

Tourism Diversification and Resilience in The Gambia (P177179) Project Procurement Strategy for Development (PPSD)



March 30, 2022

Common Abbreviations and Defined Terms

This section explains the common terms and abbreviations used in this document.

Abbreviation	Full Term
CERC	Contingent Emergency Response Crisis
GDP	Gross Domestic Product
GoG	Government of The Gambia
ITO	International Tour Operator
MoFEA	Ministry of Finance and Economic Affairs
MOTC	Ministry of Tourism & Culture
MOU	Memorandum of Understanding
MSME	Micro, Small, and Medium-Sized Enterprises
MTD	Model Tender Document
NDP	National Development Plan
PAD	Proposal Appraisal Document
PDO	Project Development Objective
PESTLE	Political, Economic, Social, Technology, Legal, and Environment
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PMME	Project Management, Monitoring, and Evaluation
PPSD	Project Procurement Strategy for Development
SPD	Standard Procurement Document
SWOT	Strengths, Weaknesses, Opportunities, Threats
ToR	Terms of Reference
USD	United States Dollars
VfM	Value for Money

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1. Introduction

The Project Procurement Strategy for Development (PPSD) is used to determine the right procurement approach to deliver an optimal procurement result which supports the Project Development Objective (PDO). It uses a structured approach and modern procurement tools and templates to determine a holistic procurement approach aimed at achieving best Value for Money (VfM). This document provides an analysis and review of:

- Prior project experiences;
- Operational context and capacity;
- Present situation in the market;
- Project and procurement risks; and
- Procurement objectives and approach options.

The objective of this process is to design the optimal procurement approach that encourages competition among quality bidders, resulting in better bids and the achievement of VfM. The table below contains the high-level details of this PPSD.

Table I. High-Level Details of the Project

Country	The Gambia
Full Project Name	Tourism Diversification, and Resilience in The Gambia
Total Finance (USD)	68,000,000
Project Number	P177179
Project Development Objectives	To support diversification and climate resilience of the tourism sector in the selected destinations

2. PPSD Summary of Recommendations

The proposed Project packaging and bidding documents are expected to contribute to improving VfM for the Project in several ways, including:

1. Staggering packages to ensure that competent project management will serve to support project implementation.
2. The emphasis on single contract packages for components serves to improve project coordination and management.

A total of USD 68,000,000 will cover seven procurement packages. Procurement responsibility belongs to the Project Implementation Unit (PIU) under the Ministry of Tourism & Culture (MOTC). Experienced consulting firms and individual consultants that specialize in Project Management, Monitoring, and Evaluation (PMME) should be contracted to support the PIU on all procurement matters. The MOTC has limited experience in implementing World Bank financed projects as well as complex projects of this size and scope. As a critical mitigation measure, this project has allocated a budget of USD 5 million to select the PMME consultancies and individual consultants for the duration of this project. The PMME consultancies and critical individual consultants relevant to the establishment of the PIU will be selected and on-boarded prior to all other project activities.

The PIU and MOTC will engage the market early and often via pre-procurement conferences to encourage market leader participation in project procurements and to solicit feedback on

technical and functional requirements to ensure procurement packages conform to international standards and best practices.

This PPSD has been developed with the World Bank and the MOTC and will be used in conjunction with the Procurement Plan to guide the procurement process. The PPSD is a living document and will be managed and updated by the MOTC.

The PPSD analysis identified four key risks to meeting the PDO as listed below.

1. The complexity of the Project, with its numerous components, could inhibit successful Project implementation;
2. Numerous internal and external stakeholders can delay or derail the Project;
3. The PIU does not have the necessary sustained capacity to implement and manage the Project; and
4. Use of different procurement procedures may delay procurements.

The following actions are recommended to mitigate these risks:

- Procurement of PMME consultancies and critical individual consultants at the outset of Project implementation;
- Creation and hosting of pre-procurement conferences to amplify procurement opportunities and outreach;
- The procurement of Components 1A, 1B, and 2A can be conducted simultaneously;
- The procurement of Component 2B should be conducted after the destination assessment is conducted, which takes place as part of Component 1A.

3. Project Overview

3.1 Project Description

The Project aims to improve the diversification and resilience of the Gambian tourism sector by strengthening institutional and policy frameworks, improving market linkages through technical assistance and access to financing for tourism related micro, small, and medium-sized enterprises (MSMEs), and building resilience through the strengthening sustainable coastal infrastructure and rehabilitation of existing tourism sites. The Project consists of four components as described in the table below.

Table II. Review of the Four Components of the Project

No.	Component	Cost (USD million)	Sub-Component
1	Policy Framework and MSME Participation	13 ¹	Sub-Component 1A: Improved institutional capacity for data-driven planning, marketing, and branding
			Sub-Component 1B: Increase participation of MSME within the selected destinations
2	Infrastructure Support for the Diversification and	50.00	Sub-Component 2A: Protection, rehabilitation and integrated management of coastal areas

¹ \$8.15M of the \$13.15M is for works and consulting services; \$4.85M of the \$13M is from a matching grant

	Resilience of the Tourism Sector		Sub-Component 2B: Integrated Tourism Product Development and Diversification of selected TDA/tourism areas
3	Project Management, Monitoring and Evaluation	5.00	N/A
4	Contingent Emergency Response Component	0	N/A

Component 1: Policy framework and MSME participation

The interventions under this component aim to address selected key bottlenecks in the tourism ecosystem in The Gambia to ensure that the sector realizes its potential as a source of sustainable and inclusive growth. Activities around data and marketing will be coordinated to promote the diversification of the destination and gender-sensitive policies, including those reducing risks of gender-based violence (GBV). This component includes two sub-components as described below.

- **Sub-Component 1A: Improved institutional capacity for data-driven planning, marketing, and branding**

The objective of this sub-component is to improve the ability of the country to use data in their tourism planning efforts and to attract a more diverse set of tourists. Activities under this sub-component aim to (1) support the development of a participatory data-driven marketing strategy with a focus on digital tools and channels and non-traditional markets, (2) strengthen the capacity of the Gambia Tourism Board and related institutions in data collection and analysis, and (3) improve inter-institutional coordination.

- **Sub-component 1B: Increase participation of tourism MSME within the selected destinations**

This subcomponent will contribute to the PDO by supporting diversification and inclusivity of the tourism sector in The Gambia, by promoting tourism MSMEs’ sustainable integration into value chains with established end markets. The objective of the subcomponent is to create a supply chain structure for upgrading domestic MSMEs; facilitating the transfer of technology, knowledge, and skills; and improving business and management practices and access to markets. This will be achieved by enabling more tailored capacity-building services and co-funding for a wider segment of tourism-related businesses that are suppliers of goods and services for lead firms such as hotels and tour operators.

- **Technical and compliance support to tourism MSMEs**

The Project will take a Lead Firm approach to MSME solution, one that leverages large firms to expand the capacity of the MSMEs in their value chain or have the potential to be suppliers of goods and services e.g. food and beverage, furniture, apparel, arts and crafts etc. This direct approach will ensure private sector leadership by customizing the MSME strengthening to meet market requirements.

- **Co-funding MSMEs to leverage private capital mobilization**

This fund aims to assist The Gambian tourism MSMEs to address their capital needs for investing in digital technologies and climate-smart infrastructure to increase adaptability and resilience to climate change, as well as provide working capital to firms which, while remaining viable and sustainable, have experienced cashflow disruptions because of the measures taken to contain the COVID-19 pandemic.

Component 2: Infrastructure support for the diversification and resilience of the tourism sector

This component aims to build the climate resilience of the tourism sector. It will focus on strengthening and upgrading infrastructure to better preserve existing assets by being more resilient to the impacts of hazards and climate change as well as enhance the attractiveness of tourism sites and promote economic development. This component includes two sub-components as described below.

- **Sub-Component 2A: Protection, rehabilitation, and integrated management of coastal areas**

This sub-component aims to address the impacts of coastal erosion and sea-level rise using a combination of nature-based solutions (NBS) and hard infrastructure to improve the resilience of tourism infrastructure. The project will consider interventions of erosion control through the restoration of shorelines on the west coast.

- **Sub-Component 2B: Integrated tourism product development and diversification of selected TDA/tourism areas**

This sub-component aims to enhance the resilience and attractiveness of existing but underdeveloped and at-risk tourism areas. Following identification of sites in Component 1, this sub-component will be engaged in supervision & design and construction activities to improve the resiliency of tourism sites.

Component 3: Project Management, Monitoring and Evaluation

This component covers the activities of the PIU that was set up by the Government of The Gambia (GoG) during the project preparation phase. The PIU will be responsible for overall supervision, quality assurance and M&E, coordination with other relevant Ministries as well as coordination and implementation of policy and regulatory framework related issues. The operation level PIU will be set up for the day-to-day operations of the project, facilitation, monitoring, fiduciary supervision and safeguards management as well as for institutional coordination among the various agencies involved with project activities at the national and local levels. The staff of PIU should comprise professional experts to be selected competitively on a merit-basis and be paid at market rate, and if possible, on a milestone completion basis. During preparation, implementation arrangements will be identified in consultation with the counterpart Ministry(ies).

Component 4. Contingent Emergency Response Component (CERC)

The objective of this zero-cost component is to allow for a rapid reallocation of credit proceeds from other components to provide emergency recovery and reconstruction support following an eligible crisis or emergency. This component would finance public and private sector expenditures on a positive list of goods or specific works, services, and emergency operation costs required for The Gambia's emergency recovery. A Contingent Emergency Response Implementation Plan that details financial management, procurement, safeguards, and any other necessary implementation arrangements will apply to this component.

The MOTC will conduct procurements in accordance with the World Bank's guidance note entitled, "Procurement in Situations of Urgent need of Assistance or Capacity Constraints" (World Bank 2016a). This guidance note provides procurement guidance in situations of fragility, capacity constraints, conflict and emergency (FCCE).² The MOTC will also develop a Project Implementation Manual (PIM) related to CERC in accordance with the aforementioned guidance note.

3.2 Summary of Key Project Development Objectives

The Project's PDO is to support diversification and climate resilience of the tourism sector in the selected destinations. The results indicators listed below will be used to measure progress toward the PDO.

- a) Share of arrivals from non-traditional markets (percentage);
- b) Share of beneficiary MSMEs with new or expanded contracts with tourism Lead Firms (disaggregated by gender) (percentage);
- c) Shoreline with targeted coastal erosion control measures (measured in kilometers).

3.3 Key Conclusions

The Project aims to develop the resilience of the Gambian tourism sector by supporting the tourism ecosystem and related infrastructure. The components address this goal and the PDO by splitting the Project into three categories: ecosystem support (Component 1); infrastructure support (Component 2); and project management (Component 3).

4. Strategic Assessment of Operational Context and Borrower Capability

4.1 Operational Context

The purpose of this section is to review any factors that may impact the procurement approach, affect the ability to encourage competition among quality suppliers, or impact the successful implementation and management of any contracts. This section supports Section 3.1 by reviewing a PESTLE (Political, Economic, Social, Technology, Legal, and Environment) analysis.

4.1.1 Political

The Gambia has recently undergone a significant political change as the Jammeh regime weakened civil society and undermined the ability of public institutions to deliver basic services. (World Bank 2018a). The December 2016 election of President Barrow began a period of

² See <https://wbnpf.procurementinet.org/sites/all/themes/npf/misc/documents/Bank-Guidance-Procurement-in-Situations-of-Urgent-Need.pdf>

political transition, culminating in his official inauguration in February 2017. The GoG has aimed to engage in widespread reform of The Gambian civil society including changes to the security apparatus, the employment of budget management strategies, and the return to the Commonwealth.³

The Gambia experienced peaceful and transparent local elections in 2018 and the GoG has established media freedom and worked to restore the independence of the judiciary and Central Bank. The GoG's Accelerated National Response Plan and National Development Plan (NDP) represent steps toward establishing sound fiscal policy, improving public sector management, and enabling an economic recovery.

4.1.2 Economic

The Jammeh regime oversaw gross domestic product (GDP) growth that trailed the Sub-Saharan African average due to high food prices, inflation, and external economic shocks. These shocks included the Ebola crisis and a Senegalese logistics blockade. Real GDP growth reached 7.2% in 2019, reflecting lower interest rates and a resurgent service sector (World Bank 2018a).

The Gambia's economic and social gains have slowed due to the COVID-19 pandemic. Tourism and trade disruptions have resulted in a GDP contraction of 0.2% in 2020. GDP growth is estimated to be 4% in 2021 and 6% in 2022, but these estimates are heavily dependent on the speed of the global recovery.

The Gambia's tourism industry has grown faster than most other destinations in West Africa, despite the 2012 Ebola epidemic and 2017 political transition. Growth has been driven primarily by tourists from the Netherlands and The Gambian diaspora.

The GoG has recognized tourism as a key productive sector in its NDP. However, there remain, significant challenges including lack of designation recognition / attractiveness, poor product quality, undiversified products, limited air access, reliance on international tour operators (ITOs), security, and environmental degradation.

ITOs bring 70% of all tourists to The Gambia while and more than 65% of 2019 arrivals were from Europe. ITO predominance decreases the amount of data the GoG can collect and complicates efforts to attract new tourist segments and/or source markets. The country's limited air access, ranked 3rd highest for domestic flight charges and 2nd highest for international flight charges in West Africa, represents a further barrier to tourism sector growth (World Bank 2018a).

Access to financing has been identified as the main constraint to The Gambian business environment as only 10% of firms have access to a bank loan or line of credit. Additionally, the economy as a whole is cash-based and firms face high initial costs, high per-transaction costs, and interoperability issues, all of which prevent the expansion of digital payment options (World Bank 2018b).

³ See <https://thecommonwealth.org/news/gambia-rejoins-commonwealth>

4.1.3 Social

The Gambia has a population of approximately 2.4 million and is one of the most densely populated countries in Africa. A majority of the population is concentrated around urban centers. The Gambia faces social issues including food insecurity, poverty, and malnutrition. 48% of the population lives in poverty and 10.3% of Gambian children suffer from acute malnutrition.⁴ As of December 2021, it is estimated that 10.2% of the population is fully vaccinated against COVID-19.⁵

4.1.4 Technology

While The Gambia has experienced significant growth in the number of fixed broadband subscriptions and moderate growth in the number of internet servers in the country, just 51% of the population was using the internet in 2019.⁶ In 2020, there were 110 mobile cellular subscriptions per 100 individuals, indicating relatively widespread use of cell phones (though this is not a proxy for cellular coverage or speeds). In June 2020, the Ministry of Information and Communication Infrastructure released the National Broadband Policy 2020-2024, indicating a commitment to increasing broadband penetration and internet access.

4.1.5 Legal

The Gambia does not have economy-wide limits on foreign ownership or control of businesses. Additionally, there is no mandatory screening of foreign direct investment.⁷ As indicated in the World Bank's Global Public Procurement Database,⁸ 6.2% of Gambian GDP is public procurement expenditure.

The Gambia operates under two key procurement regulations as listed below. For this project, these procurement documents will be superseded by World Bank procurement regulations.

- The Gambia Public Procurement Authority Act, 2014
- Gambia Public Procurement Authority Regulations, 2019

4.1.6 Environmental

The Gambia is located in West Africa and stretches for 450 kilometers along the Gambia River. The country currently experiences a long, dry season and a short, wet season. The World Bank has identified a number of climate vulnerabilities, including torrential rainfall, flooding, drought, and sea level rise.⁹ The Gambia produces 50% of the food it needs, meaning it depends on food imports and its food production is vulnerable to droughts and floods.¹⁰

⁴ See <https://climateknowledgeportal.worldbank.org/country/gambia>

⁵ See https://docs.wfp.org/api/documents/WFP-0000136585/download/?_ga=2.157183483.134461523.1646830757-1272544836.1646830757

⁶ See <https://data.worldbank.org/indicator/IT.NET.USER.ZS?locations=GM>

⁷ See <https://www.state.gov/reports/2019-investment-climate-statements/gambia-the/>

⁸ See <https://www.globalpublicprocurementdata.org/>

⁹ See <https://climateknowledgeportal.worldbank.org/country/gambia>

¹⁰ See https://docs.wfp.org/api/documents/WFP-0000136585/download/?_ga=2.157183483.134461523.1646830757-1272544836.1646830757

4.1.7 Key Conclusions

The Gambia's long-term competitiveness as a tourist destination likely depends on its ability to attract new market segments. This will require investments to support new tourism products apart from the country's beaches. These new tourism products need to be resilient against sea level rise and coastal erosion, necessitating the need for climate resilience and the upgrading of infrastructure.

The Gambian legal landscape presents no challenges to Project implementation. Social conditions may, in fact, be addressed by the Project's focus on MSMEs, which would ideally aid those experiencing poverty. While the GoG has recognized the expansion of MSMEs as a development priority, a difficult regulatory climate and limited contacts between tourism and technology-enabled businesses constrain their growth.

The importance of tourism as an economic sector, which represents approximately 15.5% of GDP¹¹ (factoring in indirect and induced impacts), serves to mitigate the impact of any political instability. Additionally, the fact that the GoG has recognized tourism as a key productive sector in the NDP further supports the assumption that the Project will not be negatively impacted by economic or political change.

The Gambia operates under two key procurement documents. For this project, these procurement documents will be superseded by World Bank procurement regulations.

4.2 Borrower Capability and Project Implementation Unit (PIU)

This assessment identifies known factors, including enablers and constraints, that may have an impact on both the delivery of the Project and the recommended procurement approach.

4.2.1 MOTC Capacity, Capability, and Previous Experience

The PIU is located within the MOTC which oversees The Gambian tourism sector. The PIU is still in the process of being established and does not have experience in implementing World Bank-financed projects. The PIU has limited experience in implementing projects financed by other development finance institutions. The PIU should follow procurement regulations as provided by the World Bank in the document entitled, "Procurement Regulations for IPF Borrowers" (World Bank 2020).

The PIU will manage stakeholder input and interest. Stakeholders include the Ministry of Finance and Economic Affairs (MoFEA), the Central Bank of The Gambia, the Ministry of Trade and Investment, the Ministry of Transport and Works, National Roads Authority, the Ministry of Environment, Climate Change and Natural Resources, and National Environment Agency. Memorandums of Understanding (MoUs) will be developed as needed to support the coordination, roles, and responsibilities of the agencies as described in the Project Implementation Manual.

¹¹ This figure was taken from the Draft Project Appraisal Document (PAD) that was requested by Valent

4.2.2 Need for Hands-on Expanded Implementation Support

Given the complexity of implementation, the Project will include implementation support through the provision of external consultancies and individual consultants for *Project Management, Monitoring, and Evaluation (PMME) services*. Assistance by the consultancy selected to provide these services will include, but not be limited to, managerial and technical assistance and guidance through the various phases of implementation to ensure that projects are procured, structured, managed, and executed following international standards of project management and quality assurance. This will be a technical assistance to project implementation although not considered Hand-on Expanded Implementation Support (HEIS), which is directly supported by the World Bank.

4.2.3 Contract Management Capability and Capacity

As noted in Section 4.2.1, the MOTC and PIU do not have relevant contract management experience, thereby limiting their capacity. The external consultancies and individual consultants that provide PMME services will serve to alleviate this deficit. The PMME consultancies and individual consultants should manage contracts in accordance with two World Bank procurement guidance notes: (1) Contract Management, General Principles¹² and (2) Contract Management, Practice.¹³

4.2.4 Complaints Management and Dispute Resolution

It is recommended that World Bank Standard Procurement Documents (SPDs) be used for procurements. Procurements themselves should have a 10-day standstill period to allow for potential complaints. Procurement-related complaints should be submitted to the MOTC in a timely manner during this standstill period, and the MOTC should address them promptly and fairly. Detailed information and procedures that should be followed for the administration and handling of procurement-related complaints can be found in Annex III of the World Bank document entitled, "Procurement Regulations for IPF Borrowers" (World Bank 2020).

4.2.5 Key Conclusions

MOTC's inexperience and lack of capacity and capability necessitates the provision of consultancies and individual consultants to provide PMME services. The PMME consultancies and individual consultants will bolster the MOTC's capacity and capability and serve to improve the likelihood of Project implementation success. Additionally, as stated with regard to contract management and complaints management and dispute resolution, the PIU does not have adequate capacity for these functions which reinforces the need for PMME support from consultancies and individual consultants who possess the requisite expertise in key areas such as procurement.

¹² See <https://thedocs.worldbank.org/en/doc/5315615077430805550290022017/original/ContractManagementGuidance2017.pdf>

¹³ See <https://thedocs.worldbank.org/en/doc/277011537214902995-0290022018/original/ProcurementContractManagementGuidance.pdf>

4.3 Market Analysis

The objective of market research and analysis is to develop an understanding of the market sectors which will participate in the procurement. An understanding of the market sectors will inform the procurement approach to maximize competition and encourage quality suppliers to participate in the process. A procurement approach informed by market analysis and engagement will also reduce the risk of failed procurement processes due to no bids or non-responsive bids. This section explains how the relevant market works from the perspective of The Gambia and of suppliers. It considers the following factors:

- Market structure;
- Financial; and
- Procurement trends.

4.3.1 Market Approach

It is imperative for the PIU to engage the market early to amplify procurement opportunities to market leaders. In consultation with the World Bank, the PIU should engage in pre-procurement conferences where it will present (1) a project summary, (2) the project timeline including anticipated solicitation dates, and (3) technical and functional requirements within the procurement package for industry comment. While the pre-procurement conference schedule and logistics are to be determined, the objectives of each conference are to inform the market and encourage participation in each procurement package and solicit market feedback on functional and technical requirements.

Pre-procurement conferences are anticipated to be held either virtually or on-location in Banjul. The first pre-procurement conference will be held for the PMME consultancies procurement package as the sustainable success of the modernization project is contingent on bringing in external support to augment institutional capacity at the PIU. The market engagement process should resemble the scenario described in the table below.

Table III. Summary of the Market Engagement Process

Pre-Procurement Market Engagement Process	Specific Activities
Pre-Procurement Market Engagement (3 weeks)	<ol style="list-style-type: none"> 1. Outreach to market leaders 2. Outreach to industry associations and chambers of commerce 3. Outreach to peer organizations and development banks
Pre-Procurement Conference (1 Day Event)	<ol style="list-style-type: none"> 1. Presentation of project summary 2. Presentation of procurement package opportunity 3. Discussion of technical and functional requirements
Industry Feedback and Review (2 weeks)	<ol style="list-style-type: none"> 1. Process industry comment and feedback 2. Update Terms of Reference (ToR) 3. Prepare procurement documents for formal procurement process

4.3.2 Market Leaders

The following tables provide a list of both turnkey market leaders and underlying market suppliers for each type of consultancy or company that can be anticipated to be included in a

primary procurement package. For each consultancy or company type, listings for international and African-based companies are presented.

Table IV. List of Tourism and Hospitality Consultancies

Presence	Company Name	Location	Website
International	ICF	Various	https://www.icf.com/
	Solimar International	United States	https://www.solimarinternational.com/
	Acorn Tourism Development Consultants	United Kingdom	https://acorntourism.co.uk/
	Simon-Kucher & Partners	United States	https://www.simon-kucher.com/en
	TEAM Tourism Consulting	United Kingdom	https://www.team-tourism.com/
	Dunira Strategy	United Kingdom	https://www.dunira.com/
	Carey Tourism	United Kingdom	https://www.careytourism.com/
Africa	STTA Consulting	Kenya	https://sttakenya.org/
	Red Clay Advisory	Nigeria	http://redclayadvisory.com/
	Sustain	South Africa	https://www.sustainecoenv.com/

Table V. List of Development Consultancies

Presence	Company Name	Location	Website
International	Mott MacDonald	Various	https://www.mottmac.com/
	Banyan Global	United States	https://banyanglobal.com/
	Abt Associates	Various	https://www.abtassociates.com/
	RTI International	Various	https://www.rti.org/
	Chemonics	Various	https://www.chemonics.com/
Africa	Kaiser Economic Development Partners	South Africa	https://kaiseredp.com/
	Accord Development Consulting	South Africa	https://accord-development.com/
	Africa Label Group S.A.	Burkina Faso	https://alg.expert/
	Next Generation	South Africa	https://nextgeneration.co.za/
	AVC Africa	Ghana	https://avcafrica.org/

Table VI. List of Supervision & Design Consultancies

Presence	Company Name	Location	Website
International	Ingerop	Various	https://www.ingerop.fr/
	Niras	Various	https://www.niras.com/
	Sheladia Associates	United States	https://www.sheladia.com/
	Sellhorn Ingenieurgesellschaft mbH	Germany	https://www.sellhorn-hamburg.de/
	SMEC	Various	https://www.smec.com/
Africa	Lithon	Various	https://www.lithon.com/

	GAMECS	The Gambia	http://gamecs-ltd.com/
	Mahfous Engineering Consultants Gambia Limited	The Gambia	http://mahfous.com/
	Pinconsult Assocaites Ltd.	Nigeria	http://pinconsultnigeria.com/
	Etteh Aro & Partners	Nigeria	http://etteharo.com/

Table VII. List of Construction Companies

Presence	Company Name	Location	Website
International	Shapoorji Pallonji and Company Private Ltd.	India	https://shapoorjipallonji.com/
	BAM International	Various	https://www.baminternational.com/
	Bechtel	Various	https://www.bechtel.com/
	VINCI	Various	https://www.vinci.com/
	IBT Group	United States	https://www.ibtgroup.com/
Africa	Construct Ltd.	The Gambia	https://constructltd.com/
	Gai Construction	The Gambia	https://gaiconstruction.com/
	CSE Group	Senegal	https://groupecse.com/
	De Simone Group	Ghana	https://desimoneltd.com/
	Julius Berger Nigeria Plc.	Nigeria	https://www.julius-berger.com/

Table VIII. List of PMME Consultancies

Presence	Company Name	Location	Website
International	PWC	Various	https://www.pwc.com/
	Tetra Tech	Various	https://www.tetrattech.com/
	Accenture	Various	https://www.accenture.com/
	Deloitte	Various	https://www2.deloitte.com/
	ISG	Various	https://isg-one.com/
Africa	Neo Africa Consultants Ltd.	Kenya	https://www.neoafrikaconsultants.com/
	GWI Group	South Africa	https://gwi.co.za/
	Africa Business Group	Various	https://www.abghq.com/
	Agile Consulting	Kenya	http://agileafrica.org/
	Veritas Engineering & Project Management Consultants	South Africa	https://veritas-engineering.com/

4.3.3 Outreach to Tourism and Hospitality Associations and Trade Groups

In addition to reaching out to the supplier market, key industry associations and trade groups should also be engaged. These organizations can provide key information such as supplier recommendations, design ideas, and project execution advice and feedback.

Table IX. List of Tourism and Hospitality Associations and Trade Groups

Name	Website
African Travel & Tourism Association	http://atta.travel/
Africa Tourism Association	https://www.africatourismassociation.org/
West Africa Tourism Association	https://www.westafricatourism.com/
World Travel & Tourism Council	https://wttc.org/
World Tourism Organization (UNWTO)	https://www.unwto.org/
Global Sustainable Tourism Council	http://gstcouncil.org/

5. Procurement Risk Analysis

This section identifies risks and their likelihood of occurrence followed by recommended minimization strategies to counter those risks. The analysis is structured around 8 key areas as listed below.

1. Market complexity and competitiveness;
2. Delivery and supply security;
3. Suppliers and supplier relationships;
4. Borrower experience, capacity, and capability;
5. Cost trends;
6. Technical innovation;
7. Sustainability; and
8. Business operating environment.

Table X. Summary of Procurement Risk Analysis

Category	Risk	Likelihood	Impact	Mitigation	Risk Owner
Project Management and Decision Making	Complex project with numerous components could inhibit successful Project implementation.	High	High	<ul style="list-style-type: none"> • Contract PMME support for the duration of the project. • PIU should on-board PMME consultancies and individual consultants prior to moving forward with other Project components. • PMME consultancies and individual consultants should use a contract management plan (see Annex II for a sample plan). 	MOTC
Stakeholders	Numerous internal and external stakeholders can	High	High	<ul style="list-style-type: none"> • The PIU should ensure that they 	PIU

	delay or derail Project.			<p>have gained buy-in from stakeholders.</p> <ul style="list-style-type: none"> Stakeholders should be kept aware of Project implementation progress. 	
Institutional Capacity and Sustainability	PIU does not have the necessary sustained capacity to implement and manage the Project.	High	High	<ul style="list-style-type: none"> PMME consultancies and individual consultant Terms of References (ToRs) should be written to cover project management, procurement, and contract management functions. 	MOTC
Procurement Schedule	Use of different procurement procedures may delay procurements.	Med	Med	<ul style="list-style-type: none"> Ensure procurements are amplified and advertised as widely as possible to boost interest. 	MOTC & PIU

6. Procurement Objectives

The procurement objectives are designed to support of the overall PDO taken into consideration: to support diversification and resilience of selected tourism destinations

Procurement Objectives

- Ensure purchased goods, works and services are fit-for-purpose and achieve Value for Money (VfM)
- Timely completion – Optimized timeframes for contractor selection and contract implementation through optimized procurement decision making and structure of the procurement arrangements
- Minimize procurement load, contract integration risk and contract management load.
- Maximize competition across the procurement packages

7. Procurement Approach and Recommendation

This Section of the PPSD template summarizes the options for the Procurement Approach for each contract in the Project. The supporting evidence or justification for each Procurement Approach should be drawn from the previous sections of the PPSD, with enough detail to logically explain the recommended Procurement Approach. The table below summarizes procurement prior review thresholds as defined by the World Bank (World Bank 2022).

Table XI. World Bank Procurement Prior Review Thresholds

Type of Procurement	Procurement Prior Review Thresholds (USD millions)			
	High Risk	Substantial Risk	Moderate Risk	Low Risk
Civil Works	5.0	10.0	15.0	20.0
Goods, IT and Non-Consulting Services	1.5	2.0	4.0	6.0
Consultants (Firms)	0.5	1.0	2.0	4.0
Individual Consultants	0.2	0.3	0.4	0.5

The table below captures thresholds for procurement approaches and methods that are applicable for The Gambia as defined by the World Bank (World Bank 2016b).

Table XII. Thresholds for Procurement Approaches and Methods for The Gambia

Category	Thresholds for Procurement Approaches and Methods (USD millions)				
	Open International	Open National	Request for Quotation	Consulting Services	Engineering & Construction Supervision
Civil Works	>=3.0	<3.0	<=0.2	N/A	N/A
Goods, IT and Non-Consulting Services	>=0.3	<0.3	<=0.1	N/A	N/A
Shortlist of National Consultants	N/A	N/A	N/A	<0.2	<=0.2

7.1 Procurement Options

The tables below present strategic options analysis for high value contracts this project. A higher total score, calculated by summing feasibility, suitability, and acceptability scores, indicates the more suitable strategic option. *Feasibility* considers whether the option will work, including completion within the cost and time frame and market capacity. *Suitability* considers whether the option will meet the Project's overall development objectives. *Acceptability* considers whether identified stakeholders will support and buy-in to the option. These scores take into consideration the following guiding principles.

- Ability to attract qualified contractors;
- Security arrangements and community relations;
- Ability of the PIU to supervise works effectively;
- Efficiency of contract implementation (i.e., economies of scope / scale); and
- Technical interdependency between sections.

Sections 7.1.1 through 7.1.5 detail procurement options for each component. The types of consultancies sought are listed in the table below.

Table XIII. Consultancy and Company Types for Each Component and Sub-Component of the Project

Component	Sub-Component	Type of Procurement Package
1	1A	Tourism and Hospitality Consultancies
	1B	Development Consultancies
2	2A	Supervision & Design Consultancies

		Construction Companies
	2B	Supervision & Design Consultancies Construction Companies
3	---	PMME Consultancies

Contracts that are of low value and have low risk do not require an options analysis. These contracts are included in section 8 of this document.

7.1.1 Sub-Component 1A Options Analysis

Sub-Component 1A: Improved institutional capacity for data-driven planning, marketing, and branding.

This options analysis covers the following two contracts within sub-component 1A.

- Tourism statistical capacity building for marketing and planning (\$1,150,000)
- Marketing strategy development and implementation support (\$2,600,000)

Table XIV. Options Analysis for Sub-Component 1A – Tourism and Hospitality Consultancies

#	Option	Feasibility (1-10)	Suitability (1-10)	Acceptability (1-10)	Total (3-30)	Commentary
1	1 consultancy is engaged to complete both contracts	4	6	8	18	+ Not splitting total contract value may attract more and more experienced bidders + Clarity in communications between consultancy and PIU + Ease of managing a single consultant - Finding a single consultancy that can meet the requirements of both contracts may be difficult - Single consultancy is a single point of failure
2	2 consultancies are engaged; each consultancy completes one contract	8	8	8	24	+ Larger pool of consultancies that can meet the requirements for a single contract versus both contracts + Increased specialization of bidders specific to each contract + Diversified risk, no single point of failure - Smaller contract sizes may dissuade bidders - Multiple contracts strain PIU management capacity

7.1.2 Sub-Component 1B Options Analysis

Sub-component 1B: Increase participation of tourism MSME within the selected destinations.

This options analysis covers the following contract within sub-component 1B.

- Management Company – Technical Assistance and Fund Management (\$4,000,000)

Table XV. Options Analysis for Sub-Component 1B – Development Consultancies

#	Option	Feasibility	Suitability	Acceptability	Total	Commentary
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		(1-10)	(1-10)	(1-10)	(3-30)	
1	1 consultancy is engaged to complete the contract	8	9	8	25	+ Not splitting value may attract more and more experienced bidders + Clarity in communications between consultancy and PIU + Ease of managing a single consultant - Single consultancy is a single point of failure
2	2 or more consultancies are engaged; contract requirements are split among the consultancies	6	5	5	16	+ Diversified risk, no single point of failure - Smaller contract sizes may dissuade bidders - Multiple contracts strain PIU management capacity - Multiple consultancies managing a single fund complicates coordination and uniform distribution of funds

7.1.3 Sub-Component 2A Options Analysis

Sub-Component 2A: Protection, rehabilitation and integrated management of coastal areas.

This options analysis covers the following contract within sub-component 2A.

- Engineering design and supervision (\$3,800,000)

Table XVI. Options Analysis for Sub-Component 2A – Supervision & Design Consultancies

#	Option	Feasibility (1-10)	Suitability (1-10)	Acceptability (1-10)	Total (3-30)	Commentary
1	1 consultancy is engaged to complete the contract	8	8	8	24	+ Not splitting value may attract more and more experience bidders + Clarity in communications between consultancy and PIU + Ease of managing a single consultant - Single consultancy is a single point of failure
2	2 or more consultancies are engaged; contract requirements are split among the consultancies	6	7	6	19	+ Diversified risk, no single point of failure - Utilizing multiple consultancies adds unnecessary complexity - Smaller contract sizes may dissuade bidders - Multiple contracts strain PIU management capacity

This options analysis covers the following contract within sub-component 2A.

- Coastal works (\$38,000,000)

Table XVII. Options Analysis for Sub-Component 2A – Construction Companies

#	Option	Feasibility (1-10)	Suitability (1-10)	Acceptability (1-10)	Total (3-30)	Commentary
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1	1 company is engaged to complete the contract	8	8	8	24	+ The scope of the works is suitable for a single firm to execute + Not splitting value may attract more and more experience bidders + Clarity in communications between company and PIU + Ease of managing a single company - Single company is a single point of failure
2	2 or more companies are engaged; contract requirements are split among the companies	6	7	6	19	+ Diversified risk, no single point of failure - Utilizing multiple companies adds unnecessary complexity - Smaller contract sizes may dissuade bidders - Multiple contracts strain PIU management capacity

7.1.4 Sub-Component 2B Options Analysis

Sub-Component 2B: Integrated tourism product development and diversification of selected TDA/tourism areas.

This options analysis covers the following contract within sub-component 2B.

- Erosion reduction works, jetty reconstruction, market rehabilitation (\$3,500,000)

Table XVIII. Options Analysis for Sub-Component 2B – Construction Companies

#	Option	Feasibility (1-10)	Suitability (1-10)	Acceptability (1-10)	Total (3-30)	Commentary
1	1 company is engaged to complete the contract	8	8	8	24	+ The scope of the works is suitable for a single firm to execute + Not splitting value may attract more and more experience bidders + Clarity in communications between company and PIU + Ease of managing a single company - Single company is a single point of failure
2	3 companies are engaged; contract requirements are split among the companies	6	7	6	19	+ Diversified risk, no single point of failure - Utilizing multiple companies adds unnecessary complexity - Smaller contract sizes may dissuade bidders - Multiple contracts strain PIU management capacity

7.1.5 Component 3 Options Analysis

This options analysis covers the following contracts within component 3.

- M&E Firm (\$110,000)
- PIU Capacity / Workshops (\$415,000)
- Audit (\$100,000)

- Safeguards Firm (\$320,000)

Table XIX. Options Analysis for Component 3 – PMME Consultancies

#	Option	Feasibility (1-10)	Suitability (1-10)	Acceptability (1-10)	Total (3-30)	Commentary
1	1 consultancy is engaged to complete all contracts; this consultancy may utilize subcontractors	5	5	7	17	+ Not splitting value may attract more and more experience bidders + Clarity in communications between consultancy and PIU + Ease of managing a single consultant - Single consultancy is a single point of failure - Difficult to find a single consultancy that specializes in each requirement area (M&E, public sector capacity, safeguard) -Timing of activities can cause a resource issue
2	2 consultancies are engaged to complete the contracts; 1 consultancy is responsible for the M&E and safeguards requirements while the other is responsible for PIU capacity / workshops and audit	6	6	8	20	+ Diversified risk, no single point of failure + Can source consultancies that specialize in requirement areas (M&E, public sector capacity, safeguard) + No overlap of resources so timing of activities would not be an issue - Smaller contract sizes may dissuade bidders - Difficult to find consultancies that specialize in multiple requirement area (M&E, PIU capacity / workshops, audit, safeguards) - Multiple contracts strain PIU management capacity - Multiple PMME consultancies complicates coordination
3	4 consultancies are engaged to complete the contracts; each consultancy is responsible for a single requirement (M&E, PIU capacity / workshops, audit, safeguards)	8	8	8	24	+ Diversified risk, no single point of failure + Can source consultancies that specialize in each requirement area (M&E, PIU capacity / workshops, audit, safeguard) + No overlap of resources so timing of activities would not be an issue - Smaller contract sizes may dissuade bidders - Multiple contracts strain PIU management capacity - Multiple PMME consultancies complicates coordination

7.2 Procurement Recommendations

This section includes recommended procurement packages for Components 1, 2, and 3. Due to the interconnected nature of some of these components, procurement must follow a specific sequence, as detailed in the table below.

Table XX. Procurement Sequence for Components and Sub-Components

Order	Component (Procurement Package)
1	Component 3 (PMME Consultancies)
2	Component 1, Sub-Component 1A (Tourism and Hospitality Consultancies)
	Component 1, Sub-Component 1B (Development Consultancy)
	Component 2, Sub-Component 2A (Supervision & Design Consultancy, Construction Company)
3	Component 2, Sub-Component 2B (Supervision & Design Consultancy, Construction Company)

Component 3 **must** be procured first, as the PMME consultancies and individual consultants will be critical to standing up the PIU and ensuring competent project management and implementation. Sub-components 1A, 1B, and 2A can be procured next and simultaneously. Sub-components 1A and 1B have no external dependencies, while the procurement of sub-component 2A will depend on the completion of a feasibility study that is currently in progress. Sub-component 2B will be procured last because its design depends on the completion of sub-component 1A's feasibility study. Additionally, Sub-component 2B will also require a technical & design study prior its start. Sub-component 1A will improve institutional capacity for data-driven planning, marketing, and branding for the MOTC and produce a study of tourism sites in The Gambia, which will inform the selection of tourism sites that will be improved upon in sub-component 2B.

7.2.1 Sub-Component 1A Procurement Recommendation

Contract #1: Tourism and Hospitality Consultancies

Estimated Cost: USD 3,750,000

Procurement Approach: See table below

Table XXI. Sub-Component 1A Procurement Recommendation

Attribute	Selected Arrangement	Justification / Summary
Specifications	Conformance	Precise characteristics defined for this procurement
Sustainability Requirements	Yes	In accordance with World Bank procedures
Contract Type	Traditional	Standard for consulting services
Pricing and Costing Mechanism	Lump Sum	Work can be accurately specified, and risk reasonably identified as all projects are augmentation or expansions of existing sites

Supplier Relationship	Collaborative	Necessary in order to ensure project management
Price Adjustments	None, Fixed Price	Terms of Reference (ToR) is well defined
Form of Contract (Terms & Conditions)	World Bank Standard Terms and Conditions	Readily available, known to suppliers. Retained ability to tailor.
Selection Method	Request for Proposals (RFP) – Consulting Services (Non-Supervision)	World Bank Standard Procurement Document (SPD)
Selection Arrangement	N/A	
Market Approach	A – Type of competition: Open – International	In accordance with best practice and preferred approach
Pre- / Post-Qualification	Pre-Qualification (Shortlisting)	
Evaluation Selection Method	Quality Cost Based Selection (QCBS)	Best practice for complex consulting services
Evaluation of Costs	Adjusted Bid Pricing	
Domestic Preference	None	Not relevant for this procurement
Rated Criteria	Yes	In accordance with best practice and preferred approach

7.2.2 Sub-Component 1B Procurement Recommendation

Contract #2: Development Consultancy

Estimated Cost: USD 4,000,000

Procurement Approach: See table below

Table XXII. Sub-Component 1B Procurement Recommendation

Attribute	Selected Arrangement	Justification / Summary
Specifications	Conformance	Precise characteristics defined for this procurement
Sustainability Requirements	Yes	In accordance with World Bank procedures
Contract Type	Traditional	Standard for consulting services
Pricing and Costing Mechanism	Lump Sum	Work can be accurately specified, and risk reasonably identified as all projects are augmentation or expansions of existing sites
Supplier Relationship	Collaborative	Necessary in order to ensure project management
Price Adjustments	None, Fixed Price	Terms of Reference (ToR) is well defined
Form of Contract (Terms & Conditions)	World Bank Standard Terms and Conditions	Readily available, known to suppliers. Retained ability to tailor.
Selection Method	Request for Proposals (RFP) – Consulting Services (Non-Supervision)	World Bank Standard Procurement Document (SPD)
Selection Arrangement	N/A	
Market Approach	A – Type of competition: Open – International	In accordance with best practice and preferred approach

Pre- / Post-Qualification	Pre-Qualification (Shortlisting)	
Evaluation Selection Method	Quality Based Selection (QBS)	Best practice for complex consulting services
Evaluation of Costs	Adjusted Bid Pricing	
Domestic Preference	None	Not relevant for this procurement
Rated Criteria	Yes	In accordance with best practice and preferred approach

7.2.3 Sub-Component 2A Procurement Recommendations

Contract #3: Supervision & Design Consultancy

Estimated Cost: USD 3,800,000

Procurement Approach: See table below

Table XXIII. Sub-Component 2A Procurement Recommendation – Supervision & Design Consultancy

Attribute	Selected Arrangement	Justification / Summary
Specifications	Conformance	Precise characteristics defined for this procurement
Sustainability Requirements	Yes	In accordance with World Bank procedures
Contract Type	Traditional	Standard for consulting services
Pricing and Costing Mechanism	Lump Sum (Design) and Time Based (Supervision)	Work can be accurately specified, and risk reasonably identified as all projects are augmentation or expansions of existing sites
Supplier Relationship	Collaborative	Necessary in order to ensure project management
Price Adjustments	None, Fixed Price	Terms of Reference (ToR) is well defined
Form of Contract (Terms & Conditions)	World Bank Standard Terms and Conditions	Readily available, known to suppliers. Retained ability to tailor.
Selection Method	Request for Proposals (RFP) – Consulting Services (Supervision)	World Bank Standard Procurement Document (SPD)
Selection Arrangement	N/A	
Market Approach	A – Type of competition: Open – International	In accordance with best practice and preferred approach
Pre- / Post-Qualification	Pre-Qualification (Shortlisting)	
Evaluation Selection Method	Quality Cost Based Selection (QCBS)	Best practice for complex consulting services
Evaluation of Costs	Adjusted Bid Pricing	
Domestic Preference	None	Not relevant for this procurement
Rated Criteria	Yes	In accordance with best practice and preferred approach

Contract #4: Construction Company

Estimated Cost: USD 38,000,000

Procurement Approach: See table below

Table XXIV. Sub-Component 2A Procurement Recommendation – Construction Company

Attribute	Selected Arrangement	Justification / Summary
Specifications	Conformance	Precise characteristics defined for this procurement
Sustainability Requirements	Yes	In accordance with World Bank procedures
Contract Type	Design and Build	Standard for this type of contract
Pricing and Costing Mechanism	A. Schedule of Rates / Admeasurement	Work can be accurately specified, and risks reasonably identified
Supplier Relationship	Collaborative	This is a work that will require a collaborative relationship
Price Adjustments	Negotiated	Although risks have been identified, the duration of the projects due to risks could result in the need to negotiated price adjustments
Form of Contract (Terms & Conditions)	World Bank Standard Terms and Conditions	Readily available, known to suppliers. Retained ability to tailor.
Selection Method	Request for Bids	World Bank Standard Procurement Document (SPD)
Selection Arrangement	N/A	
Market Approach	A – Type of competition: Open – International B – Number of envelopes Single Stage, Single Envelope	Importance of confirming technical responsiveness
Pre- / Post-Qualification	Pre-Qualification	Required to reduce workload in detailed evaluation of unqualified bids
Evaluation Selection Method		
Evaluation of Costs	Adjusted bid price	Appropriate for works
Domestic Preference	None	
Rated Criteria	None	

7.2.4 Sub-Component 2B Procurement Recommendations

Contract #5: Supervision & Design Consultancy

Estimated Cost: USD 750,000

Procurement Approach: See table below

Table XXV. Sub-Component 2B Procurement Recommendation – Supervision & Design Consultancy

Attribute	Selected Arrangement	Justification / Summary
Specifications	Conformance	Precise characteristics defined for this procurement
Sustainability Requirements	Yes	In accordance with World Bank procedures

Contract Type	Traditional	Standard for consulting services
Pricing and Costing Mechanism	Lump Sum (Design) and Time Based (Supervision)	Work can be accurately specified, and risk reasonably identified as all projects are augmentation or expansions of existing sites
Supplier Relationship	Collaborative	Necessary in order to ensure project management
Price Adjustments	None, Fixed Price	Terms of Reference (ToR) is well defined
Form of Contract (Terms & Conditions)	World Bank Standard Terms and Conditions	Readily available, known to suppliers. Retained ability to tailor.
Selection Method	Request for Proposals (RFP) – Consulting Services (Supervision)	World Bank Standard Procurement Document (SPD)
Selection Arrangement	N/A	
Market Approach	A – Type of competition: Open – International	In accordance with best practice and preferred approach
Pre- / Post-Qualification	Pre-Qualification (Shortlisting)	
Evaluation Selection Method	Quality Cost Based Selection (QCBS)	Best practice for complex consulting services
Evaluation of Costs	Adjusted Bid Pricing	
Domestic Preference	None	Not relevant for this procurement
Rated Criteria	Yes	In accordance with best practice and preferred approach

Contract #6: Construction Company

Estimated Cost: USD 3,500,000

Procurement Approach: See table below

Table XXVI. Sub-Component 2B Procurement Recommendation – Construction Company

Attribute	Selected Arrangement	Justification / Summary
Specifications	Conformance	Precise characteristics defined for this procurement
Sustainability Requirements	Yes	In accordance with World Bank procedures
Contract Type	Design and Build	Standard for this type of contract
Pricing and Costing Mechanism	Schedule of Rates / Admeasurement	Work can be accurately specified, and risks reasonably identified
Supplier Relationship	Collaborative	This is a work that will require a collaborative relationship
Price Adjustments	Negotiated	Although risks have been identified, the duration of the projects due to risks could result in the need to negotiated price adjustments
Form of Contract (Terms & Conditions)	World Bank Standard Terms and Conditions	Readily available, known to suppliers. Retained ability to tailor.

Selection Method	Request for Bids	World Bank Standard Procurement Document (SPD)
Selection Arrangement	N/A	
Market Approach	A – Type of competition: Open – International B – Number of envelopes Single Stage, Single-Envelope	Importance of confirming technical responsiveness
Pre- / Post-Qualification	Pre-Qualification	Required to reduce workload in detailed evaluation of unqualified bids
Evaluation Selection Method		
Evaluation of Costs	Adjusted bid price	Appropriate for works
Domestic Preference	None	
Rated Criteria	None	

7.2.5 Component 3 Procurement Recommendation

Contract #7: PMME Consultancies

Estimated Cost: USD 945,000

Procurement Approach: See table below

Table XXVII. Component 3 Procurement Recommendation

Attribute	Selected Arrangement	Justification / Summary
Specifications	Conformance	Precise characteristics defined for this procurement
Sustainability Requirements	Yes	In accordance with World Bank procedures
Contract Type	Traditional	Standard for consulting services
Pricing and Costing Mechanism	Lump Sum	Work can be accurately specified, and risk reasonably identified as all projects are augmentation or expansions of existing sites
Supplier Relationship	Collaborative	Necessary in order to ensure project management
Price Adjustments	None, Fixed Price	Terms of Reference (ToR) is well defined
Form of Contract (Terms & Conditions)	World Bank Standard Terms and Conditions	Readily available, known to suppliers. Retained ability to tailor.
Selection Method	Request for Proposals (RFP) – Consulting Services (Non-Supervision)	World Bank Standard Procurement Document (SPD)
Selection Arrangement	N/A	
Market Approach	A – Type of competition: Open – International	In accordance with best practice and preferred approach
Pre- / Post-Qualification	Pre-Qualification (Shortlisting)	

Evaluation Selection Method	Quality Cost Based Selection (QCBS)	Best practice for complex consulting services
Evaluation of Costs	Adjusted Bid Pricing	
Domestic Preference	None	Not relevant for this procurement
Rated Criteria	Yes	In accordance with best practice and preferred approach

8. Preferred Arrangements for Low Value Contracts and Low Risks

This section details the procurement approach for contracts that were identified as not requiring a detailed assessment and justification for the procurement approach. These contracts are for consultants that include those performing implementation support, training, engineering, and climate resilience services, and contracts that fall into the goods category for small supplies.

Table XXVIII. Procurement Approaches for Low-Value Contracts by Contract Type

Contract	Category	Estimated Cost (USD)	Procurement Arrangement and Method
Sub-Component 1A – Recovery Marketing Action Plan development and implementation support	Consulting Services	\$250,000	QCBS – Quality Cost Based Selection
Sub-Component 1B – MSME Mapping	Consulting Services	\$150,000	CQS – Consultant’s Qualification Based Selection
Sub-Component 2A – Coastal Study	Consulting Services	\$800,000	QCBS – Quality Cost Based Selection
Sub-Component 2A – Workshops / training (with contractors, communities, etc.)	Consulting Services	\$1,000,000	CQS – Consultant’s Qualification Based Selection or Individual Consultant Selection (ICS)
Sub-Component 2A – GAMWORKS	Consulting Services	\$1,000,000	Direct Selection
Sub-Component 2A – Project Engineer	Consulting Services	\$250,000	Individual Consultant Selection (ICS)
Sub-Component 2A – Additional technical support	Consulting Services	\$250,000	Individual Consultant Selection (ICS)
Sub-Component 2A – Contingency (based on the cost of the infrastructure works)	Works	\$200,000	N/A
Sub-Component 2B – Site assessment	Consulting Services	\$250,000	QCBS – Quality Cost Based Selection
Sub-Component 2B – Jetty and erosion study	Consulting Services	\$250,000	QCBS – Quality Cost Based Selection
Sub-Component 2B – Engineering design and supervision	Consulting Services	\$250,000	QCBS – Quality Cost Based Selection
Sub-Component 2B – Training to fisherfolk	Consulting Services	\$175,000	CQS – Consultant’s Qualification Based Selection

Sub-Component 2B – Gender assessment	Consulting Services	\$150,000	Individual Consultant Selection (ICS)
Sub-Component 2B – Potential 2 nd site	Works	\$425,000	Request for Bids
Component 3 – Project Director	Consulting Services	\$250,000	Individual Consultant Selection (ICS)
Component 3 – Tourism Advisor	Consulting Services	\$375,000	Individual Consultant Selection (ICS)
Component 3 – Procurement Specialist	Consulting Services	\$175,000	Individual Consultant Selection (ICS)
Component 3 – Environmental Specialist	Consulting Services	\$175,000	Individual Consultant Selection (ICS)
Component 3 – Social Specialist	Consulting Services	\$175,000	Individual Consultant Selection (ICS)
Component 3 – GBV Specialist	Consulting Services	\$175,000	Individual Consultant Selection (ICS)
Component 3 – M&E Specialist	Consulting Services	\$175,000	Individual Consultant Selection (ICS)
Component 3 – FM Specialist	Consulting Services	\$175,000	Individual Consultant Selection (ICS)
Component 3 – Communication and Stakeholder Engagement Specialist	Consulting Services	\$175,000	Individual Consultant Selection (ICS)
Component 3 – Back office	Consulting Services	\$250,000	Individual Consultant Selection (ICS)
Component 3 – OHS Consultant	Consulting Services	\$75,000	Individual Consultant Selection (ICS)
Component 3 – Goods – PIU Operations	Goods	\$719,538.47	Request for Bids
Procurement of Laptop Computers for PIU Staff	Goods	\$10,000	Request for Quotations
Procurement Project Vehicles	Goods	\$184,615.38	Request for Quotations
Procure Office equipment (extra Laptops, computers, printers , Heavy duty photo copier etc	Goods	\$62,000	Request for Quotations
Procure Video Conferencing (complete set)	Goods	\$20,000	Request for Quotations
Procurement of Office Generator	Goods	28,846.15	Request for Quotations
Procurement of Office Furnitures for project PIU staff and conference room	Goods	\$75,000	Request for Quotations
Component 3 – Operating Costs – PIU	Consulting Services	\$500,000	CQS – Consultant’s Qualification Based Selection or Individual Consultant Selection (ICS)
Component 3 – Miscellaneous PIU Operations	Consulting Services	\$500,000	CQS – Consultant’s Qualification Based Selection

			<i>or</i> Individual Consultant Selection (ICS)
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9. Summary of PPSD to Support the Preparation of the Project Appraisal Document (PAD) by the Bank

The proposed Project packaging and bidding documents are expected to contribute to improving VfM for the Project in several ways, including:

- Staggering packages to ensure that competent project management will serve to support project implementation.
- The emphasis on single contract packages for components serves to improve project coordination and management.

Procurement Packages

USD 68,000,000 will cover seven procurement packages.

Procurement Responsibility

Procurement responsibility belongs to the PIU and the MOTC. PMME consultancies and individual consultants will be contracted to support the PIU on all procurement matters.

Procurement Risks and Mitigations

The MOTC has limited experience in implementing World Bank financed projects as well as complex projects of this size and scope. As a critical mitigation measure, this project has allocated a budget of USD 5M to select PMME consultancies and individual consultants for the duration of this project. The PMME consultancies and critical individual consultants for the establishment of the PIU will be selected and on-boarded prior to all other project activities.

The PIU and MOTC will engage the market early and often via pre-procurement conferences (virtual or in-person) to encourage market leader participation in project procurements and to solicit feedback on technical and functional requirements to ensure procurement packages conform to international standards and best practices.

The PPSD has been developed with the World Bank and the MOTC and will be used in conjunction with the Procurement Plan to guide the procurement process. The PPSD is a living document and will be managed and updated by the MOTC.

For all World Bank-financed procurements under the Project, the World Bank’s standard procurement documents shall be used. In case of unavailability of a particular procurement document, the implementing agency shall use model tender documents (MTD) that have been agreed upon with the World Bank.

Table XXIX. Summary of the PPSD for the PAD

Contract Title, Description, and Category	Estimated Cost (USD) & Risk Rating	Bank Oversight	Procurement Approach / Competition	Selection Methods	Evaluation Methods
Sub-Component 1A – Tourism and Hospitality Consultancies, Consulting Services (Non-Supervision)	\$3,750,000 High Risk Rating	Prior Review	International Competitive	Quality Cost Based Selection (QCBS)	Rated Criteria
Sub-Component 1B – Development Consultancy, Consulting Services (Non-Supervision)	\$4,000,000 High Risk Rating	Prior Review	International Competitive	Quality Based Selection (QBS)	Rated Criteria
Sub-Component 2A – Supervision & Design Consultancy, Consulting Services (Supervision)	\$3,800,000 High Risk Rating	Prior Review	International Competitive	Quality Cost Based Selection (QCBS)	Rated Criteria
Sub-Component 2A – Construction Company, Works	\$38,000,000 High Risk Rating	Prior Review	International Competitive	Request for Bids	Adjusted bid price
Sub-Component 2B – Supervision & Design Consultancy, Consulting Services (Supervision)	\$750,000 High Risk Rating	Prior Review	International Competitive	Quality Cost Based Selection (QCBS)	Rated Criteria
Sub-Component 2B – Construction Company, Works	\$3,500,000 High Risk Rating	Prior Review	International Competitive	Request for Bids	Adjusted bid price
Component 3 – PMME Consultancies, Consulting Services (Non-Supervision)	\$945,000 High Risk Rating	Prior Review	International Competitive	Quality Cost Based Selection (QCBS)	Rated Criteria

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World Bank 2016a. "Bank Guidance – Procurement in Situations of Urgent Need of Assistance or Capacity Constraints." Washington, D.C.

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World Bank. 2018b. "Enterprise Survey 2018: The Gambia." Washington, D.C.

World Bank. 2019. "Bank Guidance – Procurement Hands-on Expanded Implementation Support." Washington, D.C.

World Bank. 2020. "Procurement Regulations for IPF Borrowers – Procurement in Investment Project Financing – Goods, Works, Non-Consulting and Consulting Services." Washington, D.C.

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Annex I: Simplified Procurement Plan

1.1. Project Information:

Country Name: The Gambia

Borrower Name: The Government of The Gambia (GoG)

Financing Amount: USD 68,150,000.00

Project Implementation Agency: Project Implementation Unit (PIU) within the Ministry of Tourism and Culture (MOTC)

Date of the Procurement Plan: March 23, 2022

1.2. Period Covered by this Procurement Plan: TBD

Type of Procurement	Procurement Prior Review Thresholds (USD millions)			
	High Risk	Substantial Risk	Moderate Risk	Low Risk
Civil Works	5.0	10.0	15.0	20.0
Goods, IT and Non-Consulting Services	1.5	2.0	4.0	6.0
Consultants (Firms)	0.5	1.0	2.0	4.0
Individual Consultants	0.2	0.3	0.4	0.5

Category	Thresholds for Procurement Approaches and Methods (USD millions)				
	Open International	Open National	Request for Quotation	Consulting Services	Engineering & Construction Supervision
Civil Works	>=3.0	<3.0	<=0.2	N/A	N/A
Goods, IT and Non-Consulting Services	>=0.3	<0.3	<=0.1	N/A	N/A
Shortlist of National Consultants	N/A	N/A	N/A	<0.2	<=0.2

II. Works, Goods and Non-Consulting Services

Ref. N°.	Contract Description	Estimated Cost (USD)	Procurement Method	Review by Bank (Prior/Post)	Expected Bid Opening Date	Comments
1	Sub-Component 2A – Coastal works	\$38,000,000	Request for Bids	Prior	25/10/2022	
2	Sub-Component 2A – Contingency (based on the cost of the infrastructure works)	\$200,000	N/A	Post	25/10/2022	
3	Sub-Component 2B – Erosion reduction works, jetty reconstruction, market rehabilitation	\$3,500,000	Request for Bids	Post	6/10/2022	
4	Sub-Component 2B – Potential 2 nd site	\$425,000	Request for Bids	Post	6/10/2022	
5	Component 3 – Goods – PIU Operations	\$719,538.47	Request for Bids	Post	18/08/2022	
6.	Procurement of Laptop Computers for PIU Staff	\$10,000	Request for Quotations	Post	30/09/2022	
7.	Procurement Project Vehicles	\$184,615.38	Request for Quotations	Post	17/11/2022	Updated
8.	Procure Office equipment (extra Laptops, computers, printers , Heavy duty photo copier etc	\$62,000	Request for Quotations	Post	17/11/2022	Updated
9.	Procure Video Conferencing (complete set)	\$20,000	Request for Quotations	Post	17/11/2022	Updated
10.	Procurement of Office Generator	28,846.15	Request for Quotations	Post	09/11/2022	Updated
11.	Procurement of Office Furnitures for project PIU staff and conference room	\$75,000	Request for Quotations	Post	03/11/2022	Updated
	Sub-Total	\$43,225,000				

III. Consulting Services

Ref . N°.	Contract Description	Estimated Cost (USD)	Procurement Method	Review by Bank (Prior/Post)	Expected Bid Opening Date	Comments
1	Sub-Component 1A – Tourism statistical capacity building for marketing and planning	\$1,150,000	QCBS – Quality Cost Based Selection	Prior	25/08/2022	

2	Sub-Component 1A – Recovery Marketing Action Plan development and implementation support	\$250,000	QCBS – Quality Cost Based Selection	Post	25/08/2022	
3	Sub-Component 1A – Marketing strategy development and implementation support	\$2,600,000	QCBS – Quality Cost Based Selection	Prior	25/08/2022	
4	Sub-Component 1B – MSME Mapping	\$150,000	CQS – Consultant’s Qualification Based Selection	Post	25/08/2022	
5	Sub-Component 1B – Management Company -Technical Assistance and Fund Management	\$4,000,000	Quality Based Selection (QBS)	Prior	30/06/2023	
6	Sub-Component 2A – Coastal study	\$800,000	QCBS – Quality Cost Based Selection	Prior	24/08/2023	The cost is adjusted cover both Coastal areas and Kunta Kinteh Island
7	Sub-Component 2A – Engineering design and supervision	\$3,800,000	QCBS – Quality Cost Based Selection	Prior	31/08/2022	
8	Sub-Component 2A – Workshops / training with contractors, communities, etc.	\$1,000,000	CQS – Consultant’s Qualification Based Selection <i>or</i> Individual Consultant Selection	Prior	31/08/2022	
9	Sub-Component 2A – GAMWORKS	\$1,000,000	Direct Selection	Prior	31/08/2022	
10	Sub-Component 2A – Project Engineer	\$250,000	Individual Consultant Selection	Prior	31/08/2022	
11	Sub-Component 2A – Additional technical support	\$250,000	Individual Consultant Selection	Prior	31/08/2022	
12	Sub-Component 2B – Site assessment	\$250,000	QCBS – Quality Cost Based Selection	Post	6/10/2022	
13	Sub-Component 2B – Jetty and erosion study	\$250,000	QCBS – Quality Cost Based Selection	Post	6/10/2022	
14	Sub-Component 2B – Engineering design and supervision	\$250,000	QCBS – Quality Cost Based Selection	Post	6/10/2022	

15	Sub-Component 2B – Training to fisherfolk	\$175,000	CQS – Consultant’s Qualification Based Selection	Post	6/10/2022	
16	Sub-Component 2B – Gender assessment	\$150,000	Individual Consultant Selection	Post	31/08/2022	
17	Component 3 – Project Director	\$250,000	Individual Consultant Selection	Prior	25/03/ 2022	
18	Component 3 – Tourism Advisor	\$375,000	Individual Consultant Selection	Prior	19/06/2022	
25	Component 3 – Communication and Stakeholder Engagement Specialist	\$175,000	Individual Consultant Selection	Post	28/07//2022	
26	Component 3 – Back office	\$250,000	Individual Consultant Selection	Prior	4/08/2022	
27	Component 3 – OHS Consultant	\$75,000	Individual Consultant Selection	Post	30/11/2022	
28	Component 3 – M&E Firm	\$110,000	QCBS – Quality Cost Based Selection	Post	30/11/2022	
29	Component 3 – PIU Capacity / Workshops	\$415,000	QCBS – Quality Cost Based Selection	Post	12/01/2023	
30	Component 3 – Audit	\$100,000	QCBS – Quality Cost Based Selection	Post	30/06/2023	
31	Component 3 – Safeguards Firm	\$320,000	QCBS – Quality Cost Based Selection	Post	18/08/2022	
	Sub-Total	\$19,145,000				

Annex II: Sample Contract Management Plan

Project Description

[Insert a brief description of the project under which the contract is being implemented]

General Contract Information

Contract Title	
Contract Number:	
Contract Type:	
Location:	
Contract Start Date:	
Contract Duration:	
Contract End Date:	
Contract Amount and currency	
Name of Contractor and address	

Purpose of the Contract Management Plan

[Indicate the purpose of the contract management plan as it relates to the contract under consideration. The information shall include the intended user, values and benefits].

The main objectives of the contract management plan are to ensure that there is a clear understanding of the roles and responsibilities of the Borrower and contractor.

Governance Structure

[Describe the governance structure relevant to the contract. Where possible include a diagram showing the key parties, the hierarchy, lines of reporting etc.]

Risk Management

Event	Risk	Impact	Likelihood	Risk Rating	Risk Mitigation Action	Timeline	Responsible	Remark

Key Contacts, Roles and Responsibilities

Organization	Name and Title	Roles and Responsibilities	Contact Information
Borrower			
Contractor			
Consultant			

Communication and Reporting Procedure

Communication Type	Objective	Format	Frequency	Audience	Owner

Contractual Notices

Descriptions	Objective	Contract Reference	Frequency	From	To

Contractor's Documents

Descriptions	Objective	Contract Reference

Reporting Requirement and Procedure

No.	Contract Ref. Clause	Due Date/ Frequency	Recipients	Responsibilities	Required Action

Issues Escalation Procedure

Nature of Issue	Level of Review	Responsible Body	Response time	Type of Issue
Low or Routine				
Medium				
High				
Critical				

Key Contractual Provisions

No.	Description	Contract Reference	Responsible	Remark	Risks

Contractual Milestones and Deliverables

Activity / Milestone	Responsible	Contract Reference	Start Date	End Date	Remarks
Submit work schedule					
Foundation work for section...					
Complete structure for ...					
Pilot testing for ...					

Key Performance Indicators (to Measure Performance and Outcomes)

No.	Deliverable	KPI	Performance Target	Test	Verification	Remark

Underperformance/Default Contractual Actions

No.	Description	Responsible	Applicable Contractual Provisions	Actions to be Taken	Remarks

Change Management Process

No.	Change Initiated By	Type of Change	Responsible	Required Action	Review / Approval Process	Contract Amendment Requirement	Status

Insurance

No.	Type of Insurance	Contract Ref.	Amount / Limit of Liability	Required Date	Expiry Date	Information Required

Guarantees and Securities

No.	Type of Guarantee / Security	Contract Ref.	Amount / Limit of Liability	Required Date	Expiry Date	Information Required

Payment Plan/Procedures

No.	Type of Record	Owner	Responsible	Action Required	Remark

Records Management

No.	Description	Contract Reference	Responsible	Remark	Risks

Key Stakeholders Engagement Plan

No.	Stakeholder	Format	Frequency	Remark

Contract Closure Procedures

No.	Activity	Responsible	Remark

Price Adjustment Procedures

No.	Activity	Responsible	Remark

Interface Management

No.	Activity	Responsible	Remark