	Leverage effective utilization of the developed		2024		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Tenure Security issues for Commercial Farmers	irrigation infrastructure – Land Policy and Utilization Strategy be developed	Ministry of Land, GEIPA, NAMs			
Absence of Financing Mechanism for Value chain actors	Financing Mechanism for Rice Value Chain Actors – Matching Grant	CBG, MOFEA, Donor and Development Partners	2024		
Roots Project					
Funding – delays in donor funds	Engaging MOFEA to bridge the funding gap	MOA	Immediate		Ongoing
Staffing issues	To expedite the recruitment process for the unfilled position	MOA	Immediate		Ongoing
Beneficiary counterpart funding (CSF)	Linking beneficiaries with microfinance institutions	PSU	Immediate		Ongoing

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Challenges with contractors & IPs	Continued follow up with contractors to ensure timely delivery of results	PSU	Immediate		Ongoing
Regional Rice Value Chain Development Project (RRVCDP)					
<ul style="list-style-type: none"> Unimplementable detailed design report; 	<ul style="list-style-type: none"> There should be quick decision on project resource re-allocation from IsDB BADEA should quickly act on the re-structuring process 	ISDB and BADEA			
<ul style="list-style-type: none"> Underbudgeting and omission of some activities; 					
<ul style="list-style-type: none"> Poor performance of Contractors 					
Small Ruminant Production Enhancement Project (SRPEP)					
Underperforming of some contractors	Constant follow-up	EA, DSC, PMU	Regularly Immediately		Ongoing

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Inadequate knowledge on Islamic Microfinancing (Misconceptions)	Awareness and sensitization needed	MFIs, PMU, Media			
Inadequate mobility to support project implementing partners .	Procurement of extra vehicle for smooth implementation	EA, IsDB	December, 2023		Ongoing
Contracts extension	Extend contracts to enable contractor to complete	EA, IsDB, DSC	August, 2023		Ongoing
Basic Education					
Gambia Second Africa Higher Education Centers of Excellence for Development Impact					
Funding gap on the civil works (USET Campus at Brikama)	MoHERST to engage in resources for the additional funding to make up the funding gap	MoHERST	Urgently needed		Ongoing
Low enrolment and retention of students for the Engineering programme	Provide remedial classes in further mathematics and Physics	USET USET/MoHE RST	Ongoing		Ongoing

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
	Embark on a sensitization campaign STEE to work with MOHERST to put in place retention mechanism				
Functionality of the GM	Contactor to recruit a GBV Specialist STEE to recruit Safeguards focal points	STEE	October, 2023		Ongoing
Structure of the DLIs against realization of funds	Restructured the DLIs to ease the realization of the funds	STEE/PCU/MoHERST	Done		Done
Developing Basic and Secondary Education Schools Project					
Delay in getting responses and No Objections from the donor	Continuous follow up	PCU	Ongoing		Ongoing
Disbursement suspensions due delay in loan repayments	Timely repayment of loans	MoFEA	Ongoing		Ongoing

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Low progress by the contractors	Provision of high advance payments (from normal 20percent to 50percent) Getting access to favorable local financing	MoBSE/MoF EA./FEAD	Future Projects		
Access to construction materials in The Gambia	<ul style="list-style-type: none"> - Ease of regulations for Govt. projects - Timely importation of construction materials 	MoLGL MoFEA/GRA	NA		Ongoing
Availability of required work force	<ul style="list-style-type: none"> • Provision of relevant skills training for Gambians • Consideration of hiring foreign workers 	GoTG	NA		
Development of The University of The Gambia Project I & II					
Conflicting Procedures in the Loan Agreements of the Co-financiers	Aligned to a common procedure	PCU/MoHER ST/Donors	Done		Completed

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Communication challenges between the project stakeholders.	Addressed through stakeholder engagement	PCU/MoHER ST/Donors/Communities	Done		Completed
Challenges in selecting training providers for the UTG staff which led to change in procurement mode	Aligned the Procurement mode	PCU/MoHER ST/MoFEA/IsDB	Done		Completed
Delay in works Schedule as a result of the recent Political impasse	Extended the contract at no cost and no claims by any party	PCU/MoHER ST/MoFEA/PACE/SPML/Donors	Done		Completed
Continuous Disbursement Suspension	Engaged MoFEA	MoFEA/Donors	Done		Completed
Delay in timely payment to contractor and consultant from funding agencies including GoTG	Continuous follow up with the Donors and GoTG	PCU/MoHER ST	Ongoing		Ongoing

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Funding gap of US\$ 23 million (Civil Works US 18, Furniture and Equipment 5)	Engaged on additional resource mobilization with IsDB and BADEA	PCU/MoHER ST/MoFEA	Done		Completed
Scarcity of construction materials in the country	Contractor resulted in importation	SPML/PACE	Done		Completed
Sand mining issues in the country	Engaged relevant government authorities	PCU/MoHER ST/SPML/PACE	Done		Completed
Delays in getting approval of duty waiver	MoFEA Engaged on this.	PCU/MoFEA	Significantly improved		Ongoing
Ministry of Environment					
Large-scale Ecosystem Based Adaptation Project					
Rampant bush fires	Development of a national fire mgt strategy	EbA & MECCNAR	2023/2024		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Transhumance & free grazing livestock	Development of a cabinet paper & policy on transhumance & free grazing of livestock	MECCNAR	2023/2024		
Uncontrolled wood & charcoal extraction	Gov't to provide alternatives for fire wood and charcoal - Liquid Propane Gas (LPG)	MoFEA, MoTIE, MoEP, MECCNAR	2023/2024		
Poor contract performance	Adoption & strict administration of certification process for general contractors	GPPA, MoWTI	2023/2024		
GCCA+ PROJECT					
<ul style="list-style-type: none"> High staff attrition 	consider increasing remuneration	Donors	Subsequent projects		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
<ul style="list-style-type: none"> Coastal Forum participants reduced to less than 75 	IPs to consider maintaining the number of participants in the CF meetings	Implementing Partners (NAOSU)	November 2023		Ongoing
<ul style="list-style-type: none"> No PSC meeting was held since 10 February 2022 	There is need to convene PSC meeting	NAOSU	Early September		Ongoing
<ul style="list-style-type: none"> Some activities not budgeted for under the new PE 	Meeting of PSC is needed to consider activities that were not factored in the new PE	NAOSU/EUD /NEA	Early September		Ongoing
GEF6 Landseascape planning and Ecosystem					
Designation of the DeLabor Canyon MPA	Start the process framework for designation as a national marine park	Department of Parks & Wildlife Management	Before end of December 2023		Ongoing
Capacity Building For PCBs and uPOPs in The Gambia					

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Paucity of time due to late start of the project and COVID 19 requiring rushing of activities to make for lost time.	<ul style="list-style-type: none"> Project Extension (done) Supportive oversight supervision of the Project 	NEA, PMU, UNDP	Progressive/continuous		Ongoing
Inadequate local expertise in certain assignments (PCB related).	Engagement of UNDP/UNITAR for experts outside the country	PMU, UNDP	Progressive/continuous		Ongoing
High cost of PCB disposal/decontamination than expected	Reprogramming of project activities	PMU, NEA, PSC, UNDP	On-going till August 31, 2023		Ongoing
Co-financing reports not forthcoming.	High-level discussions with NAWEC & KMC on the issue	NEA/PMU, UNDP	August 31, 2023		Ongoing
WEST AFRICA COASTAL AREAS RESILIENCE PROJECT (WACA _ RESIP 2)					
Fisheries					
Climate Smart Rural Water Supply and Sanitation Development Project (CSRWASHDEP)					

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
The GCF& AF grants are yet to be approved	Government has written a letter to AfDB on this matter awaiting response	AfDB	2023		Ongoing
Delays in getting feedback/no objection to requests sent to the bank.	Sending reminders/comments feedback to be provided	PCU/AfDB	2023		Ongoing
Covid-19 protocols and restriction has delayed the project implementation most especially trainings and sensitization	Extension of projection life	AfDB/GoTG	The project extended to 2025		Ongoing
Implementation of the remaining project sites	Mobilize resources for the remaining sites.	PCU/AfDB	2023		Ongoing
GAMWORKS					
Enhancing Value Addition in The Groundnut Sector Project - The Gambia					
<ul style="list-style-type: none"> Slow progress from contractor, KPT for site investigations, demolition works and submission 	<ul style="list-style-type: none"> To mitigate the delays from KPT, a hands on approach has been 	MoFEA, MoLRG, MoPE,	ASAP to enable smooth implementatio		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
<p>of Detail Engineering Design (mainly due to the language barrier between the PACE and KPT's designers in China)</p> <ul style="list-style-type: none"> • Delays in negotiations with Shelling Plant Supplier, Akyurek • Covid 19 Pandemic (National outbreak in China - Nov 2022 to present) and related delays; • Serious delay in implementing the Processing Plant contract due to trust issues between the Joint-Venture partners resulting in the abandonment of the site and severe breach of contract. This finally led to termination of the Contract and Change Order arrangements with KPT; • The initial scope for the Cogeneration contract was a rehabilitation project. Following detailed investigation by Consultants, it was concluded that rehabilitation was not possible and a new cogeneration plant was 	<p>established. In addition to the monthly progress meetings, frequent technical meetings are organised with KPT, PACE, GAMWORKS and GGC to identify obstacles the contractor is facing and come up with efficient solutions. This strategy and pressure is bearing fruit and has resulted in more timely submissions. Furthermore, the insistence by the Implementing Agent for KPT to mobilise their design team and senior project management team to site has yielded greater</p>	NAWEC, MECCNAR and NEA (Ministry of Env)	n of the coming projects		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
<p>required. The initial Tender for the Cogeneration Plant was cancelled due to Bids exceeding the allocated budget, the subsequent financial gap meant that GoTG had to request for additional funding from IsDB;</p> <ul style="list-style-type: none"> • The request from GoTG for additional financing of the Cogeneration to the approval of the IsDB took several months • Negotiations between KPT and the Suppliers for the Crushing Plant (HUM) and the Shelling Plant (Akyurek) have taken several months 	<p>progress regarding the detailed design than in the past.</p> <ul style="list-style-type: none"> • To prevent further delays with having Akyurek on board via Change Order No 2, The elements for external equipments have been removed from the Change ORder to ensure once it is signed, shipment of the main shelling unit equipment can be shipped and erection works can commence. • Regular updates from KPT have been received on the progress of the manufacturing of standard equipment of the Cogeneration Power Plant. At the 				

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
	end of June 2023, manufacturing progress is estimated at 40percent. As per the contract terms, a 50percent milestone factory inspection to China is currently being organised. This inspection is expected to approve the manufacturing to date and once the detailed design is approved the outstanding equipment can be expedited.				
Processing Plant Procurement Process Contract Stalemate	Finalise with Akyurek for Shelling Plant equipment	GGC	ASAP		
Cogeneration Power Plant	Expedite design and manufacturing				

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
MOFEA PCU					
Gambia Fiscal Management Development Project					
Low disbursement rate	<ul style="list-style-type: none"> Accelerate on the DLI particularly on the appointment of SOE Commissioners Engage Implementing Partners on implementation of activities, review and approval of reports to be prioritized. 	MOFEA OP PIU	End Q4 2023		
Contracts elapsing their end dates	<ul style="list-style-type: none"> Active monitoring of contracts and timely provision of data from implementing agencies. Prioritize reviews, comments and validation of critical reports 	Implementing Partners PIU Consultants	Continuous		Ongoing

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Timely Policy Decisions (i.e. Transactions Advisory on Gamtel-Gamcel Restructuring)	High-Level dialogue with policy-makers on Government's position with regards to reforms and restructuring of SOEs	MOFEA MOCDE GAMTEL/GA MCEL OP	On going		Ongoing
Debt Management and Domestic Revenue Mobilization SP Project					
<input type="checkbox"/> Delays in the granting of no objections from the Bank					
<input type="checkbox"/> Frequent reprioritization and reprogrammement of project planned activities by implementing partners.					
<input type="checkbox"/> Condition of Office Accommodation (ie power outage – lack of alternative energy sources – standby, generator					

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Economic Management Project (EMP)					
<input type="checkbox"/> Delay in submission of annual and quarterly work plans by implementing partners <input type="checkbox"/> Delays in the disbursement of funds from UNDP <input type="checkbox"/> Frequent reprioritization					
Late Disbursement of Funds	fund disbursement should be done in the 1st month of each quarter	UNDP	1st Month of each quarter.		Ongoing
Harmonizing and Improving Statistics in West and Central Africa Series of Projects 1 (HISWACA - SOP 1)					
Late disbursement of Funds	Funds should be disbursed in time				Ongoing
Inclusive Growth Promotion and Institutional Support Project					
<input type="checkbox"/> Delays in the granting of no objections from the Bank				.	
<input type="checkbox"/> Frequent reprioritization and reprogrammement of project					

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
planned activities by implementing partners.					
<input type="checkbox"/> Condition of Office Accommodation (ie power outage – lack of alternative energy sources – standby, generator)					
United Nations					
Food and Agriculture Organization (FAO)					
1. Procurement process delays (initiation to completion) 2. Capacity constraints (IPs, contractors and FAO) 3. Contracts management 4. Delays in implementation of LoAs 5. Inadequate co-ordination and communication 6. Limited documentation of impacts, good practices and success stories 7. Late start of projects and delays in recruitment processes 8. COVID 19 pandemic	<ul style="list-style-type: none"> Formulate new CPF to guide implementation activities and priority areas Should be aligned to <ul style="list-style-type: none"> NDP UNSDCF FAO Strategic Framework 		Signed by December 2023		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
UN World Food Programme					
Rural Integrated Climate Adaptation and Resilience Building Project” (RICAR)					
Procurement processes has been longer than anticipated (consultancies)	The project will proactively initiate early requisition of goods and services, ensuring the timely delivery as planned				
Africa Risk Capacity__Replica Programme					
Humanitarian food and nutrition assistance to the most vulnerable people in The Gambia affected by Russia - Ukraine crisis and Casamance (Senegal) conflict and climate shocks					
Provide critical food and nutrition assistance to the people vulnerable to food insecurity and malnutrition in The Gambia					
The Gambia Agriculture and Food Security Project					
World Health Organisation (WHO) Support to The Gambia					
Universal health coverage, Health emergencies and Healthier populations					
<ul style="list-style-type: none"> Limited human resources and resources Inadequate funding for the implementation of certain programmes and projects (Risks factors, NCDs, NTDs, procurement of equipment and reagents to conduct AMR.) 	<ul style="list-style-type: none"> Operational planning for the Programme budget 2024-2025 Country support plan Contribution to the developement of 14th General programme of work. Recruitment of staffs 				

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Ministry Of Health					
National Aids Secretariat TB/HIV					
Sustainable Financing for TB/HIV and AIDS services	Levy tax for HIV financing (e.g. 1percent on tourism, sand mining, petroleum)	Government	2023 legislative Year		Ongoing
Reducing Stigma & Discrimination /Denial	Approve the draft regulations for the effective Implementation of the HIV and AIDS Prevention & Control Act	Government/ NAM	2023 legislative Year		Ongoing
Retaining of Patients on Treatment	Increase Awareness & Implement the Retention strategy	Government/ NAS/Partners	December 2023		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Low MDR & Childhood case notification	Intensify ACF Training of HCW DR Survey Stool testing Operationalise MDR facility in Yundum	NLTP NPHL EFSTH	31st December 2023		
The high number of missing TB cases (34percent of estimates).	Intensify case finding Improve on retention Sample transport	NLTP, MoH	Continuous		
Issues with the Gene-Xpert machines at some sites (power, cartridge errors etc).	Solarization of Xpert sites	NLTP NAS	31 st December 2023		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Inadequacies in the data capture tools which need updating (i.e TB cases who decline for HIV test, presumptive cases etc)	Update of the DHIS2 Implement the TB/HIV tracker	DPI NLTP NAS	31 st December 2023		
Long Turn around time for processing of request	Electronic request and retirement system Multiple request	PCU			
Cross border TB/HIV and DR-TB control	Improve Cross border collaboration & Partnership with sister countries	Government/ MoFA/MoH	December 2023		
National Malaria Control Programme					
Limited Donors for malaria cross border activities					

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Availability of funding to implement SaME activities according to the workplan					
Availability of TA support to the detail malaria stratification					
Covid 19 delay on implementation of cross border activities.					
The Gambia Essential Health Services Strengthening Project					
Setting up contracts committee meeting is a major issue as it stalls the procurement process.	The full empowerment of the members of the contracts committee with the tools to allow them to make quick concise decisions to allow us to provide better results and deliverables on time in accordance with the contract signing.	PS – MoH	Immediately		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Contracts going to MOJ for review after the approval of the contracts committee it causes delay in the process.	Identify a focal person at MoJ for quick follow up	PS – MoH			
Delay in receiving request from IPs	All Implementing Partners should submit their procurement plans at the latest every quarter for smooth implementation of activities	PCU/IPs	Immediately		
Outstanding advances after several followups	IPs to ensure that liquidations are done immediately after activity implementation	MOH SMT and PC	Immediately		
Inadequate GLF support to PCU	MoFEA to increase the GLF support to PCU considering numerous engagements PCU has with stakeholders	PS MoFEA	December 2023		
Environmental and Social In adequate budget allocation to implement the planned activities	To advocate for more project resources for ESDD activities	PS - MoH	Immediately		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
NAWEC					
REHABILITATION OF THE WATER AND SANITATION NETWORKS PROJECT					
Delays in the approvals and payments from the Fund	Constant follow up and involvement of our stakeholders	NAWEC Project team and Management.	When required		
Acquisition of Land for Boreholes and Treatment plant	Engagement of our line Ministry and Ministry of Lands	NAWEC Project team and Management	On going		
Encroachment on allocated sites In Salaji and Batokunku	Engagement of our line Ministry and Ministry of Lands	Engagement of our line Ministry and Ministry of Lands.	On going		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Tax Exemption Schedule No. 1 B (1 and 2) of MOU No23/1440 between the Government of the Gambia and the Kingdom of Saudi Arabia Tax and Duty Exemption on all Goods or Services or on the Importation, Manufacture, Procurement or Supply under the Project as attached.	Engagement with the MOFEA	NAWEC, OIC, MOPE	Urgent		
Water Supply Project in The Greater Banjul Area (WASIB)					
Land acquisition					
Possible Funding gap.					
OFFICE OF THE VICE PRESIDENT					
The Gambia Social Safety Net Project (SSNP)					
Gap in the payment of beneficiaries due to the closure of the SSNP and beginning of the HCD- Gambia RISE Project	Continue engagement of the Regional and community	Nafa Programme	Ongoing		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
	<p>structures to keep the momentum.</p> <p>Intensify communication with the beneficiaries to assure continuity of CT</p>	management Team			
MINISTRY OF PETROLEUM					
<i>Promoting inclusive, environmentally-sound and low-carbon development</i>					
Counterpart contribution for the project developers is too high					
Delays in implementing activities by project developers					
Lack of project developers to implement some project activities					

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Substandard proposal					
Covid-19					
Low response to calls for proposals					
Limited resources to meet the demand					
MINISTRY OF TOURSIM					
Tourism Diversification & Resilience in The Gambia					
Different expectations regarding the benefits/ interventions of the project from stakeholders and beneficiaries	Constant communication on the scope of the project and benefits using different channels	Project Director Communications & Stakeholder	Q3 – Q4 2023; continuous		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
		Engagement Specialist			
Delays in key procurement processes for the technical components of the project	implement a weekly update on status of critical tasks to raise red flags	Project Director M&E Specialist	Ongoing		
Minimal Sector Experience in implementing donor funded projects	Constant engagement of Project Steering Committee members and senior Management of MoTC	PIU			
MINISTRY OF TRANSPORT					
WIDENING OF 22KM BERTIL HARDING HIGHWAY PROJECT					
Amendment of Kuwait Fund Financing percent	Ministry of Transport working with Ministry of Finance. However, once	Ministry of Transport, Works &	31/08/2023		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
	amended it will reflect the report	Ministry of Finance			
The construction of the side drains between km0 – 14+000 is delayed due to relocation of NAWEC electric poles at km0-2+000, km6+000 and km7+600.					
Cattles roaming freely on the highway, causing inconvenience and posing a serious threat to pedestrians and motorists.					
The Kiang West Roads Project (KWRP)					
Inconsistent supply of bitumen from Senegal to prime and seal the processed base materials of Phases 1 & 2.					
Irregular supply fuel to site.					
Irregular supply of basalt grades: 8/16” and 3/8” for the DBST and other concrete works.					

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Delayed payment to the Contractor: reference IPC 4					
Non payment of several invoice of request of payment from Consultant					
Construction of 50 km Urban Roads Project (Lot 1 & Lot 2)					
Relocation of services	<ul style="list-style-type: none"> Engage more sub-contractors Improvement of GAF pace of work 	The Client GAF	A.S.A.P Urgently		
Demolition of Affected Properties	Expedite the process	The Client	A.S.A.P		
Lack of sand and aggregates	Expedite the approval of sand quarries process	The Client	Urgently		

Challenges	Proposed Actions	Responsible Entity	Deadline	Comments	Implementation Status
Pace of Work	Increase resources after rains to meet deadlines	The Contractors	After rainy season		
NUIMI – HAKALANG ROAD PROJECT					
TRANS-GAMBIA CORRIDOR PROJECT					
Short time required to complete Border Posts	Reduce the Tender periods for Consultants & Contractor	PIU	9 Months		
West Africa Coastal Areas (WACA) Resilience Investment Project 2 (ResIP 2), P175525					

