



PROJECT IMPLEMENTATION MANUAL

FOR

TOURISM DIVERSIFICATION AND RESILIENCE IN THE GAMBIA PROJECT (TDRG)

SEPTEMBER 2022

ABBREVIATION AND ACRONYMS

ACP	Africa Caribbean Pacific
AfDB	African Development Bank
AGD	Accountant General Department
ASA	Advisory Services and Analytics
ASR	Annual Assessment Report
AWPB	Annual Work Plan and Budget
BoQ	Bill of Quantity
CBG	Central Bank of The Gambia
CCAP	Climate Change Action Plan
CoA	Chart of Accounts
CoC	Code of Conduct
COVID-19	Coronavirus Disease – 2019
CPF	Country Partnership Framework
CS	Communication Strategy
DA	Designated Account
E&S	Environmental and Social
ERR	Economic Rate of Return
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
ESHS	Environmental, Social, Health, and Safety
ESS	Environmental and Social Standards
EU	European Union
FM	Financial Management
GBoS	Gambia Bureau of Statistics
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GoTG	Government of The Gambia
GM	Grievance Mechanism
GNI	Gross National Income
GPN	General Procurement Notice
GRID	Green, Resilient, and Inclusive Development
GM	Grievance Mechanism
GRS	Grievance Redress Service
GTB	Gambia Tourism Board
IFC	International Finance Corporation
IFR	Interim Financial Report
His	Integrated Household Survey

IPF	Investment Project Financing
IPSAS	International Public Sector Accounting Standards
ISM	Implementation Support Mission
ITO	International Tour Operator
LMP	Labor Management Procedures
M&E	Monitoring and Evaluation
MECCNAR	Ministry of Environment, Climate Change and Natural Resources
MFD	Maximizing Finance for Development
MIS	Management Information System
MoFEA	Ministry of Finance and Economic Affairs
MoTC	Ministry of Tourism and Culture
MoTWI	Ministry of Transport, Works and Infrastructure
MoU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
NBS	Nature-Based Solution(s)
NDP	National Development Plan
NEA	National Environment Agency
NG-ACBP	Next Generation Africa Climate Business Plan
NPV	Net Present Value
OHS	Occupational Health and Safety
PBC	Performance-Based Condition
PCU	Project Coordination Unit
PD	Project Director
PDO	Project Development Objective
PFM	Public Financial Management
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PPD	Public-Private Dialogue
PPDM	Public-Private Dialogue Mechanism
PPP	Purchasing Power Parity
PPSD	Project Procurement Strategy for Development
PSC	Project Steering Committee
RPF	Resettlement Policy Framework
SCD	Systematic Country Diagnostic
SEA/SH	Sexual Exploitation and Abuse/Sexual Harassment
SEP	Stakeholder Engagement Plan
SIDS	Small Island Developing States
SME	Small and Medium Enterprise
SORT	Systematic Operations Risk-Rating Tool
SPN	Specific Procurement Notices
STEP	Systematic Tracking of Exchanges in Procurement
TCWG	Tourism Competitiveness Working Group

TDA	Tourism Development Area
TSA	Tourism Satellite Account
TWG	Technical Working Group
UNDB	United Nations Development Business
UNESCO	United Nations Educational, Scientific and Cultural Organization
VfM	Value for Money
WBG	World Bank Group

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OVERVIEW

The Project Snapshot

1. Components and Funding		US\$M
Component 1: Policy framework and MSME participation		13.00
Component 2: Infrastructure support for the diversification and resilience of the tourism sector		50.00
Component 3: Project management, monitoring and evaluation		5.00
Component 4: Contingent emergency response		0.00
2. Organizations		
Borrower: (MoFEA)	Republic of The Gambia, Ministry of Finance and Economic Affairs	
Implementing Agency:	Ministry of Tourism & Culture (MoTC) Project Coordination Unit (PIU) at the Ministry of Finance and Economic Affairs (MoFEA)	
3. Project Financing Data (US\$, Millions)		
Total Project Costs		68.00
Total Financing		68.00
of Which IBRD/IDA		68.00
Financing Gap		0.00
4. Financing Arrangement:		
World Bank Group Financing		
International Development Association (IDA)		68.00
IDA Grant		68.00

		<i>IDA Resources (in US\$, Millions)</i>				
		Credit Amt	Grant Amt	Guarantee Amt	Total	
The Gambia		0.00	68.00	0.00	68.00	
National PBA		0.00	68.00	0.00	68.00	
Total		0.00	68.00	0.00	68.00	
		<i>Expected Disbursement (in US\$, Millions)</i>				
WB Fiscal Year		2022	2023	2024	2025	2026
Annual		4.02	4.68	9.68	23.62	26.35
Cumulative		4.02	8.70	18.38	42.00	68.34

Purpose of the Manual

The Project Implementation Manual (PIM) is intended to provide procedural guidelines for the Tourism Diversification and Resilience in The Gambia (TDRG) (P177179) to facilitate the day-to-day decision-making process, implementation and oversight arrangements, reporting and monitoring activities and the redress mechanism with a view to enhancing the smooth implementation of the project and, by extension, the attainment of the intended project objectives within the set timelines and budget. In general, the PIM states that the project implementation and fiduciary arrangements shall be carried out in line with the IDA policies and procedures.

Objectives of the Manual

The key objectives of the PIM are:

- Promote greater and uniform understanding of the processes so that working relationships among implementing stakeholders is clear thus preventing possible role overlap and conflicts during the project implementation.
- Establish procedures and criteria that would enable beneficiaries and oversight bodies to avoid or mitigate internal risks.
- Establish internal control procedures to facilitate uniform and consistency application of procedures and processes and thereby minimising risks of undue discretionary decision making which could potentially undermine controls and leading to management overrides and
- To serve as a reference point and therefore a blueprint for all stakeholders involved with the implementation activities thus serving as management tool to guide various partners involved at different levels to effectively implement the Project.

This PIM establishes the rules and procedures of operations and management of the TDRG. These include:

- The roles and articulation of the different implementing actors;
- implementation and accountability arrangements;
- staffing, functions, attributions and responsibilities of the different actors involved in the execution of all the activities financed by the TDRG; and,
- The fiduciary responsibilities comprising procurement, disbursement, financial management and reporting, monitoring and evaluation in accordance with the PAD, the FA and the Project Agreement (PA)
- monitoring and evaluation arrangements and environmental and social risk management and procedures

It contains guidelines and procedures relating to a number of key underlying business processes including but not limited to:

Implementation arrangements – identifies the main implementation agencies and their roles and responsibilities, as well as their contractual relationship with the PIU and (ii) outlines the key implementation arrangements of each component and sub-component as well as the key activities to be implemented within the underlining components and sub-components to facilitate an understanding of the critical activities intended to be implemented in order to achieve the related objectives for each component and/or sub-component.

Procurement arrangement – As one of the single major determinants of project success, this section of the document describes how procurement activities are to be implemented in order to effectively support project operations for the attainment of the Project Development Objectives (PDOs). The procedures and guidelines provided therein are developed in cognisance of the Project Procurement Strategy for Development (PPSD) and are duly aligned with the World Bank’s ‘Procurement Regulations for IPF Borrowers’ (Procurement Regulations), dated July 2016, revised in November 2017 and August 2018 and the ‘Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants’, dated October 15, 2006 and revised in January 2011, July 1, 2016.

Financial Management – This section outlines the financial management plan covering critical financial management areas including funds flow and disbursement arrangements, authorization and approval process relating to payments, documentation, and accounting, reporting requirements and internal and external controls including audit among others.

Monitoring and evaluation (M & E) – covers critical elements of the project including results framework and indicators, Project M & E Framework, risk assessment, reporting arrangement and Monitoring Information System (MIS), input-output process, impact evaluation and Grievance Redress Mechanisms etc.

Environmental and social risk and impact management and procedures – outlines the environmental and social standards relevant to the project according to the World Bank’s Environmental and Social Framework (ESF), the processes and procedures related to E&S risk management, monitoring arrangements, and timing during the project implementation.

Project supervision approach – lays out the probable schedule for implementation support over the project lifespan and identify key roles and responsibilities of the implementing agencies, World Bank and other partners in planning and executing these missions.

Governance and accountability mechanisms – provide an outline of the governance and accountability mechanisms with regards the strategic oversight roles of the Government’s Project Steering Committee and the World Bank’s supervisory roles with regards the procurement and support missions.

This document is intended for the use of the Project Implementation Unit (PIU), Project Steering Committee (PSC) and the Bank alike. In addition, it is also expected to be used by the Internal and External Auditors as a reference and guiding document, along with the project’s PAD and FA, whilst assessing the internal control adequacies and compliance as well as in carrying out external

audit functions. It can also be used as a reference material and blueprint by other unidentified stakeholders in understanding the Project background, operations, oversight arrangements and general internal control environment.

Approval and Amendment Procedures

The documentation process was subjected to extensive stakeholder involvement and consultation in line with the requirements outlined in the ToR, which reflects stakeholders' commitment and ownership of the PIM. The documentation process towards the development of the PIM had critically considered the need for possible future amendments and therefore made it easier for future amendments to be made as and when required. In view of this, the Ministry of Tourism and Culture (MoTC) through its Project Implementation Unit (PIU) is required to undertake periodic assessment to determine the relevance of the document vis-à-vis prevailing circumstances including the control environment, legislative and regulatory changes and in doing so determine the amendments that may be required. This assessment should be done using the similar consultative process carried out during the initial documentation of the PIM to ensure that stakeholders' views are adequately taken on-board.

To ensure that due approval and authorisation procedures are followed, all proposed amendment as may be required by relevant stakeholders should be subjected to prior approval of the PSC and thereafter submitted for the World Bank's "No Objection". In addition, the PIU should endeavour to maintain version history. Maintaining history of the Version changes is important for determining cut-off and more importantly for facilitating the audit process.

Sectoral and Institutional Context

The tourism sector is one of the main contributors to both GDP and employment. Estimates from the World Tourism and Travel Council suggest that tourism directly contributed about 8.5 percent to GDP, or US\$98 million, and 6.5 percent to employment in 2019. When induced and indirect impacts are factored in, its contribution is much larger, 15.5 percent of GDP, or US\$288.6 million, and 17.1 percent of employment, or 121,000 people employed. Tourism is also a major source of foreign direct investment, having attracted over US\$45 million over the past five years.

While punctuated by recurring crises, the tourism sector grew significantly from 2010 until the COVID-19 pandemic. Tourist arrivals went up from 91,000 in 2010 to 235,800 in 2019, growing faster than most other destinations in the region despite the 2012 Ebola epidemic, the 2017 political impasse, and the 2019 collapse of Thomas Cook.¹ This led to higher compound annual growth rate of 11.2 percent in 2019. This growth has been mostly driven by tourists from the Netherlands, the UK, and the Gambian diaspora. Due to COVID-19, international arrivals experienced a 62 percent year-on-year decrease in 2020 accompanied by a US\$152 million decrease in tourism receipts (or 9 percent of GDP). This resulted in a reduction of both GDP contribution (-52.8 percent) and employment (-30.5 percent) for 2020. The COVID-19 pandemic also presents tourism diversification opportunities. A World Travel and Tourism Council/World Bank survey from June 2021, which gathers opinions from leading private sector and industry actors, found that adventure/nature-based tourism and ecotourism will be the fastest growing segment when international travel resumes. The country introduced a series of health and safety protocols in 2020, for the smooth reopening of the tourism sector; however, it is not clear how feasible some of the measures are and how they will be enforced. The vaccination rate in The Gambia currently stands at around 12 percent of the adult population.

The Government of The Gambia (GoTG) recognized tourism as a key productive sector in its current NDP. In addition to agriculture and fisheries, tourism is seen as one of the private sector engines for future growth, transformation, and job creation. However, for tourism to materialize its potential, the Government has recognized the need to overcome the main challenges that permeate the sector such as lack of destination recognition/attractiveness, dwindling product quality, undiversified products and source markets, limited air access and reliance on international tour operators (ITOs), security, climate change, environmental degradation, and a weak statistical base to inform policy decisions.

In addition to the challenges posed by COVID-19, significant constraints in the enabling environment undermine the sector's competitiveness. First, the sector is heavily reliant on ITOs and dependent on a few European markets. ITOs bring between 50 and 70 percent of all tourists

¹The Government estimates for 2019 revealed that about 45 percent of all tourists, more than 94,000 tourists, arrived on a Thomas Cook flight. By end of the year, a majority of cancelled reservations were taken over by other ITOs, which showed strong demand by visitors.

and make up about 85 percent of all hotel revenue.² This trend has encouraged volume and low prices over quality and environmental sustainability. Second, marketing efforts have largely been led by ITOs or through specialized firms in source markets, since the capacity of the Government to collect and use data to promote the destination is quite limited. Attracting new tourist segments/source markets and extending the tourist season will require the ability to deploy evidence-based strategic marketing. Third, tourism sector MSMEs and large enterprises could benefit from a more functional and diverse financial sector. While financial sector work is transversal and outside of the scope of this project, a thorough diagnostic such as the on-going FSAP could assist on the development of a comprehensive financial sector strategy that could benefit the Gambian economy including the tourism sector. Finally, public and private sector coordination as well as horizontal and vertical coordination within the public sector is limited. For any strategy to be successful, collaboration and coordination among government bodies and agencies and the private sector is necessary. The country can build on past coordination experiences with different stakeholders, such as the establishment of the Marketing Committee by The Gambia Growth and Competitiveness Project or the execution of the Public-Private Dialogue Mechanism (PPDM) by the Support to Tourism COVID-19 Recovery in The Gambia (P175389).

The long-term competitiveness of The Gambia as well as the sector's ability to provide inclusive economic growth will depend on its ability to preserve the existing assets and diversify in terms of both its product offering and its source markets. For the past decade, between 65 and 80 percent of international arrivals originated in 10 European countries, with around 35 percent coming from either the UK or the Netherlands. 2018 Gambia Tourism Board (GTB) /World Bank Group (WBG) tourism survey showed a faithful but aging tourist demography. Nearly half of international tourists were repeat visitors, and of those, one-third had already visited more than twice. In addition, 43 percent of visitors were ages 40–64 years, while 30 percent were above 64 years. At the same time, despite having an asset base that could support a diversification in product offerings, the beach—'sun and sea'—is still the main attraction for about 80 percent of tourists. As per the World Economic Forum Travel and Tourism Competitiveness Report, The Gambia ranks 62 out of 140 countries when it comes to the total number of known fauna species and 58 on the attractiveness of natural assets index. The Gambia also is among the countries with the highest number of United Nations Educational, Scientific and Cultural Organization (UNESCO) sites in Sub-Saharan region, with two cultural heritage sites and one intangible expression. Although areas with potential for nature-based and culture tourism products were already identified in the 2006 Tourism Master Plan, their development has been limited. Survey results also confirm that there has been a mismatch between product development ideas and the marketing activities to attract these segments.

Poor infrastructure and degradation of coastal resources, partly due to sea level rise and coastal erosion as well as to poor planning and environmental practices by tourism businesses, are

² Based on interviews with Gambian hoteliers in the context of the World Bank ASA The Gambia: Policies for Private Sector-Led Growth

hindering the existing attractions and hurt both the competitiveness and resilience of the industry. The West Coast, which concentrates much of the ‘sun and sea’ tourism, has seen severe erosion in the last decades. The manifestation of climate change in the coastal areas could exacerbate coastal erosion and increased risk of submerging beaches that are critical to tourism, increase salt intrusion into mangroves and aquifers, increase the frequency of windstorms and extreme precipitation events, and affect infrastructure throughout the Greater Banjul Area. The West Coast area has begun to see considerable degradation of beachfronts and in many locations beach widths have been reduced from 150 m to just 16 m, at a retreat rate of 1 m to 2 m per year. Erosion rates are projected to accelerate further with sea level rise. Erosion has also affected the UNESCO site of Kunta Kinteh Island, endangering its integrity and its outstanding universal value. With more than half of the country’s 2 million inhabitants living in urban areas and 80 percent of the urban population within 20 km of the Atlantic coast, expected sea level rise is a major risk. Due to its low-altitude areas, especially Banjul City with an average elevation of only 80 cm above mean sea level, inadequate drainage and stormwater management systems, poor treatment of waste by businesses, and poor solid waste management in a context of uncontrolled urban sprawl, urban flooding risks have exacerbated.

There have been limited spillovers for tourism-focused MSMEs, which face several constraints that prevent their growth. The GoTG has recognized the expansion of micro, small and medium enterprises (MSMEs) as one of the development priorities for job creation and economic development (NDP). However, in tourism sector, exclusivity agreements between International Tour Operators, accommodation providers and ground tour operators reduce the potential for many MSMEs to enter the existing tourism value chain. Further, COVID-19 has left many firms in the tourism sector, vulnerable to simultaneous supply and demand shocks. In general, MSMEs play an important role in production, employment, and income in The Gambia. They contribute about 20 percent of GDP and employ approximately 60 percent of the urban labor force. Moreover, they constitute a crucial source of work for Gambian youth (18–35 years), who own more than 40 percent of MSMEs, emphasizing the importance of these enterprises in the dynamic role that youth play in the economy. However, there are binding constraints that hinder their growth, for example, weak downstream and upstream links, poor network of support services, limited contacts between traditional industries, such as tourism and technology-enabled businesses, limited access to financial products and services, and a regulatory framework that undermines their competitiveness. This is reflected on the 2018 Global Entrepreneurship Index that ranks The Gambia at 117 out of 137 countries.

The tourism sector in The Gambia presents unexploited potential to cause significant local economic gains through positive spillovers on local MSMEs. The most significant growth opportunity for the Gambian MSMEs in tourism is through selling goods and services to large buyers, such as hotels and tour operators. The MSME ecosystem is dependent on the large hotels’ ability to attract clientele that can avail goods and services from MSMEs, ITOs that attract local ground operators, and digital platforms that offer direct opportunities for MSMEs through expanded market access. These lead firms are able to influence supply chain dynamics because

of their connection to international market demand and help MSMEs expand their customer bases. Lead firms interviewed expressed their interest in buying from smaller firms as part of their normal business, but they fear higher transaction costs could result in losing control of the quality, consistency, and timeliness of supply or distribution, which can have a negative effect on their business. This missed opportunity warrants government support to catalyze a sustainable business relationship between local MSMEs and lead tourism firms to reduce the risks and constraints that prevent links from occurring on their own and to establish a sustainable business relationship that will last over the medium to long term.³

The tourism sector provides opportunities to improve women's economic participation. Women are more likely to be employed in food services and growth in the tourism sector. The 2018 Enterprise Survey showed that The Gambia had low levels of female participation in firms' top management and ownership, relative to Sub-Saharan Africa and other low-income countries (10 percent of Gambian firms have a female top manager and 17 percent have female participation in ownership, compared with 16 percent and 31 percent for Sub-Saharan Africa, respectively and 14 percent and 27 percent for low-income countries, respectively). Regarding participation rates, just over half of women ages 15 and above are in the labor force, compared to three-quarters of men. Exclusion from the labor market is more pronounced for women, young people (ages 15–35), and those living in rural areas. Although employment in the tourism sector represents an important opportunity for women's socioeconomic empowerment, it also carries high risks of GBV, including risks of sexual harassment (SH) and abuse, both by supervisors and other colleagues as well as by clients. The risks of child sexual exploitation and abuse (SEA) and of forced prostitution of women and children linked to the tourism sector are also high in The Gambia, while policies and measures to prevent them appear to be limited. There are no laws prohibiting SH in the workplace or regulations requiring employers to have anti-harassment policies.

Despite its importance as a contributor of economic growth, source of foreign exchange and employment generation, the tourism sector is narrowly served by the financial sector. Only less than 5 percent of the total credit is provided to the tourism sector, mostly catering to large hotels. Most companies operating in the Gambia are micro-enterprises with limited capacity to demonstrate credit worthiness, and despite sufficient liquidity, creditors are reluctant to lend to tourism sector MSMEs with no demonstrated ability to generate cash flows to repay their obligations increasing their reliability on collateral. To break this cycle, a matching grant scheme is a useful tool that addresses demand side constraints by providing capital for investment to tourism MSMEs linked to Lead Tourism businesses to make them bankable.

The World Bank supported the country in developing an action plan for tourism recovery with public and private stakeholders' consensus. Under the framework of the Advisory Services and Analytics (ASA) Support to Tourism COVID-19 Recovery in The Gambia (P175389) the World Bank

³ World Bank. 2017. *Partnership for Growth: Linking Large Firms and Agro-Processing SMEs - A Guidance Note for Policy Makers*. Washington, DC: World Bank.

facilitated an open dialogue between sector stakeholders through a PPDM. The primary outcome of this work was a participatory action plan that laid out a series of actions and reforms to provide immediate response to the crisis, address some of the long-standing challenges, and bolster the sector's value proposition and resilience. The dialogue identified the following critical needs: (a) diversifying source markets; (b) developing and enhancing tourism products, particularly nature-based ecotourism; (c) increasing and improving marketing; and (d) building core capacity of tourism-linked MSMEs and employees in the sector. The plan was validated by private sector stakeholders, the GTB, Gambia Bureau of Statistics (GBoS), and public officials of the Ministries of Tourism, Health, and Finance.

Since 2019, the World Bank has been providing technical assistance to the GoTG through The Gambia Integrated Urban and Coastal Resilience Program. Financed by the Africa Caribbean Pacific (ACP), and the European Union's (EU) Natural Disaster Risk Reduction Program, it developed a framework for advancing urban and coastal disaster and climate resilience in The Gambia. Preliminary analyses have mapped socioeconomic risk and quantified the impacts from coastal erosion, coastal and urban flooding, and sea level rise on population and the built environment in the Greater Banjul Area. The technical assistance integrated technical analysis with stakeholder engagement to identify priority areas for investment. One of the activities the studies prioritized was the infrastructure interventions to protect the infrastructure and shoreline of the West Coast beaches tourism corridor.

This project builds on existing research and will leverage the consensus around priority actions to address existing binding constraints. The WBG is currently supporting The Gambia through the PROBLUE-funded Sustainable and Resilient Tourism on Small Islands and in Coastal Destinations ASA Project. This engagement aims to improve understanding of how Small Island Developing States (SIDS) and small coastal nations can increase their tourism competitiveness in the wake of COVID-19, through more sustainable and resilient tourism practices. The ASA will identify critical infrastructure gaps to facilitate a more circular tourism economy. It will also provide guidelines and pilot training for MSMEs in circular economy practices which can be scaled up under this project.

1.1 Project Relevance to the Country's Development and Sectoral Plans

The operation is aligned with the WBG's forthcoming Country Partnership Framework (CPF) for Republic of The Gambia covering FY2022–2026⁴. The operation is consistent with the CPF Focus Area 2 which aims to Enable Inclusive and Resilient Private Sector Driven Job Creation, by implementing the WBG's comprehensive program to accelerate inclusive growth and stimulate jobs by investing in growth enabling infrastructure, strengthening the role of key economic sectors in job creation, increasing urban and coastal resilience, and empowering women and girls (in line with the CPF Cross-cutting Principle 2). The operation is also aligned with the Systematic

⁴ Report No. 154485-GM

Country Diagnostic (SCD) 2020 which outlined as one of its pathways and policy areas the diversification of the economy, through sustainable, inclusive, and diversified private sector led growth centered on policy actions to increase access to finance, bridge key infrastructure gap, support the tourism sector, and develop regional and global value chains. The project will also expand analytical work on coastal resilience and tourism to broaden support for building the sustainability and resilience of the blue economy, while protecting coastal areas will contribute to securing assets and jobs in the tourism industry.

The project contributes to the WBG’s global and regional commitment to addressing climate change. The WBG Climate Change Action Plan (CCAP)⁵ aims to increase climate finance to reduce emissions, strengthen climate change adaptation, and align financial flows with the goals of the Paris Agreement, specifically coastal resilience and nature-based solutions (NBS) and healthy oceans for jobs and food. The Next Generation Africa Climate Business Plan (NG-ACBP)⁶ emphasizes ‘environmental stability’ of seascapes and watersheds for increased ecosystems resilience and carbon sequestration and contributes to socioeconomic resilience. Specifically, the project will address the impacts of coastal erosion, which is anticipated to worsen due to changing climate. The project also contributes to attaining national policy goals and strategic objectives outlined in the National Climate Change Policy (2016), the Strategic Programme for Climate Resilience (2017), and recently in the revised Nationally Determined Contribution (2021)—as dictated by article 4 of the Paris Climate Agreement.

The project contributes to the WBG’s Gender Strategy, by improving women’s participation in the labor force and enhancing women’s voice and agency by addressing risks of GBV. Labor force participation in the country, among women, is low and this reduces the growth potential of the economy. In urban labor markets, female participation is only 37 percent compared to 70 percent for men (SCD, May 2020). Low labor market participation rates for women imply lost productivity but also make them dependent on the earnings of men. Studies from other countries suggest that the structural composition of the economy, social norms, and institutional/legal arrangements prevent women from participating in the labor force. The diversification of the economy toward more jobs in the service sector lays the foundation for higher female labor force participation rates (SCD, May 2020). Acceptability of violence against women and girls remains high, with 55 percent of women justifying intimate partner violence in some circumstances. Harmful social and gender norms, beliefs, and behaviors contribute to sustained discrimination of women and girls and ultimately to a high prevalence of GBV, with 46 percent of women ages 15–49 having experienced physical violence at least once in their lifetime and 41 percent having experienced intimate partner violence. Additionally, social norms limit women’s access to opportunities and decision-making, with less than one-third of married women participating in

⁵ <https://openknowledge.worldbank.org/bitstream/handle/10986/35799/CCAP-2021-25.pdf?sequence=2&isAllowed=y>

⁶ World Bank. 2020. *The Next Generation Africa Climate Business Plan: Ramping Up Development-Centered Climate Action*. Washington, DC: World Bank. <https://openknowledge.worldbank.org/handle/10986/34098>.

the decision-making either alone or jointly with their partner, regarding their own health care, major household expenses, or social interactions (DHS 2019–2020).

Contribution to the WBG’s Green, Resilient, and Inclusive Development (GRID) approach.⁷ The project is fully aligned with the World Bank’s framework for supporting GRID by supporting (a) increased private sector awareness and investments in clean technologies, (b) resilient and sustainable infrastructure, and (c) the inclusion of beneficiaries in investment project design and implementation. Investing in MSMEs and in resilience will help communities adapt to the impacts of climate change and increase livelihood opportunities for women and men. The project will support the Government to act in the following areas:

- (a) **More resilient MSMEs.** The project will provide financing to and build the capacity of MSMEs to manage climate risks by providing training and funds for climate-resilient interventions.
- (b) **More resilient infrastructure.** The project will improve coastal and tourism infrastructure focusing on green, nature-based solutions.
- (c) **More resilient communities.** The project conducts training on climate resilience for select communities near the tourism sites and includes community members in the design and implementation of the activities. In addition, labor-intensive civil works will provide employment opportunities for community members of all genders and the project will include capacity building on green infrastructure development practices.

Residual risk management. The project will ensure that the GoTG can prepare for, cope with, and rapidly recover from disasters, through a Contingent Emergency Response Component

1.2 Project Development Objectives (PDOs)

To support the diversification and climate resilience of the tourism sector at selected destinations.

1.3 PDO Level Indicators

Progress toward the Project Development Objective (PDO) will be measured by the following results indicators:

- (a) Share of tourist 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) Increased shoreline with targeted coastal erosion control measures (square meters).

⁷ World Bank. 2021. *Green, Resilient, and Inclusive Development*. Washington, DC: World Bank. <https://openknowledge.worldbank.org/handle/10986/36322>.

Project Beneficiaries

The direct targeted project beneficiaries are as follows: (a) local communities, businesses, and entrepreneurs in the tourism-related sector which will benefit from more climate-resilient infrastructure and services, enhanced provision of public goods, expanded economic opportunities, and coastal management planning; (b) MSMEs (including women owned/managed) in the tourism-related sector which will also benefit from expanded market access through integration in the tourism value chain, to foster contractual relationships with national/regional/international tourism businesses; and (c) government institutions and public agencies including the GTB, Ministry of Tourism and Culture (MoTC), Gambia Tourism and Hospitality Institute, GBoS, Gambia Civil Aviation Authority, Gambia Immigration Department, the Ministry of Environment, Climate Change and Natural Resources (MECCNAR), and the Ministry of Transport, Works and Infrastructure (MoTWI).

The project will also contribute to economic development by mitigating vulnerability to hazards and the impacts of climate change. Temporary jobs will be created in the construction sector, which would generate income opportunities for workers, in addition to including training on resilient infrastructure practices as well as on environmental, social, health, and safety (ESHS) standards. This knowledge would have the potential of improving future similar construction in The Gambia. In addition, more resilient tourism infrastructure and services would reduce the time and revenue loss from business interruption due to a natural hazard or climate event. It is expected that the West Coast coastal protection works avoid the expected damage to the sector in terms of land loss and business impact from beach erosion (estimated at US\$62 million in the next 20 years, based on previous studies). Erosion control interventions in the Kunta Kinteh Island to prevent further loss of land and maintain this UNESCO World Heritage Site, which is critical to the sector (that is, one of the 52 sites recommended by New York Times in the 2022 list of tourism sites where travelers can be part of local solutions⁸), will benefit tourism tours and activities, especially with an international focus.

Tourists, visitors, and local residents will benefit from greater quality, options, and variety of products. This will produce higher satisfaction from tourists through the provision of enhanced attractions and experiences and improved access to selected destinations and river transport by infrastructure upgrades.

⁸ <https://www.nytimes.com/interactive/2022/travel/52-places-travel-2022.html>

1.6 Gender

Gender inequality in the tourism sector in The Gambia calls for a well-defined gender action plan. The assessment of the situation in the country as part of the project preparatory stage enabled the identification of certain gaps that need to be addressed during project implementation as outlined in the Gender Action Plan section ...of this manual. The Gender Action Plan's implementation will ensure that provisions to mitigate risks of GBV and sexual exploitation and abuse/sexual harassment (SEA/SH) are put into place during project implementation.

Gender gaps for women in relation to employment and income-generating opportunities are manifold in The Gambia, for example, for accessing credit and financing to build a small business and for training and developing various skills, which lead to less opportunities for obtaining formal employment and for operating businesses (see Annex 3). In particular, the project is aiming to address the gender gap in women's employment by improving women's participation in the labor force as well as their entrepreneurial success. Labor force participation in the country among women is low and reduces the growth potential of the economy through lost productivity. Studies from other countries suggest that among other factors including access to financing, the structural composition of the economy, social norms, and institutional/legal arrangements prevent women from participating in the labor force. The diversification of the economy toward more jobs in the service sector lays the foundation for higher female labor force participation rates (SCD, May 2020). As the share of women in service-related jobs is already higher at 24 percent versus 18 percent for men, it highlights the importance of these opportunities for women.

The project embeds gender-focused interventions in nearly all components to close identified gender gaps in The Gambia (see Annex 3). In particular, the project can be leveraged to close gender gaps by (a) systematically collecting and analyzing sex disaggregated data for women employed in the tourism sector and to monitor progress and assess the impact of the gender-targeted interventions and (b) providing training to women entrepreneurs for enhanced business development skills and tailor-made mentoring also through the development of a women entrepreneurs' network. Women led- and managed MSMEs will, for example, benefit from an increased access to matching grants and will be assisted to adopt recommended practices to meet buyer requirements. Indicators will be included in the Results Framework and, among others, will track the value of private sector capital mobilized for the tourism sector development by women-owned/led businesses and share of beneficiary MSMEs (women-owned/led businesses) with new or expanded contracts with tourism Lead Firms (women led/owned). The chosen target of 20 or 25 percent for each indicator is significantly above the percentage of women-led or owned firms within the country (see Annex 3), which will enable affirmative action for mobilizing and empowering these firms.

The project will equally address the risks of GBV, including risks of SEA and SH, the women in The Gambia, in particular those involved in the tourism sector activities, are facing. Women

leadership, voice, and agency will be enhanced through the Gender Action Plan activities (Annex 3) with additional actions focusing on strengthening legislation to prohibit Sexual Exploitation and Abuse/Sexual Harassment (SEA/SH) in the workplace and creating obligations for tourism industry employers to have anti-harassment and exploitation policies with (a) standards of conduct prohibiting gender-based violence, including sexual exploitation, abuse and harassment, and any sexual activity with children under the age of 18; (b) policies, accountability frameworks, and training plans to help staff identify and respond to instances of GBV, including child sexual exploitation; (c) recruitment and human resources policies that account for the GBV risks (for example, background and reference checks, fixed salary scales, promotion of women in high-skilled and decision-making position, and no recruitment fees to be paid by workers); (d) grievance mechanism (GM) for workers to safely and confidentially report complaints; and (e) anti-retaliation and whistleblower protection policies.

The project will reinforce the GoTG’s commitment to promoting women’s empowerment by integrating training modules on gender and the national legislation against GBV into the capacity building and awareness raising activities conducted but also by encouraging integration of such modules into the curriculum of public and private schools offering training related to the tourism sector. The hiring of a gender expert will be accelerated within the first three months after project effectiveness to roll out the gender action plan within the project workplan, ensure the PIU staff are sensitized on the key issues and recent developments concerning gender, equity and human rights with focus on development issues in the Gambia. Sensitization of stakeholders starting with members of committees in the institutional arrangement shall be done in tandem with specifying key indicators in the project results framework at process and result level to track performance of gender mainstreaming within both core components of the project.

SECTION 1: INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS

2.1 Institutional Arrangement

The PIU will be responsible for the day-to-day management of the project under the supervision of the MoTC. The PIU will have a set of professional experts selected through open, competitive, and merit-based processes and remunerated at market rates, headed by a Project Director (PD) who reports directly to the Permanent Secretary at MoTC. The set of professional experts are as follows:

- Tourism Specialist
- Procurement Specialist
- Financial Management Specialist
- Accountant
- Environmental Risk Management Specialist
- Social Risk Management Specialist
- Gender-Based Violence Specialist
- Communications and Stakeholder Engagement Specialist
- M&E Specialist
- Occupational Health and Safety Consultant
- Back-office Assistant

The staff of PIU will comprise an environmental specialist, one social risk specialist, and one GBV specialist, once Occupational Health and Safety (OHS) consultant, as well as one Stakeholder Engagement/Communications consultant. The World Bank will review the TORs of the remaining members of staff before the recruitment process and will support with all the requested capacity building, providing just-in-time training. The Project Steering Committee (PSC) shall be established within 90 days of the effective date to provide overall policy guidance and cross-sectoral coordination. The Steering Committee will be chaired by the Permanent Secretary of the MoTC and will comprise business leaders and senior policy makers from relevant line ministries and government agencies to ensure the appropriate mix of public and private sector focus. In addition to the PS-MoTC, the PSC will comprise heads of the following:

- Ministry of Finance and Economics Affairs
- Ministry of Trade, Industry, Regional Integration & Employment
- Ministry of Environment, Climate Change and Natural Resources
- National Centre for Arts and Culture
- Gambia Tourism Board
- Gambia Tourism and Hospitality Institute
- Gambia Investment and Export Promotion Agency
- Gambia Hotel Association

- Agricultural Producers Association
- Gambia Craft Market Federation
- Ground Tour Operators Association

The PSC will (a) ensure strategic oversight of the overall project implementation; (b) ensure coordination and cooperation among all participating agencies; (c) endorse annual work plans and budgets for all project-related activities; (d) provide overall guidance during project implementation; and (e) endorse financial, programmatic, and monitoring reports to be presented to the World Bank and other national stakeholders to ensure transparency and accountability.

Two Technical Working Groups (TWGs) for either component will be established within 6 months from the effective date and maintained throughout the period of implementation of the project. Each TWG will be chaired by the PD. The beneficiary institutions of the respective components will be part of these TWGs as stipulated in the PAD. This governance framework along with the mechanisms for settling grievances as per the Labor Management Procedures (LMP), Memoranda of Understanding that shall be signed between PIU and key implementing agencies under the relevant project sub-components shall form the main institutional arrangement for the operational phase of the project over the five-year timeline. The MoUs will be signed with relevant agencies/institutions within two months after project effectiveness.

The Tourism Competitiveness Working Group composition will be proposed by the PSC and approved by the World Bank. However it is envisioned that the TCWG will be composed of the following with flexibility to invite a Subject Matter Specialist on an ad-hoc basis when the need arises:

1. PIU Director – Chairperson
2. Tourism Advisor
3. Gambia Investment and Export Promotion Agency (GIEPA)
4. National Enterprise Development Institute (NEDI)
5. Gambia Youth's Chamber of Commerce
6. Gambia Chamber of Commerce and Industry
7. Ministry of Trade, Industry and Employment (MoTIE)
8. Ministry of Women, Children and Social Welfare
9. Gambia Tourism and Travel Association
10. Gambia Tourism and Hospitality Institute (GHTI)
11. University of the Gambia, Management Development Institute (MDI)
12. Gambia Hotel Association

Infrastructure Technical Working Group (ITWG)

- Ministry of Environment, Climate Change and Natural Resources

- Ministry of Transport, Works and Infrastructure
- National Roads Authority
- National Environment Agency
- National Centre for Arts and Culture
- Gambia Agency for the Management of Public Works
- Department of Physical Planning

The PSC once inaugurated in Q4 of 2022 shall meet quarterly whilst the TWGs shall meet bi-monthly. All TORs, membership and modus operandi should be finalized before end December 2022.

Summary of Proposed Meetings

Name of Meeting	Participants	Objective	Schedule
Project Steering Committee meetings	All members of the PSC	To discuss overall project implementation status, review and endorse annual work plans and budgets for all project-related activities; review and endorse financial, programmatic, and monitoring reports to be presented to the World Bank and other national stakeholders to ensure transparency and accountability.	Quarterly and as when necessary. Specific day of the quarter and time to be decided.
Bi-monthly meeting with Tourism Competiveness and Infrastructure Technical Working Groups	<ul style="list-style-type: none"> • Project Director • Financial Management Specialist • Procurement Specialist • Accountant 	To discuss implementation status of on-going activities, challenges and solutions to address them.	Every last Wednesday of every two months at 10:00am

	<ul style="list-style-type: none"> • Tourism Competiveness Working Group • Infrastructure Working Group <p>Others to be co-opted as appropriate</p>		
Fortnightly PIU Management Meetings	<ul style="list-style-type: none"> • Project Director • Financial Management Specialist • Procurement Specialist • Accountant • Others to be co-opted as appropriate 	To discuss specific matters that require World Bank/PSC attention weekly work progress, challenges at implementing IA/Ministries and proposed actions	First Monday of every two weeks at 9:00am
Monthly meetings with the MoTC	<ul style="list-style-type: none"> • Key staff of MoTC • Project Director • Financial Management Specialist • Procurement Specialist • Accountant • Others to be co-opted as appropriate 	To discuss the progress of work at implementing Agencies and discuss issues emanating therefrom, identify challenges and proposed solutions.	Every last Thursday of the month at 10:-00am
PIU monthly meetings with consultants and contractors	<ul style="list-style-type: none"> • Project Director • Financial Management Specialist • Procurement Specialist • Accountant • Representatives of key relevant IAs • Others to be co-opted as appropriate 	To discuss progress of work, administrative issues and other challenges affecting work.	TBD

<p>Proposed Component 3 TWG - Bi-monthly meeting with PIUs of similar projects</p>	<ul style="list-style-type: none"> • WACA Project Staff • Central Project Coordination Unit • PCU MOFEA • ROOTS Project Management • TRD PCU Staff 	<p>To share lessons learned which can be used to enhance the attainment of the PDO.</p>	<p>To be decided</p>
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SECTION 3: FINANCIAL AND ADMINISTRATIVE PROCEDURES

3.1 Introduction

This section of the PIM outlines the financial and administrative procedures to be applied in the day to day financial and administrative decision-making process to ensure those officials and other project stakeholders involved with taking day to day decision making process are guided thus ensuring consistent application of rules and procedures. Compliance and consistent application of procedures outlined in this section of the PIM will enhance smooth implementation of project activities and prevent role overlap and conflict that could potentially happen in the absence of clearly and agreed upon documented financial and administrative procedures. This part of the document is intended to cover the following key business processes.

- I. Financial Management Framework
- II. Accounting and Reporting
- III. Bank Account Management
- IV. Imprest Management
- V. Petty Cash Management
- VI. Disbursement Procedures
- VII. Project Reporting and System Security Annual Planning and Budgeting Fixed Asset Management
- VIII. Internal and External Audit Arrangements
- IX. Sale of Tender Documents
- X. Payroll and Personnel Matters
- XI. Chart of Accounts

3.2 Financial Management Framework

1. The financial management procedures outlined hereunder shall be guided mainly by the following framework documents.
 - I. World Bank Disbursement Guidelines for Investment Project Financing (dated February 1 2017);
 - II. World Bank Procurement Regulation
 - III. IPSAS Cash Basis of Accounting Standards;
 - IV. Project Financing Agreement;
 - V. Financial Reporting Act 2013;
 - VI. Government of the Gambia Financial Regulations 2016;
 - VII. Government of the Gambia Public Finance Act 2014;
 - VIII. Matching Grant Implementation Manual;
 - IX. M & E Manual
2. The procedures also draw references and experience from other international best practice.

3.3 Financial Management Environment

3. The Project shall use tried and tested accounting software customized to accommodate the accounting and reporting requirements of the Project. The accounting software should be capable of recording transactions and reporting project operations in a timely manner including preparation of withdrawal applications and periodic financial reports (Quarterly and Interim unaudited Financial Reports (IFR) and Annual Financial Statements).

3.3.1 Key Features of Accounting Software

4. The software should be capable to perform at least for the minimum the following functional requirements:
 - I. **Capturing/Recording Financial Transactions** – The software should be able to capture and record transactions relating to:
 - a) **Budget information** – the chosen system should be able to record information relevant for maintaining an effective budgetary control system. It should be able to record and maintain annual project budgets broken down by quarter. In addition the system should be able to maintain the original planned budget as per PAD and the revised overall budget information separately;
 - b) **Expenditure** – the system should be capable of recording the daily financial transaction in line with the project Chart of Accounts (CoA) and in so doing able to report project expenditure by component, sub-component, activity and by category;
 - c) **Projects Receipts** – It should be able to capture receipts by source in line with the CoA structure.
 - II. **Reporting on project expenditure, Income, and budget execution** – The selected software should adequately address the reporting requirements of the project in conformity with the reporting requirements outlined in the Project Financing Agreement. In more specific term, the software should be able to generate the required financial reports in the format and content as specified in the Financing Agreement at aggregated and disaggregated level by Component, subcomponent, activity, category and expenditure line.
 - III. **Export functionalities** - In addition, the software should be able to export financial report in Microsoft Excel format to enable users to make further analysis of financial information and/or enabling them to create ad hoc reports as may be needed from time to time. In addition, without restriction, it must be able to export reports in PDF as well as crystal format based on the export option that is selected by the user.

3.3.2 Basis of Accounting and Policies

5. The Project shall use the International Public Sector Accounting Standards (IPSAS) Cash Basis of Accounting in respect of recording and reporting on its financial transactions. In fulfilment of IPSAS requirements the following under-listed key principles/policies of accounting shall be applied by the project in recording and reporting of its financial transactions including but not limited to:
 - a) **Accounting Policies** – the policies once adopted should be consistently applied for all material items throughout the life of the Project. Any resulting departure from these policies should be adequately disclosed in the related financial statements.
 - b) **Basis of accounting** – the project shall adopts IPSAS Cash Basis of Accounting and in conformity with this Standard, the Project will only record item of revenue when cash is received and account for expenditure when cash is paid. In effect income shall be recorded in the financial statements when received into the Project’s Designated Account (DA). In the same vein, expenditure shall only be recognised in the financial statements when disbursed in the form of cash or cheque drawn on the Project’s DA. Commitments in respect of goods delivered and/or services provided but not paid are not recognised in the financial statements until when paid in the form of cash or cheque. However an update memorandum records shall be maintained to keep track of such commitments.
 - c) **Direct Disbursement** – the withdrawal application procedures allows for direct payments. In this case funds do not flow into the DA but instead payments are made directly by the Bank to the beneficiary supplier upon completion of the disbursement request by the relevant signatories. Such direct payments shall be recorded as income and at the same time as expenditure against project activities in the financial statements at the time of payment.
 - d) **Exchange Rate** – Transactions paid in the currency other than US\$ shall be translated into the US\$ at the prevailing exchange rate on the day of the transaction using the Central Bank of the Gambia applicable weekly rates. Where the Project is allowed to maintain a corresponding account in Gambian Dalasi (GMD), then the rate ruling at the date of the transfer of funds from US\$ DA to the GMD DA shall be used to translate the US\$ to the GMD Amount. Any resulting balance including outstanding imprest at the end of the month/year in any currency other than the US\$ shall be translated into the US\$ using The Central Bank Valuation rate at the end of the month/year in question. Documentary evidence of such rate shall be maintained by the project.

3

6. The PIU financial management arrangements in place were assessed to be satisfactory and fulfilled the Bank’s minimum requirements under the Bank Policy and Directive on Investment Project Financing (IPF) effective 2017. In view of this, the project will be executed using the existing PIU financial management arrangements in conjunctions with the above FM action points.

3.5 Bank Account Management

3.5.1 General Principles

7. All funds intended for Project shall be managed under and controlled by the PIU through a Designated Account to be denominated in the US\$ and to be opened and maintained at the Central Bank of The Gambia (CBG) in line with the requirements of the Project Financing Agreement at all times. All disbursements relating to the Project activities from the Bank shall be channeled through the DA and no other funds shall be co-mingled with the funds in the DA at any time during the Project implementation. Funds should hold to the extent practicable and allowed by the Financing Agreement in a bank account which bears no interest and also held in a form that they may be withdrawn in full at any time upon demand by the Bank.
8. In addition to the Designated USD bank account the project may be allowed to open a corresponding Designated GMD bank account at CBG subject to prior approval by the Bank. The account will be opened and maintained under the same terms and condition with the Bank's USD Designated Account (DA) and shall be used purposely to facilitate project payments that are required to be made in GMD. The PIU shall ensure that they have adequate administrative capability, internal controls and accounting and auditing procedures to ensure effective use of the Designated Accounts opened at the CBG.

3.5.2 Opening of the Designated Account and/or Change of Account Name

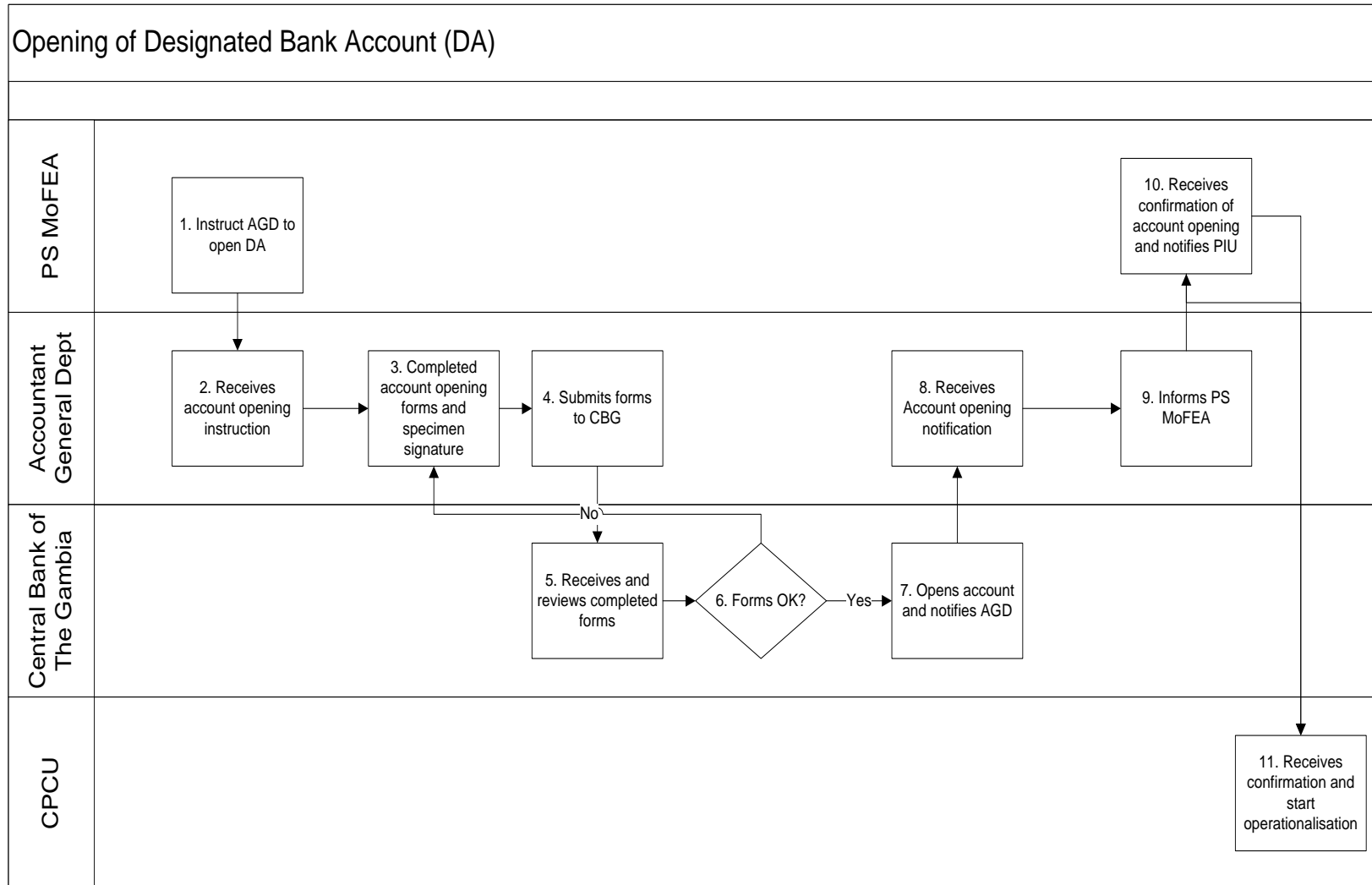
- 1) PS Ministry of Finance and Economic Affairs (MoFEA) shall instruct the Accountant General Department (AGD) of the need to open DA;
- 2) AGD receives the instruction to open DA from PS MoFEA;
- 3) AGD shall complete the required account opening forms with specimen signature forms;
- 4) S/he shall thereafter submit the completed forms to the CBG;
- 5) CBG upon receipt of the completed forms shall reviews the forms for completeness;
- 6) Are the forms OK to trigger the opening of the account;
- 7) If Yes then CBG shall proceed to open the bank account otherwise they returned the forms to the AGD for correction;
- 8) CBG shall notify AGD once the account opening is completed;
- 9) AGD upon receipt of this notification shall inform the PS MoFEA;
- 10) PS MoFEA shall upon receipt of confirmation of the opening of the DA informs the PIU;
- 11) PIU shall then commence the operationalization of the DA thereafter.

Change of Name of the Designated Account

- 1) PS Ministry of Finance and Economic Affairs (MoFEA) shall instruct the Accountant General Department (AGD) of the need to change the name of the DA;

- 2) AGD receives the instruction to change the name of the DA from PS MoFEA;
- 3) AGD shall write to CBG to effect the change of name of the DA;
- 4) CBG upon receipt of the instruction from ADG shall effect the change;
- 5) CBG shall notify AGD once the change of name of the account is completed;
- 6) AGD upon receipt of this notification shall inform the PS MoFEA;
- 7) PS MoFEA shall upon receipt of confirmation of the change of name informs the PIU;
- 8) PIU shall then take note of the change of name of DA and file the correspondence from MoFEA.

Process Flow Chart for Opening of Designated Account



3.5.3 Signatories to the Account

9. The account should be maintained and controlled through Category A and Category B signatories. There shall be four (4) signatories to the project bank account of which any two can sign. The signatories are as follows:
 1. PS MoTC
 2. PIU Director
 3. DPS MoTC
 4. FMS
10. All changes to the authorised signatories shall be subjected to the Bank's prior "No Objection" and thereafter the Accountant General acting under the instruction of the PS MoFEA shall process the change of signatories following similar procedures outlined under 3.5.2 above. All specimen signatures must be kept in a secure file together with other financial records.

3.5.4 Bank Reconciliation

11. On a monthly basis all bank accounts maintained by the Project shall be subjected to reconciliation and follow up action shall be taken to investigate all outstanding reconciling items to ensure all reconciling items are resolved on timely basis. For purpose of ensuring effective segregation of duties, the reconciliation should be subjected to review and approval by an independent senior official other than the preparer. The reconciliation should be prepared by the Accountant , reviewed by the FMS and approved by the Project Director. The reconciliation report should be prepared and signed-off by all parties not later than the 15th following the month end. The report should be filed with the copies of the bank statements and cashbook printouts in respect of the month in question. The narrative description and flowchart of the bank reconciliation process are provided below.
12. The reconciliation should be signed by the preparer and the reviewer, and they should be filed with the copies of the bank statements and cashbook printouts in respect of the month in question. The narrative description and flowchart of the bank reconciliation process are provided below.
 1. CBG Provides copy of the DA bank statements to the Project Accountant on monthly basis upon request from the Project for reconciliation purpose;
 2. The Project Accountant shall review the transactions in the bank statement against the transactions in the cashbook;
 3. Do the reconciling items require adjustment of the cashbook?
 4. If Yes then the Project Accountant shall compile the summary of adjusting items for review by the Financial Management Specialist otherwise proceed with the reconciliation;
 5. FMS shall review the adjusting items and the Accountant shall post them into the system for reconciliation to be performed;

6. Once the required adjustments are made in the cashbook, the Project Accountant shall then prepare a bank reconciliation statement and submit it to the FMS for review ;
7. FMS reviews the reconciliation and assess whether;
8. Corrections required?;
9. If No, then it is signed off and sent to the Project Director for final approval.
10. If approved it is sent to the Project Accountant for filling otherwise its returned to the Project Accountant for correction.
11. The Project Accountant shall file reconciliation statements together with the supporting documents in bank reconciliation file.

FMS should obtain formal documentation from the bank explaining any error noted in the bank statement and the adjustment made hereafter. A copy of this correspondence shall be attached to the reconciliation.

To ensure the reconciliation statement contain all the relevant information, it shall show the following:

Unpresented cheques

- Date of transaction;
- Description of the transaction;
- Payee instruction/ Cheque number;
- Amount.

Uncredited lodgments;

- Date of transaction;
- Name of depositor/ source; and
- Amount

3.6 Imprest Management

3.6.1 General Principles

13. Imprest/cash advance may be given in the following situations:

- (I) Staff of the Project travelling on official mission to pay for expenses that may not be covered by normal allowances;
- (II) Execution of events which may require giving cash advance to the person organizing such events.

14. *The following general procedures shall be applied with regards to the issue, retirement and monitoring of Imprest*

- I. Imprest shall be subjected to formal requests and approval by the PIU Director but in case the request is made by the PIU Director it shall be subjected to approval by the PS MoTC.
- II. Imprest shall be retired within 14 days after the travel mission and/or completion of events for which the imprest was requested.
- III. No additional imprest should be approved for officials having outstanding imprest beyond due retirement date.
- IV. Imprest shall be allowed to be given in Gambia Dalasi only
- V. The maximum ceiling for imprest shall D100,000.00.
- VI. Imprest request shall detail out at least for the minimum the following information:
 - a. details of the imprest holder;
 - b. the expected expense lines with the amounts estimated for each expense line stated;
 - c. the details of event for which the imprest is requested for;
 - d. the intended retirement date of the imprest;
 - e. space for sign-off by the person requesting and person approving.
- VII. An Imprest Register shall be maintained to keep track of the imprest issued. Such register shall contain at least the following minimum information:
 - a. details of the imprest holder;
 - b. imprest number;
 - c. imprest amount issued;
 - d. imprest amount retired;
 - e. imprest balance outstanding.
- VIII. At the end of each month and as part of the month-end procedures, the FMS shall review the Imprest Register to identify the imprest beyond due retirement dates (14 days after the event in respect of which the imprest was given and/or after the related trip). S/he

shall formally notify the imprest holder to retire the outstanding balance and shall copy the PIU Director;

- IX. The imprest retirement shall be accompanied with an activity report in respect of the activity for which the imprest was given. The supporting retirement documents shall be vetted by the Project Accountants and shall also be subjected to prior review and approval by the FMS before retirement is posted into the system.

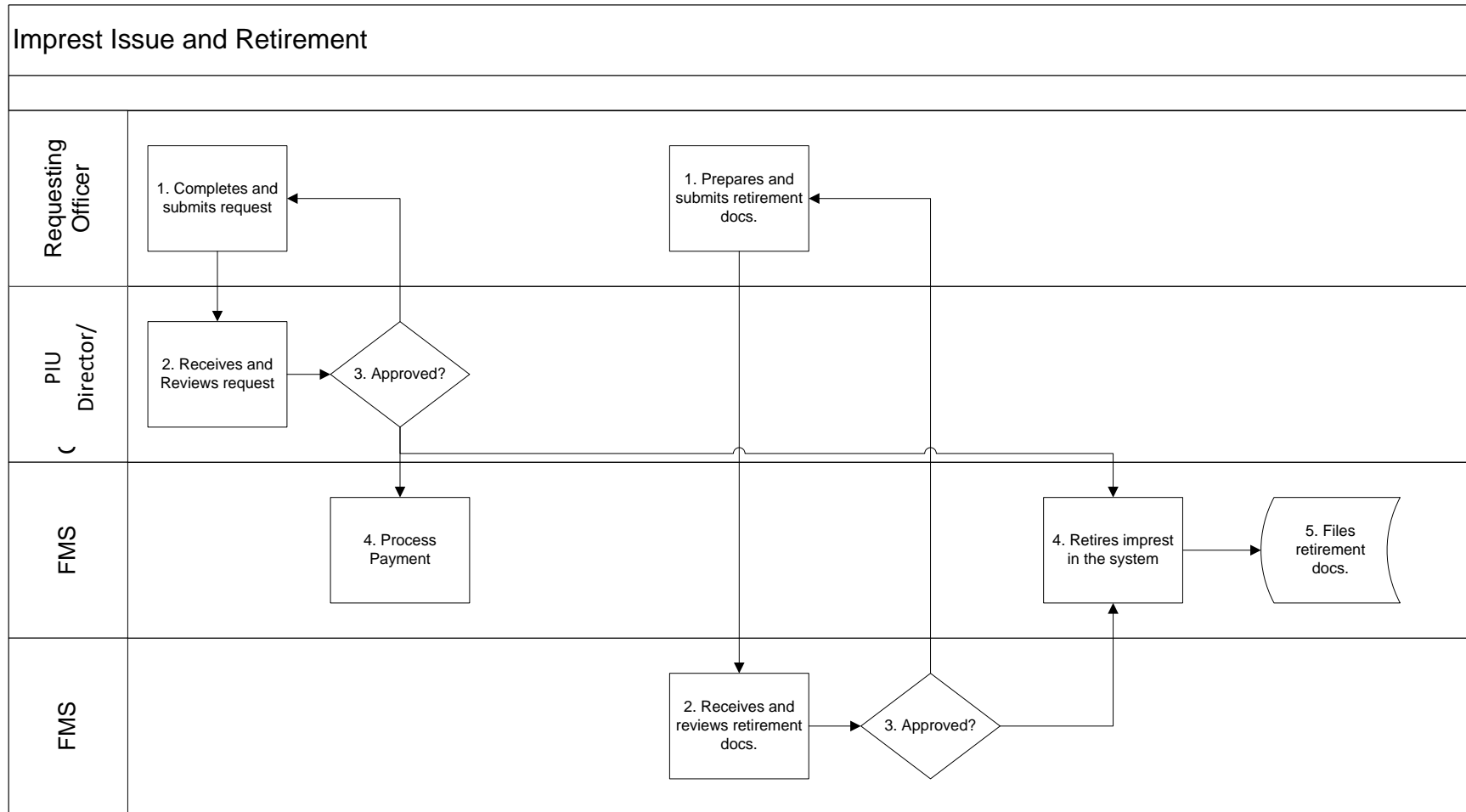
3.6.2 Imprest Issue Process

- 1) Formal application shall be made to the PIU Director to request for the imprest by the imprest holder (In case of imprest for the PIU Director formal request shall be made to the PS, MoTC);
- 2) The Approving Authority in (1) above shall review the request and check if the imprest holder is not having any outstanding imprest in his/her name using the Outstanding Imprest Report.
- 3) The request is approved if all the requirements for issue are met otherwise the application is rejected
- 4) If approved, the Imprest Request shall then be forwarded to the Financial Management Specialist to process the payment otherwise it is rejected and the official concerned informed accordingly;
- 5) The payment of the approved imprest shall follow the normal cheque payment procedures.

3.6.3 Imprest Retirement

- 1) The Imprest holder shall retire imprest with supporting documents within 14 days following the completion of the activity/ return from the trip to which the imprest relates;
- 2) FMS shall review the imprest retirement documentation and accept them if OK;
- 3) Once accepted s/he forward the retirement documentation to the Project Accountant otherwise notify the official concern of rejection;
- 4) the Project Accountant shall cause the retirement in the system;
- 5) Thereafter the Project Accountant shall file the Retirement documents.

Figure 1: Imprest Issue and Retirement



3.7 Petty Cash Management

3.7.1 General Principles

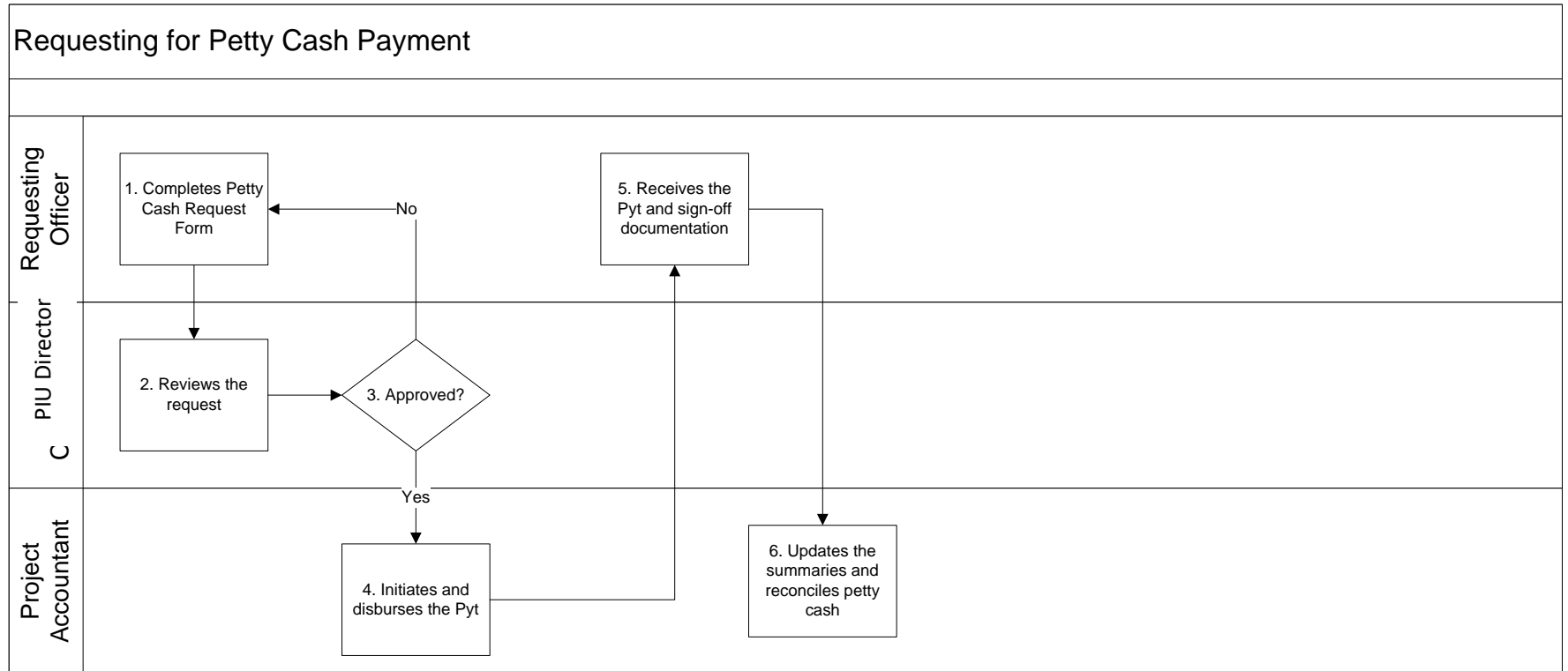
- I. The PIU shall maintain a petty cash float in GMD only at maximum float level of D25,000 and a minimum replenishment level of D5,000 in GMD only for the Project;
- II. The threshold for Petty cash payments requests shall be set at D3,000 except where otherwise approved by the Project Director but in any case should not be more than D5,000. Any payment above this set limit shall be made through the normal cheque payment process;
- III. Petty cash payments shall be made using approved pre-numbered petty cash vouchers accompanied with appropriate supporting documents such as supplier receipts, delivery note, approved requests and duly signed Service Completion Certificate⁹ etc;
- IV. The Project Accountant shall be responsible for the custody and safekeeping of the Petty Cash as well as recording and reporting on petty cash transactions;
- V. The petty cash shall be kept under secured lock and key at all times;

3.7.2 Payments of Petty Cash

1. The staff requesting for petty cash shall complete and sign off a Petty Cash Request Form and submit it to the PIU Director for review and approval;
2. S/he shall review and approve if OK otherwise return it to the requesting officer;
3. Once approval is granted, it shall then be forwarded to the Project Accountant for initiation of payment;
4. The Project Accountant shall complete and sign-off a Petty Cash Payment voucher before disbursing the petty cash;
5. Upon receipt of petty cash, the receiving official shall sign the petty cash payment voucher as evidence of receipt;
6. At the end of every day, a petty cash summary shall be updated with all the transactions of the day and the book balance reconciled to the physical balance of cash by the Project Accountant.

⁹ A confirmation by the requesting Unit/officer confirming that the service in question was duly carried out.

Figure 2: Requesting for Petty Cash



3.7.3 Periodic Petty Cash Count

1. The FMS when deem fit shall carry out periodic on-the-spot count of petty cash on hand;
2. S/he shall during such counts agree the amount of physical cash plus the amount of the petty cash payment vouchers for the current period to the petty cash float given;
3. Where difference is noted, the FMS shall discuss with the responsible official and obtain explanation and notify the PIU Director in case of material discrepancy;
4. The PIU Director shall instruct the Project Accountant to make good any resulting discrepancy and provide evidence to the effect to the FMS.
5. There shall be quarterly petty cash counts as part of the quarterly reporting procedures.
6. Following each cash count, cash certificate shall be prepared and signed by the custodian and the officer who conducted the count.

3.7.4 Replenishment of Petty Cash

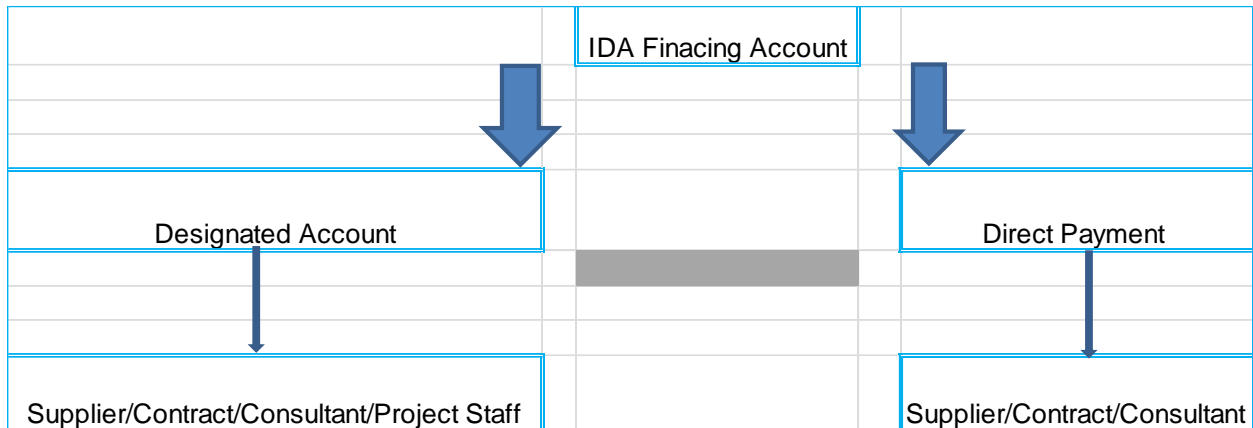
1. Replenishment of petty cash float shall be prepared by the Project Accountant with adequate supporting documents and petty cash expenditure summary for submission to the FMS for review;
2. FMS shall review the request against the supporting documents and if in order shall approve the request otherwise it is sent back for correction;
3. Once approval is granted by the FMS the Project Accountant shall follow the normal cheque payment process to process the replenishment and also to post the petty cash payments into the relevant expenditure codes.

3.8 Funds Flow and Disbursement Arrangements

3.8.1 General Disbursement Arrangement

15. Disbursements under this project shall be carried out in accordance with the provisions of the Disbursement Guidelines (*“World Bank Disbursement Guidelines for Investment Project Financing”*, dated February 2017), the Additional Instruction: Disbursement Letter and the Financing Agreements. Funds will be disbursed against eligible expenditures incurred from the signing date of the Financing Agreement to the Closing Date specified in the Financing Agreement. Funds will be disbursed for 100 percent of eligible expenditures inclusive of taxes.
16. Disbursement except for the direct payments shall be disbursed into the DA opened at CBG on terms and conditions specified in the Financing Agreement.
17. The project can potentially make use of all four (4) disbursement methods listed below:
 - a) **Advance** - this takes the form an initial deposit into the DA after confirmation of fulfilment of the conditions precedent to project effectiveness and for which supporting documents can be provided at a later date.;
 - b) **Reimbursement** – this is transaction based whereby withdrawal applications are submitted with the Statement of Expenditures (SOEs) to replenish eligible expenditures paid from the DA. Through this method the Bank may also reimburse the borrower for expenditures eligible for financing pursuant to the Financing Agreement that the borrower may have pre-financed from its own resources;
 - c) **Direct payment** - this method involves the Bank making direct payments to the supplier/contractor/consultants upon instruction from the Project in respect of the fulfilment of the payment milestone by the supplier/contractor/consultant;
 - d) **Special Commitment** – the World Bank may pay amounts to a third party for eligible expenditures under special commitment entered into in writing at the borrower’s request and on terms and conditions agreed between the WB and the borrower.
18. The authorized signatories, specified in the Authorized Signatory Letter, will sign and submit Withdrawal Applications electronically using the eDisbursement module accessible from the Bank’s Client Connection website. Hard copy letter-based disbursement request can also be used by the Project provided that such disbursement requests are duly authorized by authorized signatories, specified in the Authorized Signatory Letter. The diagram below summarizes the funds flow arrangement.

Figure 3: Funds Flow Diagram



3.8.2 Withdrawal of Funds from the Financing Account

19. Before funds from the Financing Account may be withdrawn or committed, the authorized representative of the borrower (as designated in the Financing Agreement) must furnish to the World Bank electronically through the Client Connection website or through an authorized signatory designation letter- the name(s) of the official(s) authorized:
 - a) To sign and submit applications for withdrawal and applications for a special commitment and
 - b) To receive Secure Identification Credentials (SIDC) from the World Bank.

20. The borrower must notify the World Bank of any changes in signature authority, either electronically in Client Connection or through an updated authorized signatory designation letter. By extension, the borrower confirms its agreement to abide by the terms and conditions of use of SIDC by designating officials to use SIDC and by choosing to submit the applications electronically. Applications must be provided to the World Bank in such form as is required to access funds from the Financing Account and must include such information as the World Bank may reasonably request.

21. Applications and necessary supporting documents (**see section 3.8.3 - Supporting Documentation Requirements**) should be submitted to the World Bank electronically in a manner and on terms and conditions specified by the World Bank, through the Client Connection. The World Bank may at its discretion, temporarily or permanently disallow the electronic submission of applications by the borrower and in that regard may permit the borrower to complete and submit applications manually in paper form.

3.8.3 Supporting Documentation

22. The Project shall provide supporting documentation to the Bank to show that funds from the Financing Account have been used to finance eligible expenditures. In case of special commitments, the commercial bank concerned shall provide its confirmation directly to the Bank that conditions for the release of payments committed for withdrawal have been met.
23. Though the Bank shall require the Project to provide supporting documentation based on the type of disbursement methods, the Bank shall generally require either copies of the original documents evidencing eligible expenditures (Records) or summary reports of expenditure (Summary Reports) in such form and substance as the Bank may specify. Records include such documents as invoices and receipts. A Summary Report may be either:
 - a) The interim unaudited financial report required under the Financing Agreement (Interim Financial Report) or
 - b) a statement of expenditure summarizing eligible expenditures paid during a stated period (Statement of Expenditure).
24. In all cases, the Project shall be responsible for retaining the original documents evidencing eligible expenditures and making them available for audit or inspection as and when required.
25. Specifically, the following disbursement methods shall require the following documentation type:
 - Application for Re-imbusement** – the documentation requirement shall include:
 - a) Interim Financial Report;
 - b) Statement of Expenditure;
 - c) Records (invoices and receipts).
 - Use of Advances** – the required documents shall include:
 - a) Interim Financial Report;
 - b) Statement of Expenditure;
 - c) Records (invoices and receipts).
 - Direct Payments** – this may require the Project to provide documentation including
 - a) Records such as copies of supplier invoices;
 - b) A bank guarantee for advance or retention payment.
 - Special Commitment** – documentary evidence here shall include
 - a) Copy of Letter of Credit (with valid expiry date) that the commercial bank known as opening bank has issued;
 - b) SWIFT (Society for Worldwide Interbank Telecommunication) message must also be provided

3.8.4 Ineligible Expenditure

26. Where the Bank determines that any amount of the funds from the Financing Account was used to pay for an expenditure that *is not eligible* pursuant to the Financing Agreement (an ineligible expenditure), the Bank may, at its discretion, require the borrower to take one of the following two disbursement-related actions, without prejudice to the Bank's right to exercise remedies under the General Conditions' or Standard Conditions' and Financing Agreement.
 - a) Refund an equivalent amount to the Bank;
 - b) Exceptionally, provide substitute documentation evidencing other eligible expenditures.
27. The borrower must perform the action requested promptly after receiving notification from the Bank that it must do so.

3.9 Reporting Arrangement and System Security

3.9.1 Introduction

28. The PIU is required to prepare and submit quarterly and annual operational, financial, Environmental & Social report to facilitate effective monitoring and evaluation of project implementation activities and disbursement. In view of this, the Project is required to maintain a robust financial management information system that is capable of recording the entire financial transaction cycle. In addition, the system should be set up and configured in line with the Project's reporting requirements and should be able to generate the reports in format, content and within timelines as required by the Bank.
29. The accounting system, as a minimum, should be able to generate the following reports:
 - I. Sources and Uses of Funds by sub-component and component on quarterly basis using the prescribed format agreed with the Bank;
 - II. Sources and Uses of Funds by category on quarterly basis using the prescribed format agreed with the Bank;
 - III. Annual Financial Statements;
 - IV. Reconciliation of the Designated Account(s);
 - V. Budget Monitoring Reports comparing the planned against actual by component and sub-component and category;
 - VI. A trial balance by at expenditure line level, by component, sub-component and category.

3.9.2. Quarterly Reports

30. The PIU will produce quarterly unaudited IFRs during project implementation encompassing activities for all components. The IFRs are to be produced on a quarterly basis and submitted to the Bank within 45 days after the end of the calendar quarter and in line with the prescribed format.
 - I. The operational report should cover the following:
 - a) Executive Summary;
 - b) Introduction and objectives of the Project;
 - c) Status of implementation of Project activities including reports on procurement, monitoring and evaluation.
 - II. Financial reports shall also at least for minimum include:
 - a) A statement of Source and Uses of Funds showing for the quarter and cumulative (Commencement to the end of the reporting quarter) planned and actual expenditure by sub-component, Component as well as the entire planned cost for the entire "Project Life" as per PAD;
 - b) Funds Accountability statement showing the total receipt and expenditure for each component in respect of the quarter and cumulative to date. The reports

should also include cash forecast for the ensuing two quarters (Next 6 months);

- c) Reconciliation of the Designated Accounts;
- d) Bank Statements for the whole period;
- e) Budget execution section;

31. PIU shall also produce the projects Annual Financial Statements and these statements shall comply with IPSAS Cash Basis and World Bank requirements. These Financial Statements shall comprise:
- I. A Statement of Sources and Uses of Funds which includes all cash receipts, cash payments and cash balances for the year and cumulative;
 - II. A Statement of expenditure;
 - III. Special Account Statement;
 - IV. Accounting Policies Adopted and Explanatory Notes

3.9.3 Security of the Financial Management System

32. Lack of adequate access controls and back up could result in a number of risks to the financial management information system including breach of system integrity, loss of data, and destruction of critical information by unauthorised access and impairment of PIU's reputation among others. In view of these, PIU shall maintain at all times the following procedures as safeguard controls over the access and use of the system.
- a. Only employees with established need are given access to computer systems;
 - b. Passwords should be secured and not shared and change at set intervals;
 - c. Procedures are in place to prevent unauthorised use or transmission of information;
 - d. Access to the system is removed for terminated or transferred Project staff;
 - e. Computers (networked to the financial management system) located in any easily accessible public areas should have a screen saver with password activation invoked;
 - f. The Project has sufficient technical support for ongoing operations to keep downtime minimal;
 - g. The Project has adequate resumption procedures for system since it is considered critical or vital to the Project's daily operations.

3.9.4 Back Up Arrangements

33. In order to prevent any eventual loss of data and undue downtime which may be due to system crash/natural disaster and/or wilful sabotage among others, the PIU shall implement as follows:
- a. Take daily and weekly back-ups;
 - b. Back-ups are stored offsite;
 - c. Periodically test the back-ups taken to ensure that they can be relied upon in case of system crash

3.10 Annual Work Plan and Budgeting Process

3.10.1 Overview

34. Budgeting is used as an integral part of managing the PIU’s financial resources and is concerned with meeting Project’s goals and objectives. It shall be designed and prepared to direct the efficient and prudent use of the Project’s financial and human resources. It shall create an opportunity to examine the composition and viability of the Project’s activities simultaneously in light of available resources.
35. In that regard PIU shall consider Annual Work Plan and Budget (AWPB) as an integral part of its project management process and shall help to align the project’s annual budget to the overall implementation activities. The AWPB should be subject to approval by the Project Steering Committee and then submitted to the World Bank for No Objection not later than December 15th of each year. In terms of timeline the AWPB should be approved and made available for execution in the ensuing year latest by 31st December. A provisional AWPB should be approved and made available for execution for the first year of the project¹⁰ latest by January 2023 (however, PIU will endeavor to complete the Year 1 work plan and obtain approval by end December 2022)

3.10.2 AWPB Preparation and Timetable

36. The preparation of the AWPB is required to involve series of activities and a number of stakeholders and as a result it is important that the timelines proposed hereunder are duly complied with in order to ensure that the budget is prepared and approved for execution prior to the beginning of the ensuing financial year.

Table 4: Time Table for AWPB preparation ¹¹

No	Activity Description	Responsibility	Timeline
1	Extract financial and operational information needed to guide the participating stakeholders	FMS and PIU Director	1 st week in July
2	Distribute the information and call for an AWPB meeting	PIU Director	1 st week in July
3	AWPB meeting held and planned activities for the ensuing year agreed	Relevant stakeholders	1 st Week in August

¹⁰ The truncated timeline of PPA, requires this adjustment of the preparation of the first year AWPB. Subsequent years from year 2 onwards would follow approval timeline described in 3.10.1

¹¹ The time table in respect of the budget for GoTG subvention for PIU operations shall follow the MoFEA budget calendar.

No	Activity Description	Responsibility	Timeline
4	Initial draft AWPB prepared	FMS	2 nd Week in August
5	AWPB meeting held to review and agree on the initial draft with comments if any	Relevant stakeholders	3 rd Week in August
6	Comments incorporated and PSC meeting organised to review the clean draft AWPB	FMS and PIU Director	1 st Week in October
7	PSC meeting held to review and agree on the draft with comments if any	PSC	2 nd week in October
8	PSC comments incorporated and final draft shared with the PIU Director	FMS	2 nd week in October
9	PIU Director shares the final draft with Bank	PIU Director	2 nd Week in October
10	World Bank's no objection obtained with comment if any	Bank	4 th Week in October
11	Bank comment incorporated if any and submit to PSC for final approval	FMS and Project	1 st week in November
12	PSC gives final approval – signed approved copy and filed	PSC and PIU Director	2 nd Week in November
13	Approved budget input into the Accounting System	FMS	2 nd Week in December

3.10.3 Budget Execution

The budget shall be executed as approved. Expenditures shall be checked against budget prior to payment to avoid budget overruns. Prior approval shall be sought from Project Director to incur expenditures that could potentially result in budget overruns of more than ten per cent (**10%**) of the approved amount. All implementation activities that require prior approval from the Bank should not be executed without obtaining the required No Objection from the Bank.

At the end of every quarter the FMS shall prepare a budget variance report which compares the budget against the actual and such reports shall be shared with the PSC during their scheduled meetings. The PSC shall be required to review budget execution vis-à-vis the implementation of planned activities during their meetings and based on the information available could make

revisions to the budget at the mid-year review. However, such revisions should require prior approval of the Bank.

3.11 Fixed Asset Management

3.11.1 Overview

Fixed asset involves items funded from the Project funds with a useful economic life beyond one (1) year but considering that the Project is using cash basis of accounting, these will be written off as expense during the year they are purchased thus there is need to maintain some other forms of safeguard controls over their recording and monitoring. It may include IT equipment, office furniture, office equipment etc. The procurement process shall follow the procurement methods and procedures as outlined under the procurement section of this Manual.

3.11.2 Recording of Assets

The PIU shall maintain a fixed asset register to record the details of fixed assets purchased by the Project. This should be maintained as a memorandum record or within the computerised accounting system. However, the Accountant shall on quarterly basis reconcile this Register with the General ledger to ensure its accuracy and completeness. This reconciliation should be reviewed by the FMS and signed off by both parties not later than 15th day of the month following the end of the quarter. Such register shall at least for the minimum contain the following information on each item of fixed asset.

- I. Date of purchase;
- II. Payment Voucher Number to reference hard copy supporting document;
- III. Description
- IV. Category;
- V. Cost;
- VI. Location/Custodian;
- VII. Serial Code where applicable;
- VIII. Identification/Tagging Number.

3.11.3 Verification

At periodic intervals as may be determined by the Project Director but at least not less than once a year, the Project Accountant shall carry out periodic verification of the Project's fixed assets to reconfirm their existence, location and operating status. This report shall be reviewed by the FMS prior to sharing it with the Project Director and PSC for review and comments.

3.11.4 Safeguard Controls

Where feasible, the PIU shall take out adequate insurance cover for its assets as an additional safeguard controls. It shall also put in place proper access controls to prevent unauthorised use of the assets. Movement of asset from one location to another should be subjected to prior approval of the Project Director and the movement should be updated in the asset register accordingly.

3.11.5 Reporting of Stolen/Lost Asset

Asset custodians shall report the matter of any stolen or lost asset to the nearest police station and obtain a police report for such incidents. The report shall be forwarded to the Project Director who should inform the Bank within 48 hours after receipt of the said report.

3.11.5 Asset at Project Closure

The PIU shall carry out detailed and comprehensive fixed asset verification as part of the preparation for the project closure preferably 3 months before the project closure. This exercise should reconfirm the location of each of the assets as well as their operating conditions at the time. The report from this verification should be provided to the Permanent Secretary MoTC to facilitate further engagement with the Bank with regards to the transfer of the assets in question after the project closure.

3.12 Sale of tender documents

3.12.1 Administrative Arrangement

The Project Director shall agree with the PSC the amount to be charged for the sale of tender document to interested bidders. The agreed price should at least cover the printing costs of the documents. The standard bidding documents of the Bank shall be used with any editing to be subjected to the Bank's prior review and approval. The printing of these documents should be funded from the related line item under the Project Management Component. Selection for the printing of these documents should be done through the shopping method and coordinated by the Project's Procurement Specialist but should be subjected to review and approval by the Project Director.

3.12.2 Recording and Accounting for the Sale of Tender Documents

Receipts should be issued to the contractors or suppliers who bought the tender documents and the details should be entered in a Register for Sale of Tender documents to be maintained as a memorandum record by the FMS. The Register for minimum should be able to capture the following details:

- I. Date;
- II. Description of the Tender in question;
- III. Details of the bidder including at least the name and details of the Identity provided (ID Card, Passport etc);
- IV. Receipt Number;
- V. Amount received.

The proceeds collected shall be deposited in a GMD Designated Account opened at the Central Bank of the Gambia and should not be comingled with the Bank's fund. The FMS upon deposit of the money into the bank account should provide the Register, the receipt book and banking documents to the Project Director who should review to confirm that the amount reported in the Register agrees with the receipt books and also that the amount in question was banked intact and on timely basis. In a case where the receipting and banking is done by an official other than the FMS, then the FMS should review the receipting and banking documents prior to posting of the transaction in the Accounting System.

3.13 External Audit

3.13.1 General Overview

An external independent and qualified private sector auditor will be recruited to carry out the audit of the project's financial statements for a non-renewable period of three (3) years. The auditor shall be required to express an opinion on the Annual Financial Statements and perform the audit in compliance with International Standards on Auditing. The auditor will be required to prepare a Management Letter detailing observation, implications and providing recommendations for improvements in the accounting system and the internal control

environment. The audit report signed on behalf of the Project by the Director PIU and PS MoTC and shall be submitted to the Bank within 6 months after the end of the year.

Consistent with the Country's external audit arrangements the audit of the Project shall be channeled, coordinated and executed by National Audit Office (NAO). NAO in consultation with the PIU shall coordinate and oversee the recruitment of the external audit firm using appropriate procurement method for such recruitment.

3.13.2 Policy Context

- 1) The PIU shall prepare, annually its financial statements in accordance with requirements set out in this Manual;
- 2) The auditors shall conduct audit of the financial statements of the Project in accordance with International Standards on Auditing [ISAs] issued under the auspices of the International Federation of Accountants [IFAC] to the extent relevant;
- 3) All staff members of the audit team shall strictly abide by the professional ethics required of auditors and should not have any "conflict of interest" with PIU;
- 4) All audit staff assigned to audit of the Project shall have adequate skills, experience and of an appropriate mix so as to give "value-adding" service;
- 5) The scope of the external audit shall not be restricted whatsoever and shall include as a minimum – financial audit, compliance audit, value for money audit, IT systems control audit;
- 6) The Auditor shall have unrestricted access to all PIU offices, staff, advisors and consultants providing technical assistance to the PIU;
- 7) Within six months of the end of the financial year the Auditor shall report his/her findings and recommendations to the PS MoTC;
- 8) The Project Director and PSC shall take reasonable steps to ensure that recommendations provided in the external audit reports are acted upon on a timely manner;
- 9) The Auditor in performance of his/her work may liaise and consult with the office of the Internal Auditor of the Project and could rely on the work of the Internal Audit as dictated by the Standard.

3.13.3 External Audit Procedures

- 1) The Auditor is expected to develop an Engagement Letter and an Audit Plan and agree with PIU management prior to commencement of any audit engagement;
- 2) The engagement letter referred to above should include among others the following matters:
 - I. Respective Responsibilities, particularly the preparation of financial information;
 - II. Access to premises and documents the Auditor may require;
 - III. The form of audit report;
 - IV. Arrangements regarding the involvement of internal auditors, specialists, or any other auditors;
 - V. The expected date the audit report will be issued.

- 3) The fact that the Auditor is expected to conduct an “entry meeting” at the start of, and an “exit meeting” at the end of each audit engagement with management of the PIU;
- 4) The Auditor is expected to document his/her work in sufficient detail as required by the International Standards on Auditing [ISAs]
- 5) Except for special investigations, the Auditor shall discuss with the PIU management draft reports arising from his/her work in respect of audit findings and recommendations before final reports are issued
- 6) PIU shall facilitate external audit activities by providing office space and providing information and required documents in a timely manner.

3.13.4 Audit Scope

The scope of the external audit shall include but not limited to the following:

- 1) Checking that all Project funds has been used in accordance with the conditions of the relevant government regulatory frameworks (example Public Finance Act and Financial Regulations) and financing agreement with due attention to economy and efficiency and only for the purposes for which the financing was provided;
- 2) Goods, works and services financed have been procured in accordance with the relevant Financing Agreement and procedures outlined in the PIM;
- 3) All necessary supporting documents, records and accounts have been maintained in respect of all project activities including expenditures reported using Statements of Expenditure (SOE);
- 4) Respective reports issued during the period were in agreement with the underlying books of accounts;
- 5) Designated accounts have been maintained in accordance with the provisions of the relevant Financing Agreements and funds disbursed out of these account were used only for the purpose intended in the relevant Financing Agreement;
- 6) National laws and regulations have been complied with and that the financial and other internal control procedures approved for the PIU are also duly complied with;
- 7) Assets procured from Project funds exist and that there is verifiable ownership;
- 8) Ineligible expenditures as may have been incurred are identified and reimbursed to the designated account;
- 9) In addition to providing an opinion on the financial statements, the auditor shall prepare Management Letter in which the auditor shall provide as follows:
 - a. Give comments on the observations on the accounting records, systems and controls that were examined during the course of the audit;
 - b. Identify specific deficiencies or areas of weakness in the system and controls and make recommendations for their improvements;
 - c. Report on the degree of compliance with each of the financing covenants in the financing agreements and give comments if any on internal and/or external matters affecting such compliance;
 - d. Report on the degree of compliance with internal control procedures and policies;

- e. Communicate matters that have come to the auditor's attention during the audit which might have a significant impact on the implementation of the projects;
- f. Give comments on the extent to which outstanding issues have been addressed.

3.14 Internal Audit The PIU shall be subjected to internal audit reviews by the Directorate of Internal Audit of MoFEA and the details of the arrangement shall be contained in an MOU which shall be signed by both parties latest one month after effectiveness.

3.15 Anti-Fraud Procedures

3.15.1 General Overview

The PIU's anti-fraud procedure as provided for in this Manual is intended to facilitate the development and execution of control mechanisms that will aid in the detection and prevention of fraud against the PIU. It shall be the intent of the PIU to promote consistent organizational Behaviour by providing guidelines and assigning responsibility for the development of controls and conduct of investigations where required to be made.

The anti-fraud procedure shall apply to any irregularity, or suspected irregularity, involving Project staff as well as members of the PSC and official of MoTC (having financial and administrative responsibilities relating to the Project implementation), consultants, vendors, contractors, outside agencies and/or any other parties with a business relationship with the Project. Management is responsible for the detection and prevention of fraud, misappropriations, and other irregularities.

Fraud in the context of this Manual is defined as the intentional, false representation or concealment of a material fact for the purpose of inducing another to act upon it to his or her injury. Each member of the management team shall be familiar with the types of improprieties that might occur within his or her area of responsibility and be alert for any indication of irregularity. Any irregularity that is detected or suspected must be reported immediately to the Project Director who shall coordinate all investigations through the National Audit Office and/or Internal Audit Directorate.

3.15.2 Actions Constituting Fraud

Actions constituting fraud may include but are not limited to:

- I. Any dishonest or fraudulent act;
- II. Misappropriation of funds, supplies, or other assets;
- III. Impropriety in the handling or reporting of money or financial transactions;
- IV. Profiteering as a result of insider knowledge of PIU activities;
- V. Disclosing confidential and proprietary information to outside parties with intent to benefit from such disclosure;
- VI. Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to the PIU except with regards to gifts considered to be within the normal hospitality threshold;

- VII. Destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment; and/or
- VIII. Any similar or related irregularity.

3.15.3 Investigation Responsibilities

The Project Director has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the above sub-section. If the investigation substantiates that fraudulent activities have occurred, he/she shall issue reports to the PSC who shall make the decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation.

Investigation results shall not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but could be subsequently found innocent of wrongful conduct in order to protect the PIU from potential civil litigation.

3.15.4 Authorisation for Investigating Suspected Fraud

Members of the Investigation team shall have:

- I. Free and unrestricted access to all PIU records and premises, whether owned or rented; and
- II. The authority to examine, copy, and/or remove all or any portion of the contents of files and other storage facilities on the premises without prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of their investigation.

3.15.5 Reporting Procedures

Care shall be taken in the investigation of suspected improprieties or irregularities so as to avoid mistaken accusations or alerting suspected individuals that an investigation is under way. An employee who discovers or suspects fraudulent activity shall contact the Project Director as appropriate immediately. The employee or other complainant shall remain anonymous. All inquiries concerning the activity under investigation from the suspected individual, his or her attorney or representative, or any other inquirer should be directed to the Investigation Team. No information concerning the status of an investigation shall be given out by persons other than the Investigating Team.

3.15.6 Termination

Where an investigation results in a recommendation to terminate an individual, the recommendation shall be reviewed for approval by the PSC who shall where deemed necessary seek legal advice before any such action is taken by the Committee.

3.16 Conflict of Interest

3.16.1 General Overview

Conflicts of Interest relating to PIU's operations can be broadly described as scenarios where its employee's or other material stakeholder's (having significant interest and influence) interest in the outcome of a particular activity differs from the interests of the PIU or a unit within the PIU favours its interest over another unit which is inconsistent with the best interest of the PIU.

3.16.2 Event Leading to Conflict of Interest

Below are some examples of practical activities in which a Conflict of Interest may potentially arise:

- I. an Employee (or, where applicable, a family member or close personal relationship) receives a financial or other significant benefit as a result of the employee's position in PIU that is inappropriate in nature;
- II. an Employee's existing financial or other interest or previous engagement in an activity or relationship with another person, impairs or could impair his or her judgment or objectivity in carrying out his or her duties and responsibilities to the PIU;
- III. a Conflict of Interest arises in connection with a transaction or arrangement entered into between the PIU and a material stakeholder or between entities within the PIU due to the close relationship (personal or professional) between the parties;
- IV. an employee has the opportunity to influence the PIU, granting business or making administrative and other material decisions in a manner that leads to personal gain or advantage for the employee or a family member or close personal relationship;
- V. an employee's personal or professional relationship with an external stakeholder (e.g. material suppliers, consultants or other service providers) impairs or could impair his or her judgment or objectivity in carrying out his or her duties and responsibilities to the PIU;
- VI. a Conflict of Interest could arise because of an Employee's political influence or political relationships.

3.16.3 Managing Conflict of Interest

When actual or potential Conflicts of Interest have been identified, PIU shall properly assess and manage the Conflict of Interest to avoid any potential adverse effects on its operations. A materiality assessment shall be carried out, and appropriate mitigating measures shall be actioned if necessary. Generally, PIU shall apply a principle of independence whereby employees/material stakeholders may not handle matters on behalf of the PIU where s/he is a closely associated person.

3.17 Chart of Accounts

3.17.1 General Principles

The FMS has overall responsibility for ensuring that the Chart of Account (CoA) structure is designed in a manner consistent with the budget structure of the Project as well as ensuring its alignment with the reporting requirements. S/he shall be the custodian of the chart of accounts and shall be responsible for approving any addition, amendment or deletion to the chart of accounts. *It should not be allowed for accounts codes to be deleted when already transaction(s) were posted into them.*

All change requests to the chart of accounts must be documented through an Account Code Change Form which shall meet at least for minimum the following information requirement.

I. New Account Code Creation:

- a. Proposed Account Code
- b. Description of the Proposed Account Code
- c. Section for sign-off by the officer requesting and the FMS as the approving officer

II. Amendment to an Existing Account Code Description:

- a. Old Description
- b. New Description
- c. Section for sign-off by the officer requesting and the FMS as the approving officer

III. Deletion of an Existing Account Code

- a. Account Code
- b. Description of the Account Code
- c. Section for sign-off by the officer requesting and the FMS as the approving officer

3.17.2 Chart of Account Structure

The chart of account structure is designed into four (4) segments in line with the project component, sub-component, category and account item in order to facilitate reporting at each of these levels as follows:

Segment No	Segment Description	Digits allocated
1	Component	1
2	Sub-Component	2
3	Category	1
4	Item	4
Total Number of Digits for COA		8

Based on this structure the following code combination provided in the table on next page shall be used to configure the Project CoA.

Chart of Account (CoA) Configuration

CoA Configuration						
Component	Code	Sub-Component	Code	Category	Code	Item
<i>Policy framework and MSME participation</i>	1	Improved institutional capacity for data-driven planning, marketing, and branding	01	Goods & Services	1	xxxx
				Works & Construction	2	xxxx
				Consultancy	3	xxxx
		Increase participation of tourism MSMEs 14 within the selected destinations	02	Goods & Services	1	xxxx
				Works & Construction	2	xxxx
				Consultancy	3	xxxx
<i>Infrastructure support for the diversification and resilience of the tourism sector</i>	2	Protection, rehabilitation and integrated management of coastal areas	03	Goods & Services	1	xxxx
				Works & Construction	2	xxxx
				Consultancy	3	xxxx
		Integrated tourism product development and diversification of selected TDA/tourism areas	04	Goods & Services	1	xxxx
				Works & Construction	2	xxxx
				Consultancy	3	xxxx
Project management, monitoring and evaluation	3	Project management, monitoring and evaluation	05	Goods & Services	1	xxxx
				Works & Construction	2	xxxx
				Consultancy	3	xxxx
Contingent Emergency Response Component	4	Contingent Emergency Response Component	06	Goods & Services	1	xxxx
				Works & Construction	2	xxxx
				Consultancy	3	xxxx

3.18 Personnel Emolument and Other General Staff Matters

3.18.1 General Overview

The Project Management team at the newly established PIU will consist of staff working on full time basis, including the dedicated core technical staff that are to be recruited solely for project implementation. In addition, Government of The Gambia (GoTG) staff may be seconded to the project in order to complement the project's staff profile. Decision to renew a contract shall be based on project needs and performance based on the staff appraisal report.

3.18.2 Appointment/Employment Conditions

- a) **PIU Staff** – the appointment and employment conditions shall be dictated by the terms and conditions of services signed with PIU/MoTC;
- b) **Additional recruited staff** – this appointment shall be on contractual and non-pensionable fixed time frame initially up to a period of one (1) year subject to renewal based on performance;
- c) **Civil servants seconded to the project** - Civil servants attached or seconded to the Project will be bound by rules and regulations of the civil service as well as those stipulated in this manual.

3.18.3 Remuneration and Pension Contribution

- a) **Dedicated staff recruited by the project** - Payments to dedicated staff recruited purposely for the implementation of project activities should be based on the terms and conditions prescribed in the contract signed between the them and the PIU/MoTC.
- b) **Civil servants attached or seconded to the Project** - will be bound by rules and regulations of the civil service;
- c) **PIU staff** – the remuneration and pension contribution of the PIU staff shall be paid in line with the contract agreed between the staff and PIU/MoTC.

3.18.4 Other Personnel and Financial Matters

Other general staff related matters which need to be observed and complied with, are summarised below.

Counterpart funding from Gambia Government - The Gambia Government through its annual budget cycle shall provide adequate funds and other resources as shall be necessary to

accomplish project objectives. Any such financial resources shall be lodged with the Central Bank of the Gambia in a special account. These funds shall not be at any time mingled with Bank funds and shall be accounted for separately.

Working hours - the project official working hours should be the normal working hours of the government which is from 8am to 4pm Mondays to Thursdays and from 8am to 12:30pm for Fridays. Where the consultant's contract states working hours other than government normal working hours then the time stated in the contract should be followed.

Annual Leave – Every employee is expected to take his/her leave entitlement each year after 12 months of work. The entitlement is 25 working days for all full-time project staff. The equal leave entitlement is in line with gender and equity focus of PDO.

Annual leaves can be granted or deferred depending on the exigency and emergency nature of the work. However, such decision shall be determined by the Project Director. Leave may be taken in advance as casual leave subject to the approval of the Project Director which shall be deducted from the annual leave.

Sick Leave – Staff recruited under the project may be granted sick leave with full payment for a period not exceeding six (6) calendar months provided a medical certificate signed by a locally registered medical officer or a medical officer abroad is sent to the Project Director and renewed monthly.

Maternity Leave - Any female employee on finding herself pregnant shall report to a medical officer. Upon production of a medical certificate, she shall be entitled 6 months leave with full salary over and above her regular leave entitlement as required by the Gambia Women' Act 2010. The Project Director shall be very flexible in the way the maternity leave is utilized; however, health implications will be taken into consideration for staff to proceed on leave when necessary.

Paternity Leave – Project recruited staff shall be allowed to take their paternity leave in line with the requirements stipulated in the Gambia Women' Act 2010.

Public holidays - The PIU staff shall observe the holidays prepared by the Project based on a list of such holidays published by the Government of The Gambia (GOTG) at the beginning of the year. Employees may be required to work on public holidays when special or emergency situations demand.

Unauthorized absence - Staff shall not to take days off without prior approval from the PIU Director. Under such circumstances Project Director reserves the right and may exercise that right to withhold pay for absence without permission or good reason for such absence

Disciplinary measures - The PSC or Project Director may resort to disciplinary measures varying from reprimand to dismissal in cases of indiscipline on the part of the Project recruited staff after due warning and proper investigation. For civil servants on attachments, transfers or secondment to the project, Project Director may report to the Personnel Management Office all matters of indiscipline and recommend actions including dismissal, reprimand or withdrawal from the Project in line with the requirements of the General Order (GO).

Dismissal/termination - Dismissal/termination of services of project recruited staff shall be carried out in line with the requirements of the Gambia Labour Act. In accordance with the Labour Laws, all appointments may be terminated by either the Project or the employee upon giving one month's notice in writing or payment of one month's salary in lieu of notice.

An employee may be dismissed as a disciplinary action upon being guilty of serious indiscipline unacceptable to the project and such dismissal shall be carried out in line with requirements set out in Gambia Labour Law.

Vehicle Maintenance - The driver allocated with project vehicle shall maintain it with utmost care and adhere to the recommended maintenance schedule of the vehicle

Fuel – Project shall procure its fuel from approved fuel suppliers in line with procurement procedures outlined under the procurement section of the PIM. Fuel shall be procured in coupons and the Project Accountant shall be the custodian of these coupons. Fuel coupons shall be issued to project vehicles in line with their approved weekly/monthly allocation. Any request above the weekly/monthly allocations shall be subjected to prior approval of the PIU Director.

The driver allocated with project vehicle shall maintain it with utmost care and shall be required to fill vehicle log sheet in order that management can determine and accurately review the movement of the vehicles.

The PIU shall maintain a combined fuel receipts and issue register, to record purchases and allocations of fuel and to also facilitate reconciliations at any given time. This register will record all receipts and issues and will include at minimum the following:

- Date of issue
- Amount issued
- Vehicle registration number
- Signatures of both recipients and approver of the issue.

Fuel coupons issued to utility vehicles shall be fully retired with receipts from the relevant energy company.

The accountant shall at the end of each month, reconcile the fuel register to the actual coupon stock. This reconciliation shall be reviewed and approved by the FMS after which, it shall be filed accordingly. As part of the review process, the FMS shall count the actual coupon stock to confirm that it corresponds to the recorded closing balance in the register.

Consumable items - Inventory items comprise mainly consumable materials used in the normal course of the project implementation and are usually in the form of office supplies such as stationery, toiletries, cleaning materials etc. In order to benefit from economies of scale, these items shall be procured on bulk basis using the required procurement procedures outlined in this Manual.

In order to monitor the receipt and supply of these items, the Store keeper shall keep a memorandum record for various types of consumable items received and issued as well as the balance remaining at any given time. Supply to individual officials/units shall be approved by the PIU Director.

Back to Office Report – Project officials who embarked on trips (in-country or otherwise) funded from project funds shall be required to prepare and submit a back to office report within one week following their return from the trip. Such reports should outline the objectives of the trip, the summary of activities and any follow up actions/recommendations. Depending on the nature of the activity, the back to office report should be supported by authentic documents such as certificate of attendance in case of certificated programs. In addition, the additional supporting document shall be provided in respect of all paid training:

- I. Boarding Pass
- II. Airline ticket

Training, workshops, study tours and conferences - The training (including training material and support), workshops and conferences should be based on individual needs, as well as group requirements. However, on-the-job training shall be carried out based on an approved annual training and workshop plan that would identify the general framework of training activities for the year. A detailed plan and terms of reference providing the nature of training/workshop, number of trainees/participants, duration, staff months, timing, and estimated cost shall be submitted to IDA for review and No Objection. After the training each beneficiary shall be requested to submit a brief report indicating what skills have been acquired and how these skills will contribute to enhance his/her performance and contribute to the attainment of the PDO. Reports by the trainees including completion certificate/diploma shall be provided to the PIU Director and be kept as part of the records shared with the World Bank if required.

Daily Subsistence Allowance (DSA) – Daily Subsistence Allowance (DSA) shall be paid under the Project based on requests that have been approved by the PIU Director. The request should clearly indicate the purpose of the trip, the duration and the areas to be covered during the trip. At the end of the trip, the responsible officer shall write a report within one week and submit to the PIU Director. It should be paid at the rate of D2,500.00 across the board per day.

Per Diem – This should be paid based on the approved government rates to official travelling on project activities outside the Gambia. Any official traveling on official mission relating to the Project shall seek approval from PIU Director and should in addition obtain Government’s travel clearance as long as it is applicable.

Travel Class – Travel of project personnel and/or government officials funded from the Project funds shall be strictly on economy class. Any funded travel contrary to this shall be subjected to the Bank’s prior approval.

3.19 Payments

3.19.1 General Principles

The payment procedures covered under this section shall cover payments other than petty cash payments and are broadly categorized as follows:

- I. Payments for goods
- II. Payments for non-consulting services
- III. Payments for consulting services

As a general procedure all payment made by the PIU shall be:

- I. Duly approved by approving officials;
- II. Supported with adequate supporting documents;
- III. Raised against payment vouchers;
- IV. Charged against the right Project component/subcomponent, category and line item;
- V. In line with the approved AWPB.
- VI. In approving the invoice for payment, the approving officials shall check for the following:
 - a) That the LPO had been properly prepared by designated official;
 - b) That the GRN is signed by the Store Keeper or any delegated person as the receiving officer;
 - c) The types of goods, quantity and quality/specifications of goods invoiced are the same as those ordered and received;
 - d) The invoice prices of goods are the same as the LPO prices;
 - e) For contract related supplies, it should be checked to confirm that the payment documentations provided are in line with contractual requirements and related payment milestone;

- f) The extensions (quantity x price) and additions on the invoice are arithmetically correct.

Additionally, the following general principles shall also apply to payment

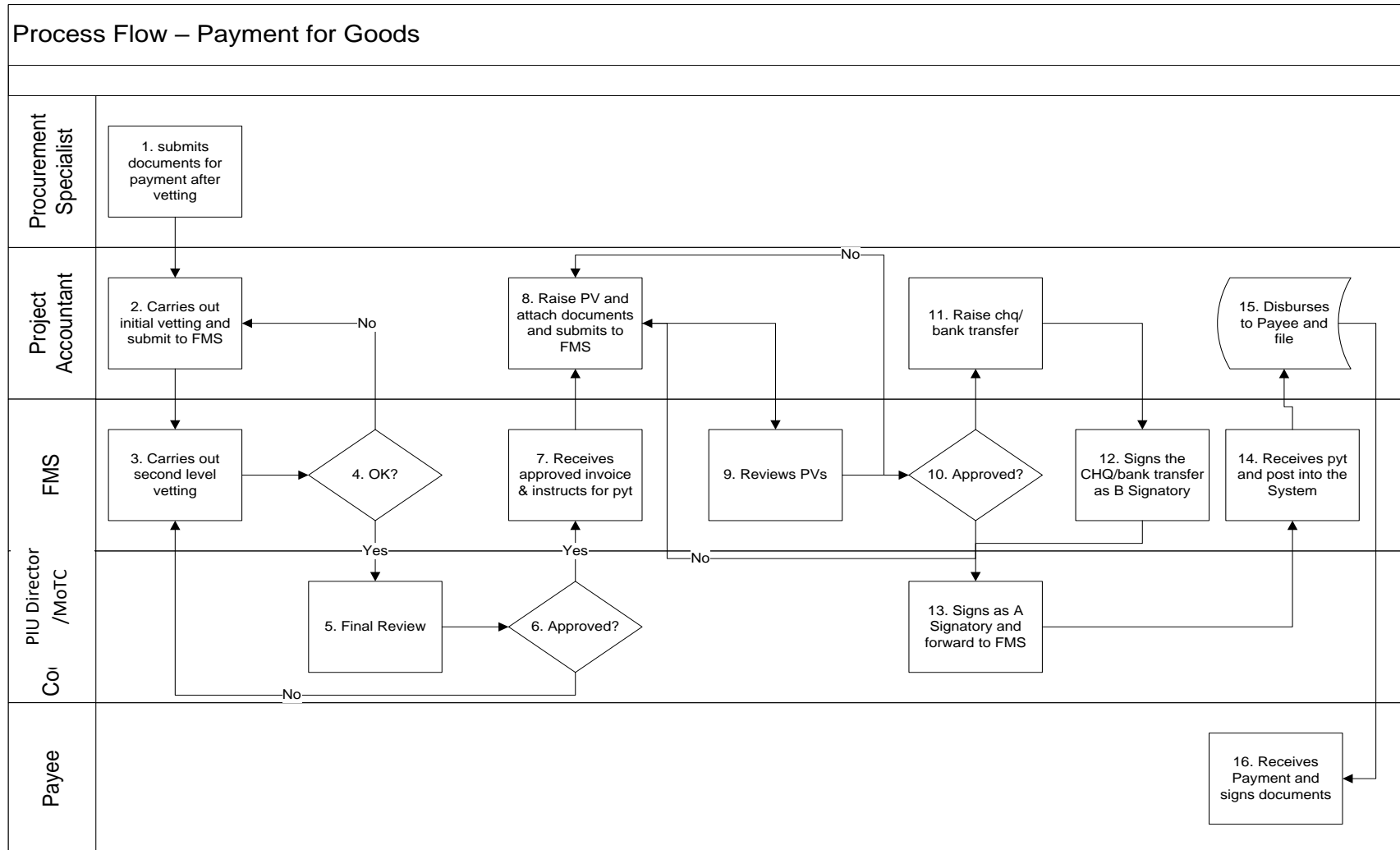
- I. Cheque books should be under lock and key at all times when not in use;
- II. Spoilt/cancelled cheque leaves should be attached to the affected cheque stubs;
- III. All cheques shall be copied and attached to the PV and signatories should always sign or initial the cheque stub;
- IV. All payment vouchers and invoices should be scrutinized for authenticity by relevant signatories before signing the cheque;
- V. All cheques shall be signed by the designated signatories. The PIU 's banker(s) must be notified of changes in designated signatories;
- VI. Signatories shall not be allowed to sign any blank cheque;
- VII. Documents supporting payments should be stamped **"PAID"** once payment is made;
- VIII. The principle of segregation of duties must always apply;

3.19.2 Payments for Goods

- 1) The invoice together with the Goods Received Note (GRN), Local Purchase Order (LPO) that have already been vetted and "OK" by the Procurement Specialist should be submitted to the Project Accountant;
- 2) S/he shall review the documentations for completeness, accuracy, authenticity and budget availability;
- 3) If OK submit them to the FMS for further review and onward submission to the PIU Director for approval otherwise it is returned to the Procurement Specialist;
- 4) Once review is completed by FMS and found to be OK it shall then be submitted to the PIU Director otherwise it is returned to the Project Accountant;
- 5) PIU Director shall carry out the final level review;
- 6) S/he approves the invoice for payment if OK otherwise it is returned to the FMS for correction;
- 7) Once approved for payment by the PIU Director, the invoice with the attached supporting documents shall be routed to the FMS who shall instruct the Project Accountant to raise the payment voucher;
- 8) The Project Accountant shall then raise a payment voucher and attach all supporting documents and submit it to the FMS for first level review;
- 9) The FMS shall review the payment voucher vis-à-vis the supporting documents and also check the details of the payee, the charge account as well as the related project activities charged are correct to confirm that they are correct;
- 10) Upon confirmation s/he instructs the Project Accountant to prepare the cheque/bank transfer;
- 11) Project Accountant shall raise the cheque/bank transfer and quote the serial number of the payment voucher on the counterfoil of the cheque and shall also ensure that the cheque/bank transfer number is referenced on the voucher as well. S/he shall sign-off the

- payment voucher against the “prepared by” section before submitting the payment documentation to the FMS for verification;
- 12) The FMS verifies and if OK signs off the “checked by” section of the Voucher and signs the cheque/bank transfer;
 - 13) Thereafter the payment is submitted to other signatory who shall also review the documentation and if OK signs the cheque/bank transfer otherwise return it to the FMS for correction;
 - 14) FMS shall post the payment into the Accounting System and then forward the cheque/bank transfer with supporting document to the Accountant for final disbursement to the payee and filing;
 - 15) The Project Accountant disburses the cheque and obtains a receipt from the payee. Payee should sign the “Received by” Section of the PV as evidence of receipt.
 - 16) The Accountant shall file the payment voucher in numerical order by month for ease of reference;
 - 17) Where feasible, separate payment vouchers should be maintained for each bank account to facilitate ease of reference especially during audit and verification/audit.

Figure 4: Payments for Goods - Process Flow



3.19.3 Payment for Non-Consulting Services

The payment process for Non-Consulting Services shall follow the process description as outlined under sub-section **3.19.2 above**. However, the following documentation should be required for the initiation and processing of such payments.

- I. An evidence of duly signed confirmation that the service(s) in question has been delivered;
- II. Duly approved procurement documents such as the Request Form, LPO, evaluation result and invoice.

3.19.4 Payment for Consulting Services

In a similar vein, it should also follow the payment process as mentioned under sub-section **3.19.2** above. There should be duly approved documentary evidence that the payment milestone as per contract is achieved thus a binding obligation on the Project to effect payment in that regard.

It should however be noted that payment process outlined under sub-section **3.19.2** is in respect of payments from the Designated Account. However, Direct Payment can be initiated and completed through the Client Connection in which case the payment is effected directly into the contractor/supplier/consultant account without coming through the Designated Account. In any case the documentation requirement to effect such payments is not different from the documentations requirement under sub-section **3.19.2**

SECTION 4: PROCUREMENT ARRANGEMENT

4.1 General Procurement Arrangement

Procurement for goods, non-consulting, and consulting services to be financed by the project will follow the procedures specified in the:

- a) WB Procurement Regulations of Goods, Works, Non-Consulting and Consulting Services under “World Bank Procurement Regulations for Borrowers under Investment Project Financing” dated November 2020 ;
- b) “Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loan and IDA Credits and Grants” dated October 15, 2006, revised in January 2011, and as of July 1, 2016; and
- c) Other provisions stipulated in the Financing Agreement using Standard Procurement Documents accompanying the Regulation.

Systematic Tracking of Exchanges in Procurement (STEP) will be the platform for planning, preparing, submitting, reviewing and clearing procurement plans and prior review procurement activities. STEP will also be used for uploading the documents and evaluation reports for Post Review Contracts. Further elaboration on the procurement procedures, SPDs and model contracts associated with the market approaches and selection methods, for various procurement categories are covered under subsequent parts of this document. The details of the procurement plans shall be outlined in the STEP. Information and documents shall be up to date and correctly uploaded in STEP, for prior and post review activities. The contract management module in STEP shall be used by the Project.

The Project as well as bidders, and service providers, i.e. suppliers, contractors and consultants shall observe the highest standard of ethics during the procurement and execution of contracts financed under the project in accordance with paragraph 3.32 and Annex IV of the Procurement Regulations.

The PIU has prepared and submitted to the bank for review the Project Procurement Strategy for Development (PPSD) for the project. The PPSD provides the basis and justification for procurement decisions, including the approach to market and selection methods.

General Procurement Notice (GPN), Specific Procurement Notices (SPN), Requests for Expression of Interest (REOI), and results of the evaluation and contracts award should be published in accordance with advertising provisions in the Procurement Regulations. For request for bids and request for proposals that involve international bidders/consultants, the contract awards shall be published in the United Nations Development Business in line with the provisions of the Procurement Regulations.

4.2 Institutional Arrangement and Procurement Management

The PIU shall assume the fiduciary aspects (procurement and financial management) responsibilities for reporting to the Bank. The PIU will be responsible in particular for:

- (i) preparing the advertisement notices;
- (ii) presiding over tender committees and drafting contracts for approval; and
- (iii) Reporting on all procurement related activities.

In general, the PIU having been assigned with fiduciary responsibilities of the project shall be tasked with specific responsibilities including but not limited to:

- (a) managing the overall procurement activities and ensuring compliance with the procurement process described in the relevant manuals;
- (b) ensuring compliance of bidding documents, draft requests for proposals, evaluation reports, and contracts with World Bank procedures;
- (c) preparing and updating the Procurement Plan;
- (d) monitoring the implementation of procurement activities;
- (e) developing procurement reports; and
- (f) seeking and obtaining approval of internal designated entities and then of IDA on procurement documents, as required.

The PIU shall participate in the process of all procurement activities and shall notably support the following activities: (a) preparation of ToRs and the bidding documents; (b) preparation of evaluation reports and contracts related with World Bank procedures; and (c) participation in procurement committee activities and all related meetings.

The procurement capacity assessment carried out by the WB as part of the project preparatory activities revealed that the MoTC has no designated staff with requisite knowledge on World Bank procurement. For this reason the assessment noted several risk factors including:

The complexity of the Project, with its numerous components, could inhibit successful Project implementation;

1. Numerous internal and external stakeholders can delay or derail the Project;
2. The PIU does not have the necessary sustained capacity to implement and manage the Project; and
3. Use of different procurement procedures may delay procurements.

To address the various risks identified at both the Project and country levels, the mitigation measures provided in the table below shall be put in place throughout the project implementation duration

Table - Procurement mitigating measures

Agency/ Country	Implementing Agency	Procurement mitigation measures	By when
MoTC	PIU/WB	Ensure that procurement documents (bidding documents, requests for quotations, contracts) contain provisions compliant with the Bank anti-corruption policy, the Bank right to sanction and the Bank’s inspection and audit rights, the Bank Sexual Exploitation Abuse and Harassment (SEAH) relevant requirements, as well as environmental and social clauses.	Throughout Project implementation
MoTC	PIU/WB	Procurement of PMME consultancies and critical individual consultants at the outset of Project implementation;	Throughout Project implementation
MoTC	PIU/WB	Creation and hosting of pre-procurement conferences to amplify procurement opportunities and outreach;	Throughout Project implementation
MoTC	PIU/WB	The procurement of Components 1A, 1B, and 2A can be conducted simultaneously;	Throughout Project implementation
MoTC	PIU/WB	The procurement of Component 2B should be conducted after the destination assessment is conducted, which takes place as part of Component 1A.	Throughout Project implementation

4.3 Procurement Specialist

The PIU shall assume the overall planning and selection processes of a dedicated Procurement Specialist in line with the terms of reference in the contract issued to him/hers. The Procurement Specialist shall work closely with the Accredited Procurement Specialist of the World Bank Office and s/he shall on need benefit from the Bank’s procurement clinics and training to ensure that s/he is familiar with the new procurement framework. In addition, the World Bank Procurement Specialist may provide professional guidance to assist in strengthening the capacity of the Procurement Specialist and the PIU on the STEP process and other areas of relevance where necessary.

4.4 Procurement Documentation and Archiving

The Procurement documents for international competitive procurement for works, goods, non-consulting services, and consulting services, the borrower shall use the World Bank’s Standard Procurement Documents with minimum changes, acceptable to the WB, as necessary to address

any project specific conditions. In addition procurement information shall be recorded and reported as follows:

- (a) In addition to mandatory information and documentation to be uploaded in the STEP system, complete procurement documentation for each contract, including bidding documents, advertisements, bids received, bid evaluations, letters of acceptance, contract agreements, securities, and related correspondence shall be maintained at the level of the PIU in an orderly manner, readily available for audit;
- (b) Contract award information shall be promptly recorded and contract rosters, as agreed shall be maintained. Such register shall contain at least the following minimum information:
 - I. Contract Reference Number;
 - II. Description of the contract;
 - III. Contract type (Goods, works etc)
 - IV. Procurement Selection Method;
 - V. Market Approach
 - VI. Name of Consultant/supplier/contractor;
 - VII. Amendment (include amount);
 - VIII. Date of signature;
 - IX. Contract duration
 - X. Disbursements – USD\$
 - XI. Balance – USD\$
 - XII. Status (Active/Completed)
- (c) Comprehensive quarterly reports will be prepared indicating (i) revised cost estimates, where applicable, for each contract; (ii) status of ongoing procurement, including a comparison of originally planned and actual dates of the procurement actions, preparation of bidding documents, advertising, bidding, evaluation, contract award, and completion time for each contract; and (iii) updated Procurement Plans, including revised dates, where applicable, for all procurement actions. Procurement reports must, at the extent possible, be part of the overall project reports, including those required by the financial management department.

4.5 Procurement Procedures and Supervision

The procurement procedures applicable to the Project are those mentioned at section 4.1.

A combination of supervisory activities shall be put in place by the Bank to monitor the Project's compliance with the procurement procedures outlined in this manual including:

- a) Prior review supervision to be carried out in line with requirements of the prior review threshold though reviewed and cleared in the STEP by the WB Procurement Specialist;
- b) Semi-annual supervision mission;

- c) Annual WB Post Procurement Review (PPR) to be conducted by the WB Procurement Specialist for all post review activities which will be uploaded in the STEP without clearance but will be subjected to such reviews to Bank during the PPR.

4.5.1 Joint working relationship between Procurement Specialist and Designated Procurement Persons at the MoTC

The Procurement Specialist will collaborate with a designated person at the Procurement unit of the MoTC in all procurements related to Goods, Works, Services and Non- Consultancy Services that is at contracts committee level. The Procurement Specialist will do so with the designated procurement person on the following;

- I.Continuous capacity building through hands-on-training on World Bank Procurement Procedures.
- II.Facilitate his/her participation in the Preparation of Bidding Documents, Bid Evaluations related to Goods, works and Services that are subjected to contracts committee.
- III.Help in proper filing of copies of TDR Project procurement records at the MoTC for future reference.
- IV.Jointly Participate in WB Trainings both local and overseas to fully understand the procedures.
- V.Assist MoTC in establishing a full- fledged Procurement Unit.

4.6 Gambia Public Procurement Authority (GPPA)

The Gambia revised the Public Procurement Act in 2014 which establishes the Major Tender Board and the Complaints Review Board. Procurements of above GMD10 million were supposed to be submitted to the Board for prior review and approval at every stage of the procurement proceedings. This was intended to ensure that high risk procurements are executed well and best decisions are made. However, The Gambia in 2018 passed the GPPA bill 2018 which completely abolishes the Major Tender Board which was initially established by the GPPA bill 2014 thus transferring the responsibility of the Major Tender Board to the GPPA. The new institutional arrangement now is that the GPPA is responsibility for both conducting procurement oversight and prior review and approval of all procurement proceedings. However, this does not apply to procurement under this project (no prior review by GPPA).

The GPPA as part of its mandate may conduct annual procurement reviews on the PIU/IU as it does for other government institutions and agencies to determine the level of compliance to the Act and Regulations. This will be important in determining the level of compliance of the PIU/PIU as per the World Bank's new procurement regulations procedures. However, the World Bank rules shall take precedence in the project which is in-line with the GPPA Act Section 20 subsection 4, "Where a provision of this Act conflicts with the procurement rules of a donor or funding

agency, the application of which is mandatory pursuant to an obligation entered into by the Government, the requirements of the rules shall prevail.”

4.8 Procurement Plan

The PIU shall prepare a detailed 18-month procurement plans which will be agreed by the Government and the Bank during the loan negotiations. The Procurement Plan shall be updated in agreement with the Bank Team annually or as required to reflect the actual project implementation needs and improvements in institutional capacity. Submission and approval of the procurement plan is done through the STEP system.

4.9 Procurement Review

The Bank carries out prior reviews of procurement activities that are of high value and/or high risk to determine whether the procurement is carried out in accordance with the requirements of the Legal Agreement whilst post reviews of procurement activities undertaken by the Borrower are also carried out to determine whether they comply with the requirements of the Legal Agreement. Whether procurement is subject to prior or post review is determined on the basis of the project and contract-specific procurement risks. These risks are assessed by the Bank during project preparation and mitigating strategies were identified to be carried out during the project implementation in order to manage the risks identified during the assessment. The proposed reviews (prior/post reviews) for the various procurement activities for Goods and Non-consulting Services, Consulting Services and Works are detailed out under sub-section **4.12** of this Manual.

4.10 Scope of Project Procurement

The procurement of the Project will mainly cover three major categories of procurement types including:

- I. Goods and Non-Consulting Services
- II. Consultancy Services and
- III. Works

4.10.1 Selection for Consulting Services

Selection of Individual Consultants

Individual Consultants selection shall be considered for assignments which are eligible under this Manual to use the said method in consideration of the following:

- a) a team of experts is not required;
- b) no additional professional support is required; and

- c) the experience and qualifications of the individual are of paramount requirement.

The selection of individual consultant can be carried out through:

Open **selection of individual consultants**

- 1) Advertisement through Request of Expression of Interests (REOs) shall be encouraged particularly when the Project:
 - a) does not have knowledge of experienced and qualified individuals,
 - b) cannot ascertain their availability,
 - c) the service in question is complex,
 - d) there is potential benefit from wider advertising,

The REOs sent out by the Project shall include complete TOR;

- 2) Individual Consultants shall be selected from those that expressed interest in response to a REO.

Limited competitive selection of individual consultants

The Project with knowledge of experienced and qualified individuals and their availability shall invite those individual Consultants that the Project deems qualified to provide the required Consulting Services. The complete TOR shall be sent with the invitation. Individual Consultants shall be selected from those that expressed interest in response to the invitation.

Direct selection of individual consultants

Direct selection of individual consultants will be done following clause 7.39 of the World Bank's Procurement Regulations.

Quality and Cost-Based Selection

This selection method shall apply to the consulting services that are eligible to use this selection method as provided for in this Manual and in observance of the following procedures:

- This method shall follow a competitive process among shortlisted consulting firms under which the selection of the successful firm shall take into account the quality of the Proposal and the cost of the services;
- The request for proposals document shall specify the minimum score for the technical Proposals;
- The relative weight to be given to the quality and cost shall depend on the nature of the assignment;

- The selection shall be based on the Most Advantageous Proposal i.e the proposal with the highest combined score.

Consultant's Qualification-based selection

This shall apply to consulting assignments eligible to use the method under the project agreement and as further provided for in this manual. Under this selection method, the Project shall be required to observe the under-listed procedures:

- The Project shall request expressions of interest (REOI) by attaching the TOR to the REOI;
- At least three qualified firms shall be requested to provide information about their relevant experience and qualifications;
- From the firms that have submitted an EoI, the Borrower shall select the firm with the best qualifications and relevant experience and invites it to submit its technical and financial Proposals.

4.11.1 Process for Direct Selection

This is selection without competition but whereas it requires post/prior review by the Bank depending on the nature and complexity of the procurement, the Project shall ensure that information to facilitate such reviews is made available to the Bank for No Objection if it's a prior review and if post reviews then the justification for Single Sourcing should be cleared by the bank. The Project shall review the need for single-source selection in light of a number of factors. This method may be most applicable under the following conditions provided that the conditions required under the Bank's Procurement Regulation IPF Borrowers Clause 7.13 and 7.14. Continuation of existing or previous contract awarded on competitive basis before;

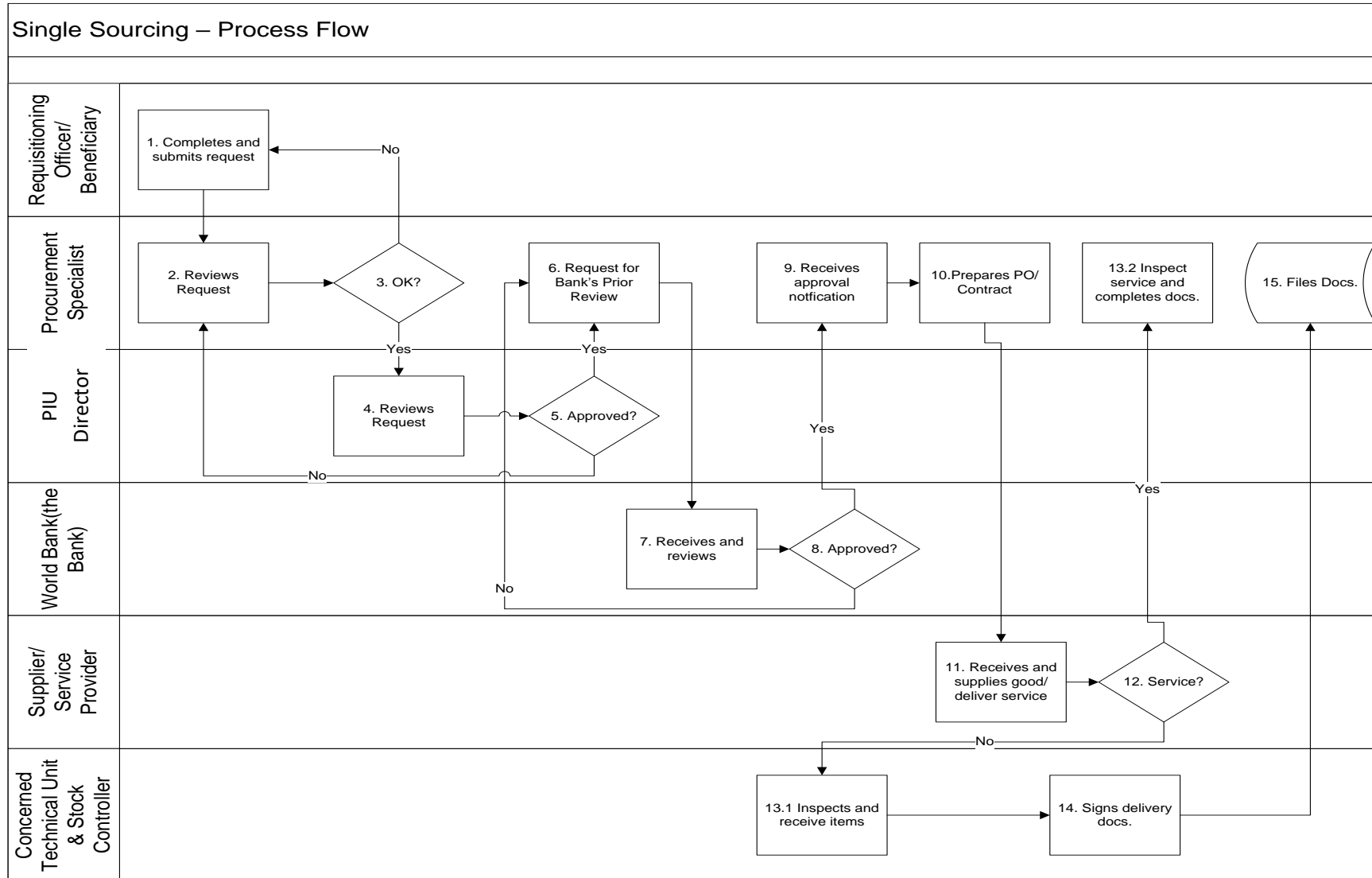
- I. Need for rapid selection, such as in an emergency;
- II. Very small assignments within the approved threshold for Single Sourcing;
- III. When only one firm, contractor or supplier is qualified to handle the assignment.

The selected firm shall be asked to submit a technical and financial proposal, and this become the basis of negotiations and contract award. The process flow after submission of the quotation from the supplier/consultant/firm is provided below:

- 1) The official/beneficiary requesting the goods or service must prepare a purchase requisition for approval by the Project Director using the required forms. The requisition should contain at least the following minimum information.
 - a) The date;
 - b) The specific type of good or service required;
 - c) The quantity required, and;
 - d) The reason for the requisition;
- 2) Procurement Specialist shall review the completeness of the documentation
- 3) If OK, s/he shall submit the request to the PIU Project Director otherwise return it to the originating officer/beneficiary;
- 4) PIU Project Director shall review the request;
- 5) S/he shall approve the request if OK submits it to the Procurement Specialist for the Bank' Prior approval if required otherwise return it to the Procurement Specialist to notify the requisitioning officer/beneficiary of disapproval;
- 6) Procurement Specialist shall request for the Bank Prior approval if required otherwise s/e shall initiate the procurement process as defined in the sequencing below;

- 7) Bank receives request for prior review approval and reviews the documentation;
- 8) If Approved the Procurement Specialist is then notified to proceed with the process otherwise carry out the action required by the Bank;
- 9) Procurement Specialist Receives Bank's Prior approval notification;
- 10) Procurement Officer prepares the PO/Service contract and submits to the supplier/service provider;
- 11) Receives PO/Service contract and supply goods/service;
- 12.1) In case of service, the Procurement Specialist shall complete the Service Completion Form which shall be duly signed by the Technical Unit;
- 12.2) In case of goods, the Technical Unit shall inspect the goods and raise a Goods Received Note (GRN) which shall be duly signed by the Stock Controller and supplier's representative;
- 13) Technical Unit/Stock Controller then completes the required delivery documentations and submit them to the Procurement Specialist;
- 14) Files the Procurement Documents pending submission of supplier invoice/request for payment for onward submission to the Finance Unit for payment initiation;

Figure 5: Single Sourcing Process Flowchart



4.11.2 Procurement of Goods, Works and Non-Consulting Services

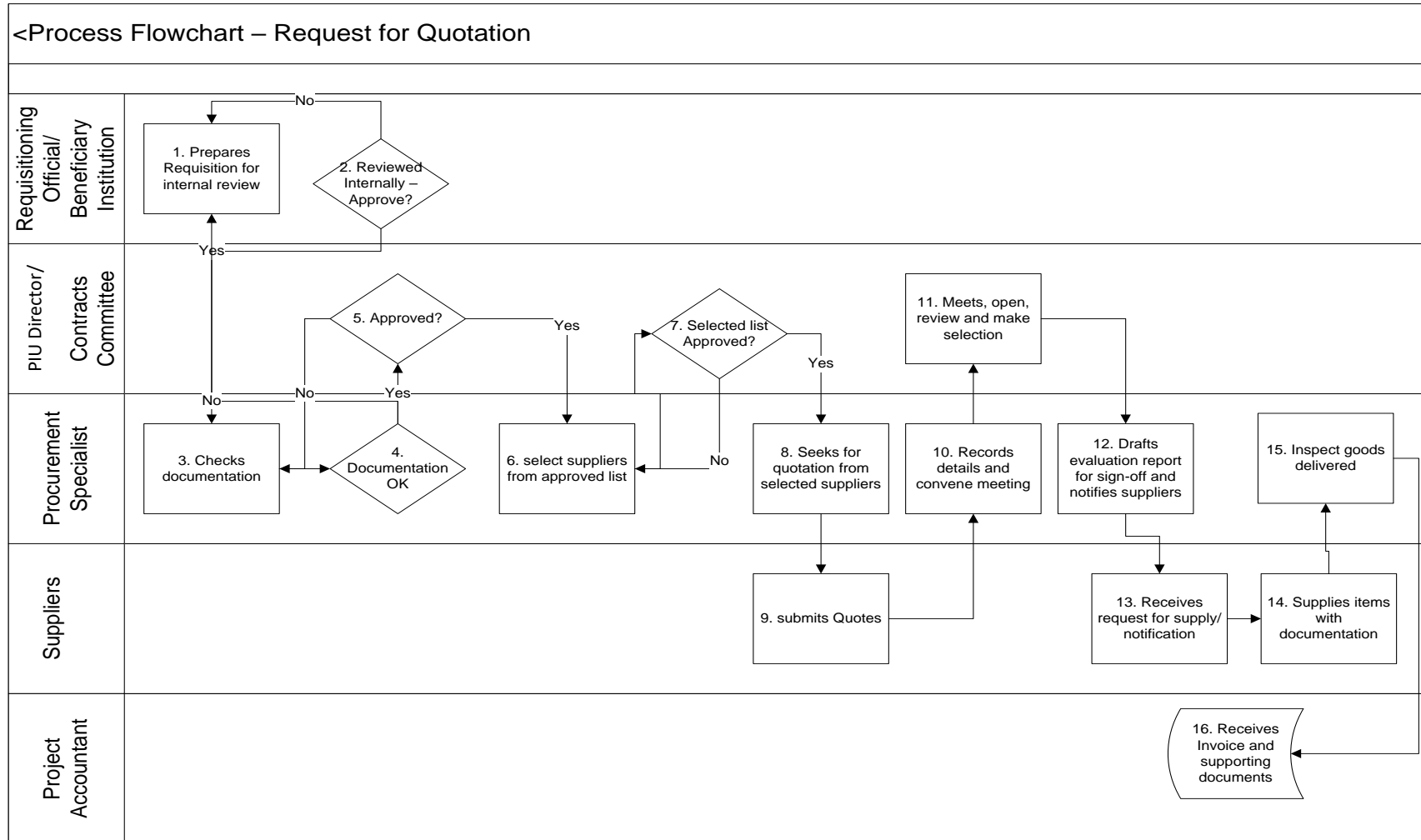
Request for Quotation (to be numbered)

- 1) The official/beneficiary requesting the goods, works or non-consulting services must prepare a purchase requisition for internal approval using the required forms. The requisition should contain at least the following minimum information;
 - a) The date;
 - b) The specific type of good or service required;
 - c) The quantity required, and;
 - d) The reason for the requisition.
 - e) Technical Specification if it required
- 2) Upon internal approval at the originating respective institution, the request shall be forwarded to the Procurement Specialist who shall review the completeness of the documentation;
- 3) If OK, s/he shall seek approval of the Project Director after which s/he shall select at least 3 suppliers from the Approved List of suppliers otherwise it is returned to the official/beneficiary concerned for correction;
- 4) The selected list of suppliers shall be subjected to review and approval by the acceptance by the committee and the approval by the Project Director / prior to asking for submission of quotation from the selected suppliers;
- 5) The procurement in question shall be subjected to prior approval of the Project Director/Contracts Committee at all times except where delegated authority is given to the Procurement Specialist;
- 6) Selected suppliers shall receive the request for quotation and upon receipt shall submit the required quotations;
- 7) The Procurement Specialist under the delegated authority of the sub Contracts Committee shall record the details of the quotes received and convene an opening meeting;
- 8) The Contract Committee shall open the quotations submitted. The Contract Committee may delegate this responsibility to a delegated committee where Committee deems necessary;
- 9) The Contracts Committee/any committee/staff under the delegated authority of the Contract Committee shall open and review the quotations submitted by carrying out

comparison with respect to Price, Delivery time, conformity with requirements, after sales service/warranty and any other criteria as may be set forth;

- 10) The Procurement Specialist shall prepare the evaluation summary report and submit to the members of the Committee that carried out the evaluation for their review and sign-off; upon sign-off of this report by the Contract Committee/delegated committee, the Procurement Specialist shall notify the most responsive supplier and raise and submit a LPO. S/he shall thereafter notify the suppliers whose quotation were unsuccessful ;
- 11) Supplier upon receipt of the LPO shall deliver the goods/service in question;
- 12) Upon delivery of goods, the delivered items shall be inspected by a team comprising of the Procurement Specialist, Stock Controller and selected representative of the beneficiary and any other official that may be selected by the Contracts Committee/Project Director in case of delivery of items that requires technical expertise;
- 13) Upon successful inspection, a Goods Received Note (GRN) shall be raised by the Stock Controller of the PIU and should be duly signed by the Stock Controller /representative and also signed by the supplier/ representative of the supplier.
- 14) The initial approved requisition together with the copy of the PO and signed GRN/Service Completion Form as well as the supplier's invoice (where goods are delivered with the invoice) and all other relevant document after approval shall be submitted to the Project Accountant by the Procurement Specialist;

Process Flow- Request for Quotes



4.11.3 Open Tendering

- I. The initiating official/beneficiary shall make request for purchase which shall be reviewed and approved by the Project Director;
- II. The Procurement Specialist upon receipt of the approved purchased request shall assess the need for the pre-qualification and if need be, then run pre-qualification process otherwise s/he shall prepare invitation to tender notice and draft bidding documents;
- III. Contract Committee shall review and approve the procurement in question and if the procurement in question requires the Bank's and/or GPPA approval then the Procurement Specialist shall seek such approval through the Project Director;
- IV. Once approval is granted, the Procurement Specialist shall publish Special Procurement Notice invitation for tender notice and issue invitation documents;
- V. In case there is need for a pre-bid conference, the Procurement Specialist shall arrange and convene a pre-bid conference
- VI. The rest of the procurement activities and approval shall follow similar process flow mentioned under **4.11.2** above

4.12 Other Procurement Provisions

4.12.1 Procurement Plan

The project is required to prepare and keep an updated procurement plan which should at minimum contain the following information.

- I. brief description of the activities/contracts;
- II. the selection methods to be applied;
- III. market Approach
- IV. cost estimates;
- V. time schedules;
- VI. the Bank's review requirements (Prior/Post); and
- VII. any other relevant procurement information

4.12.2 National Procurement Procedures

When approaching the national market, as agreed in the Procurement Plan, the World Bank procurement procedures shall apply. Country's own procurement procedures may be used by the Project only if agreed with the World Bank (which is not the case at the beginning of the project). These procurement procedures shall be consistent with the Bank's Core Procurement Principles and ensure that the Bank's Anti-Corruption Guidelines and Sanctions Framework and contractual remedies set out in its Legal Agreement apply. The following key requirements shall apply when national open competitive procurement is applied.

- I. open advertising of the procurement opportunity at the national level;
- II. the procurement is open to eligible firms from any country;
- III. the request for bids/request for proposals document shall require that Bidders/Proposers submitting Bids/Proposals present a signed acceptance at the time of bidding, to be incorporated in any resulting contracts, confirming application of, and compliance with, the Bank's Anti-Corruption Guidelines, including without limitation the Bank's right to sanction and the Bank's inspection and audit rights;
- IV. Procurement Documents include provisions, as agreed with the Bank, intended to adequately mitigate against environmental, social (including sexual exploitation and abuse and gender-based violence), health and safety risks and impacts;
- V. contracts with an appropriate allocation of responsibilities, risks, and liabilities;

- VI. publication of contract award information;
- VII. rights for the Bank to review procurement documentation and activities;
- VIII. existence of an effective complaints mechanism; and
- IX. maintenance of records of the Procurement Process.

Other national procurement arrangements (other than national open competitive procurement) that may be applied by the PIU (such as limited/restricted competitive bidding, request for quotation/shopping, direct contracting), shall be consistent with the requirements set out above.

4.12.3 Release of Evaluation Information

The Project shall treat information relating to the examination, clarification, and evaluation of Applications/Bids/Proposals in such a way as to avoid disclosure of their contents to any other Applicant/Bidder/Proposer/Consultant participating in the selection process, or any other party not authorized to have access to this type of information, until the Project notifies the outcome of evaluation of Applications/Bids/Proposals.

4.12.4 Communication

Communications between the Project and Applicants/Bidders//Consultants during the different stages of the procurement process shall be in writing with evidence of documentary proof. The Project shall keep a written record of all meetings between the project and Applicants/Bidders//Consultants.

4.12.5 Use of Standard Procurement Documents

The Project shall use the Bank's Standard Procurement Documents (SPDs) in Request for Bids and Request for Proposal which are available on the Bank's website at: www.worldbank.org/procurement/standarddocuments.

4.12.6 Use of Brand Names

The Project is allowed to use specifications that shall be based on relevant technical characteristics and/or performance requirements. References to brand names, catalogue numbers, or similar classifications shall be avoided at all times during the Project's procurement process. If it is justified to specify a brand name or catalogue number of a particular manufacturer to clarify an otherwise incomplete specification, the words 'or equivalent' shall be added after such a reference to permit the acceptance of offers for Goods that have similar characteristics and performance at least substantially equivalent to those specified.

4.12.7 Bid/Proposal Preparation Period and Submission

The time allowed for the preparation and submission of Bids/Proposals shall be determined with due consideration of the particular circumstances of the project and the magnitude, risk, and complexity of the procurement. The Project's minimum period allowed for preparation of Bids/Proposals shall be thirty (30) Business Days for open competitive procurement, unless otherwise agreed with the Bank.

4.12.8 Bid/Proposal Validity

The Bid/Proposal validity period specified in the request for bids/request for proposal document by the Project shall be sufficient to enable the Project to:

- I. complete the comparison and evaluation of Bids/Proposals;
- II. obtain necessary approvals as required under each procurement activity;
- III. allow for the Bank's prior review, if required in the Procurement Plan; and
- IV. awarding of the contract.

4.12.9 Late Bids/Proposal

Bids/Proposals received after the date and time deadline for receipt shall not be considered by the Project.

4.12.10 Evaluation

Evaluation criteria and methodology shall be specified by the Project in detail in the request for bids/request for proposals document. The evaluation criteria and methodology shall be appropriate to the type, nature, market conditions, and complexity of what is being procured.

4.12.11 Contract Management

The aim of contract management is to ensure that all parties meet their obligations under the contract. Contracts shall be actively managed by the Project throughout their life to ensure that contractor performance is satisfactory, appropriate stakeholders are informed and that all contract requirements are met. For this purpose, the Project should use the COnttract Management module of the STEP system. The Procurement Specialist or any other assigned individual (project manager for instance) shall be responsible for this role.

4.12.12 Record Keeping

The Procurement Specialist will be responsible for maintaining all procurement records. The logbook of the contracts with unique numbering system shall be maintained. In addition, all contracts and related procurement documents including post review contracts should be uploaded into STEP.

The signed contracts as in the logbook shall be reflected in the commitment control system of the Project's accounting system or books of accounts as commitments whose payments should be updated with reference made to the payment voucher. This will put in place a complete record system whereby the contracts and related payments can be corroborated and could also serves as an initial assessment tool for comparison of disbursement relating to the contract against its physical progress/milestones.

4.13 Summary of Project Procurement Activities

This section summarizes the major procurement activities to be undertaken by the Project and it is broken down into Goods and Non-Consulting Services, Consulting Services and Works and Construction.

4.13.1 Goods and Non-Consulting Services

4.13.1 Goods and Non-Consulting Services

No	Description of procurement activity	Estimated Cost (US\$)	WB Oversight – Prior/Post Review	Procurement Approach	Category	Selection Method	Evaluation Method
1	Component 3 – Goods – PIU Operations	\$299,000	Post	Limited National Competition	Goods	Request for Bids	Most advantageous quotation
2	Procurement of four Laptops	\$10,000	Post	Limited National Competition	Goods	RFQ	Most advantageous quotation
3	Procurement Project Vehicles (1 Station Wagon 4WD, 3 SUVs and 1 double Pickup) for monitoring of project infrastructure sites and other activities	\$220,000	Post	Open National Competition	Goods	RFB	Most Advantageous Bid

No	Description of procurement activity	Estimated Cost (US\$)	WB Oversight – Prior/Post Review	Procurement Approach	Category	Selection Method	Evaluation Method
4	Procurement of other Office equipment (extra Laptops, computers, printers , and fittings , Giant TV, consumables , Heavy duty photocopier etc)	83,200	Post	Limited National Competition	Goods	RFQ	Most advantageous quotation
5	Provision of accounting software	24,600	Post	Limited National Competition	Non-Consulting Services	RFQ	Most advantageous quotation
6	Provision of communication facilities (internet and mobile phones)	63,000	Post	Limited National Competition	Non-Consulting Services	RFQ	Most advantageous quotation
7	Procurement of Office Furniture for project for PIU staff and	75,000	Post	Limited National Competition	Goods	RFQ	Most advantageous quotation

No	Description of procurement activity	Estimated Cost (US\$)	WB Oversight – Prior/Post Review	Procurement Approach	Category	Selection Method	Evaluation Method
	conference room						
8	Procurement and Maintenance of Office Generator	41,200	Post	Limited National Competition	Non-Consulting Services	RFQ	Most advantageous quotation
9	Fuel and Maintenance of Project vehicles	109,000	Post	Limited National Competition	Non-Consulting Services	RFQ	Most advantageous quotation
10	Provision of Health Insurance for PIU staffs	110,000	Post	Limited National Competition	Non-Consulting Services	RFQ	Most advantageous quotation
11	Procurement of financial and administrative manual	30,000	Post	Limited National Competition	Non-Consulting Services	RFQ	Most advantageous quotation
12	M&E Manual	35,000	Post	Limited National Competition	Non-Consulting Services	RFQ	Most advantageous quotation

4.13.2 Consulting Services

No	Description of procurement activity	Estimated Cost (US\$)	WB Oversight – Prior/Post Review	Procurement Approach	Category	Selection Method	Evaluation Method
1	Sub-Component 1A – Tourism and Hospitality Consultancies, Consulting Services (Non-Supervision)	\$3,750,000	Prior Review	International Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
2	Sub-Component 1B – Development Consultancy, Consulting Services (Non-Supervision)	\$4,000,000	Prior Review	International Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
3	Sub-Component 1B – MSME Mapping	\$150,000	Prior Review	International Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
4	Sub-Component 2A- Coastal Study	\$500,000	Prior Review	Domestic Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
5	Sub-Component 2A – Workshops/ training with contractors,	\$1,000,000	Prior Review	Domestic Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria

No	Description of procurement activity	Estimated Cost (US\$)	WB Oversight – Prior/Post Review	Procurement Approach	Category	Selection Method	Evaluation Method
	communities, and so on						
3	Sub-Component 2A – Supervision & Design Consultancy, Consulting Services (Supervision)	\$3,800,000	Prior Review	International Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
4	Sub-Component 2A – GAMWORKS	\$1,000,000					
5	Sub-Component 2A – Project Engineer, Additional Technical Support	\$500,000	Prior Review	International Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
6	Sub-Component 2A - Consultant to develop the habitat management plans						
7	Sub-Component 2A - consultant to train the community on climate						

No	Description of procurement activity	Estimated Cost (US\$)	WB Oversight – Prior/Post Review	Procurement Approach	Category	Selection Method	Evaluation Method
	resilience activities at the community level						
8	Sub-Component 2A - consultant to develop the O&M plan						
9	Sub-Component 2B – Supervision & Design Consultancy, Consulting Services (Supervision)	\$750,000	Prior Review	International Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
10	Sub-Component 2B – Training to fisherfolk	\$175,000	Prior Review	Domestic Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
11	Sub-Component 2B – Gender Assessment	\$150,000	Prior Review	International Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria
12	Component 3 – PMME Consultancies, Consulting Services (Non-Supervision)	\$945,000	Prior Review	International Competitive	Services	Quality Cost Based Selection (QCBS)	Rated Criteria

4.13.3 Works

No	Description of procurement activity	Estimated Cost (US\$)	WB Oversight – Prior/Post Review	Procurement Approach	Category	Selection Method	Evaluation Method
1	Sub-Component 2A – Coastal works	\$38,000,000	Prior	International Competitive	Works	Request for Bids	Most advantageous quotation
2	Sub-Component 2A – Contingency (based on the cost of the infrastructure works)	\$200,000	Post	N/A	Works	N/A	Most advantageous quotation
3	Sub-Component 2B – Erosion reduction works, jetty reconstruction, market rehabilitation	\$3,500,000	Post	International Competitive	Works	Request for Bids	Most advantageous quotation
4	Sub-Component 2B – Potential 2 nd site	\$425,000	Post	TBD	Works	Request for Bids	Most advantageous quotation

SECTION 5: SUBCOMPONENT 1B (MSMES SUPPORT & MATCHING GRANTS)

5.1 Introduction

This subcomponent (1B) 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.

The component will be implemented through two sub-components:

- (i) Technical and compliance support to tourism MSMEs will take a lead firm approach to MSME solutions, 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;
- (ii) Matching Grants to support tourism value chain participation for MSMEs by providing them with capital through the establishment of a matching grant scheme accessible to tourism-related MSMEs supported through a capacity-building program

5.2 Technical & Compliance and Matching Grant Institutional Arrangements

Drawing on lessons learned in the implementation of MSME support initiatives in other projects, the scheme will be financially and operationally autonomous, managed and implemented by a competitively selected 'International management company' to oversee technical assistance and the matching grant scheme and ensure operational and implementation efficiencies and risk reductions to the PIU which will maintain fiduciary responsibilities for all aspects of this subcomponent.

The 'management company' will have (a) relationships with lead firms and the know-how of their requirements, terms, and conditions; (b) a core staff with the ability to do MSME diagnostics and provide business coaching; (c) a strong network of specialized providers who can be brought in for unique technical challenges; and (d) fund management expertise. The international firm would leverage and build partnerships with existing local intermediary institutions in the entrepreneurship ecosystem, such as incubators, accelerators, BDS, technology hubs, financial intermediaries, trade groups etc. The PIU in the MoTC will carry out the selection of the management company (MC). The PIU in the MoTC will also assume responsibility for general oversight, quality control, and M&E of the component. The management company will evaluate submission requests from MSMEs, provide capacity building, and assess viability and investment eligibility and make recommendations to the PIU for funding decisions.

To ensure proper governance and focus, the subcomponent will be governed by a Technical Committee. While the majority of members of the Technical Committee will be business leaders (for example, hotels, ITOs, Business Development Services (BDS) provider, university, and technology providers), the committee will also include representation from government bodies and skill development institutions. The composition will allow for a fusion of the strong business focus that the project must have and the

policy and educational/innovation inputs needed for entrepreneurship development. The committee will report to the PIU. Its role will be to oversee the governance, strategic direction, and progress toward achievement of the M&E targets and to provide guidance to the program management team.

5.3 Sub-component 1.b. ii. Co-funding MSMEs to leverage private capital

This subcomponent will assist Gambian MSMEs by providing them with capital through the establishment of a matching grant scheme accessible to tourism-related MSMEs supported through a capacity-building program. The project will partially finance capital investments for improved production technologies and technology adoption needed to meet the lead firm's requirement. Eligible expenses will include (a) technological upgrades and investments—digital payment acceptance infrastructure, expansion of virtual presence to link customers and lead firms, as well as inventory and supply management interfaces and digital platforms to assist with logistics and process standardization; (b) climate smart/circular economy investments, and (c) any other technology required to upgrade a business process/product/service needed to meet the lead firm's requirement. The grants will be provided on a 70-30 basis where the scheme will provide 70 percent of the financing required for the investment with up to a maximum of US\$20,000 and the beneficiary MSME will contribute at least the remaining 30 percent. Women business associations will be leveraged to generate a deal flow of women-owned tourism MSMEs to be supported by the project. Grants will be directly deposited in financial institutions to facilitate, reduce risks, and increase financial access.

(Subcomponent 1.b.i) Technical and compliance support to tourism MSMEs

- (a) The project will take a lead firm approach to MSME solution, one that leverages lead firms to expand the capacity of the MSMEs in their value chain or have the potential to be suppliers of goods and services. This direct approach will ensure private sector leadership by customizing the MSME strengthening to meet market requirements. The interventions would include these components: (i) identification: will build partnerships with lead firms in tourism sector that have proximity to the market and are innovators in the sector and allow them to identify existing and potential MSME suppliers; (ii) upgrading: will deliver capacity-building services to MSMEs, with clear objectives and measures to fulfill the lead firms' requirements; and (iii) feedback and reporting: MSMEs and lead firms will provide feedback on the capacity-building services to ensure the programs meet market requirements and to improve future programming.
- (b) MSMEs will be eligible to participate in the project based on their capacity and commitment to growth and financial and technical feasibility of their business. Key selection criteria will include (i) an assessment of MSMEs' current operational, financial, and market positions; (ii) the assessment of potential demand for their products/services by lead firms; (iii) the identification of viable interventions for building links; and (iv) financial and technical viability of their businesses. The project will take an MFD cascade approach and will work closely with IFC's portfolio and pipeline clients in the tourism sector to bring in private investments in the sector. MSMEs, identified by lead firms, meeting the eligibility criteria will be technically supported during business planning, technology selections/adoption, contract negotiations, product quality, and productivity improvements (for example, improving management capacity, adopting

digital and climate technologies, and enabling them to meet quantity and quality requirements of lead firms). Local firms will be encouraged to contribute to the cost of the technical support to ensure ownership and commitment. The MSMEs will also benefit from infrastructure upgrades through interventions under component 2. The project will coach eligible MSMEs by building their market readiness including, but not limited to, the following areas:

- *Market links*: Market information, marketing skills, and market links backward and forward in the value chain.
 - *Technology*: Technology information, training, and access. Under this subcomponent, activities, particularly those related to capacity building on sustainability and circular economy, will leverage the tools developed by the PROBLUE-funded ASA and consider climate-resilient design standards.
 - *Financial capabilities*: Assessing readiness (bookkeeping) and provision of matching grants.
 - *Human resources management*: Accounting, legal, compliance, industry expertise.
 - *Access to networks*: Interaction with government regulators, institutional buyers, financiers, research and development institutions, service providers, and so on. Competition, fairs, platforms, and so on.
- (c) In addition, this subcomponent will also provide coaching to women entrepreneurs for enhanced business development skills and tailor-made mentoring by leveraging existing women entrepreneurs' network in the country. The coaching will consider specific needs of the women entrepreneurs and include modules on women leadership and GBV as well as women rights, the national legislations providing protection to women, and information about services and support available to women who are experiencing any forms of GBV.

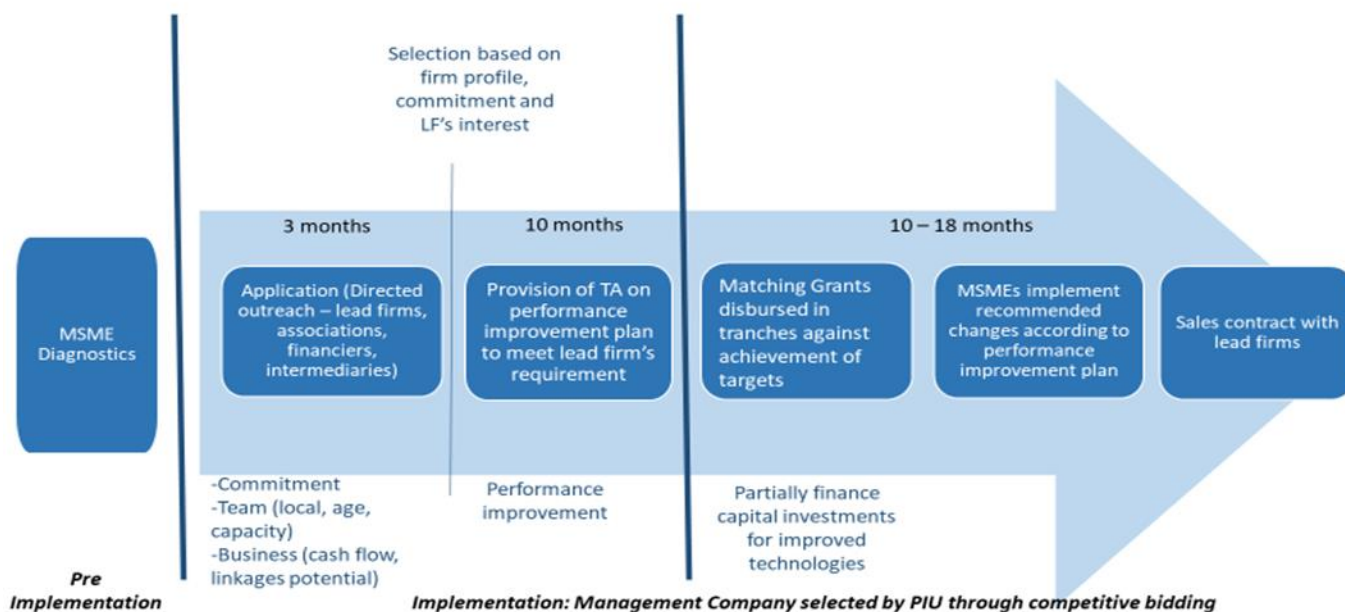
(Subcomponent 1.b.ii) Matching Grants to support tourism value chain participation for MSMEs

- (a) This subcomponent will assist Gambian MSMEs by providing them with capital through the establishment of a matching grant scheme accessible to tourism-related MSMEs supported through a capacity-building program. The project will partially finance capital investments for improved production technologies and technology adoption needed to meet the lead firm's requirement. Eligible expenses will include (i) technological upgrades and investments—digital payment acceptance infrastructure and expansion of virtual presence to attract lead firms; (ii) climate smart/circular economy investments, and (iii) any other technology required to upgrade business process/product/service needed to meet the lead firm's requirement. Access to matching grants will be restricted to MSMEs in the tourism sector included but not limited to lodging, tourism transport, food and beverages, destinations, conferences, tour operators, among others.
- (b) The grants will be provided on a 70-30 basis where the scheme will provide 70 percent of the financing required for the investment with up to a maximum of US\$50,000 and the beneficiary MSME will contribute at least the remaining 30 percent. The use of matching grants for investment in the tourism sector in The Gambia provides a mechanism to leverage additional private capital in the form of equity and supports MSMEs to transition in the areas of energy and

resource efficiency, sustainability, circular economy, renewable energy, and resilience as well as promote innovation through the acquisition of digital technologies.

- (c) Investment and firm eligibility criteria, including business and investment viability, matching grant application processes, guidelines for appraisal and approval, terms, arrangements, and operational modalities will be detailed in a matching grant operation and implementation manual to be approved by the WBG before disbursement under the matching grant subcomponent. This manual will be developed with information from a tourism MSME ecosystem diagnostic, informed by consultations with key actors and potential beneficiaries to strengthen citizen engagement and by the experiences of successful grant programs in The Gambia and elsewhere. In addition, a targeted outreach campaign to increase awareness, stimulate interest, and ensure inclusiveness in the matching grant scheme will be carried out in collaboration with the lead firms. The project has also set a quota of 25 percent women owned and managed MSMEs benefiting from the matching grant and capacity building support (section VII. Results Framework). In addition, women business associations will be leveraged to generate a deal flow of women-owned tourism MSMEs to be supported by the project. The co-financing under this fund will originate from the proceeds of US\$4 million of the World Bank grant allocated to this subcomponent over the implementation period of the operation.

Figure 2.1. Process Map for MSME Support



5.4.1 Matching Grant Application and Disbursement Process

The application, review and disbursements with regards to the matching grant shall be as follows:1)The MSME diagnostic once completed would form the basis which would determine the ecosystems of TA and MG target beneficiaries.

- 1) Management Company (MC) will develop a long list of eligible MSMEs who have gone through the capacity building program and recommend to PIU for Matching Grant.
- 2) The MSMEs will make a pitch to the Tourism Competitiveness Working Group (TCWG) on their business improvement plan.
- 3) The TCWG of the PIU will make the final selection based on the criteria development by the MC.
- 4) The selected MSMEs shall be required to enter into an agreement with the PIU detailing all obligations with respect to eligibility requirements, contributions and implementation modalities;
- 5) Thereafter the prospective beneficiaries will be trained, coached, and assisted to implement the action plan agreed with the Management Company.¹²;
- 6) Then the full business plan would be submitted to the TCWG, who shall review the application based on analysis/recommendation of the management firm. Upon approval, TCWG shall notify the PIU of the approval of the grant amount to trigger the initiation of the disbursement procedure for the grant amount;
- 7) The PIU would then send the approved files to the WB Task Team for no objection.
- 8) Upon receipt of the no objection clause from WB, the PIU will inform the beneficiary and the beneficiary shall sign a matching grant agreement and received financing per the terms of the agreement including (i) an account opened in a FI; (ii) confirmation of the deposit in this account of the required equity participation and (iii) for SMEs confirmation of the mobilization of a loan from a FI; (iv) agree to terms of grant disbursement, which would be based on agreed results, distributed in respective tranches.

Once these conditions are met, the Project's matching grant will be disbursed in the beneficiary's account along with the loan from the FI to allow for the implementation of the sub-project according to a pre-defined implementation and financing schedule.

¹² Business Support Service Providers shall be made available through the project support

SECTION 6: ENVIRONMENTAL AND SOCIAL RISKS AND IMPACTS MANAGEMENT

1. **This project is being implemented under the Environmental and Social Framework (ESF).**

The Environmental and Social Risk Classification is rated Substantial for both environmental and social risks. This rating reflects the lack of client capacity and experience to manage environmental and social (E&S) risks and lack of experience and familiarity with the World Bank's ESF, SEA/SH risks, related labor risks including forced and child labor, stakeholder engagement and grievance management, economic and/or physical displacement, cultural heritage impacts, monitoring and evaluation, risks to cultural heritage sites, among others .

2. **Eight of the ten Environmental and Social Standards (ESS) were considered relevant for the project:** ESS1 (Assessment and Management of Environmental and Social Risks and Impacts), ESS2 (Labor and Working Conditions), ESS3 (Resource Efficiency and Pollution Prevention and Management), ESS4 (Community Health and Safety), ESS5 (Land Acquisition, Restrictions on Land Use and Involuntary Resettlement), ESS6 (Biodiversity Conservation and Sustainable Management of Living Natural Resources), ESS8 (Cultural Heritage), and ESS10 (Stakeholder Engagement and Information Disclosure).

The COVID-19 context as well as other emerging communicable diseases (i.e. monkeypox) has been considered in the development of all E&S instruments and proposed mitigation measures. In addition, the ESF requirements will further assess risks of SEA/SH as part of the social assessment and reflect the findings in the prepared Environmental and Social Management Framework (ESMF), which is aligned with the requirements outlined in the SEA/SH Good Practice Note,^{[11](#)} and will be reflected as well in contractual obligations, the PIM, and other key documents related to the project.

3. **Environmental and Social Risks:** Based on the assessment completed for the ESMF, no irreversible environmental risks and impacts are anticipated. Key environmental concerns are related to: (i) risks on coastal biodiversity during physical works like construction/rehabilitation of road as well as during operation; (ii) disposal of construction wastes management; (iii) occupational health and safety of workers, including contamination risks to COVID-19; (iv) Labor and working conditions; and (v) nuisances related to air and noise emissions, (vi) water quality. However, most of the risks and impacts likely to be generated from the project activities are expected to be site-specific, temporary, and manageable to an accepted level by applying proper mitigation measures, including good construction industry best practices. Key social risks include SEA/SH risks to vulnerable persons in the tourism sector (including hotel and restaurant workers), forced and child labor and improper labor force management by contractors and subcontractors, elite capture, impacts on livelihoods, impacts on cultural heritage sites, and community health and safety (especially related to labor influx and COVID-19 transmission risks), and risks related to proper implementation of stakeholder engagement and a grievance mechanism (including a SEA/SH-GM channel).

The implementation of project activities will be done in line with prepared framework instruments to manage E&S risks and impacts: the Environmental and Social Management Framework (ESMF), and the Resettlement Policy Framework (RPF). Responsibility and timeline of the requested actions the government commit to in terms of the management of E&S risks and impacts management are set up in the Environmental and Social Commitment Plan (ESCP) prepared by the project and negotiated with the Bank (cfr annex...). This include: the GoTG's commitment to establish and maintain a PIU staffed with qualified personnel and resources to support the management of the ESHS risks and impacts of the

project (an environmental risk management specialist with extensive experience in occupational health and safety, a social risk management specialist, and a GBV specialist, whose qualifications shall be submitted to the World Bank for No Objection; the obligation for contractors to prepare, as part of their contract, a Contractor-Environmental and Social Plan (C-ESMP) before starting with field activities, among others).

Apart from the ESMF which includes a SEA/SH Prevention and Response Action Plan (in line with the World Bank SEA/SH Good Practice Note) and RPF, the project will also implement activities in accordance with Stakeholder Engagement Plan (SEP) which includes the project Grievance Mechanism (GM) in line with ESS10, the Labor Management Procedures (LMP) in line with ESS2 that includes a GM for all categories of project's workers, including within the supply chains, and the roles and responsibilities of contractors and PIU in managing the requirements of ESS2, nondiscrimination and equal opportunity, worker's organizations, OHS measures, the right of association, the prohibition of child and forced labor including use of sexually exploitative labor, and a Code of Conduct (CoC). The CoC requires that all project workers be provided with and will participate in SEA/SH training to guide their conduct toward local communities, children, and women. The CoC will also include prohibited behavior, list of sanctions, minimum standards for the PIU to follow, reporting requirements, and complaints mechanism. Possibility of labor influx was assessed and will be confirmed by specific instruments (ESIAs) during project implementation.

The ESMF assessment requires the preparation of waste management procedures as part of Contractor-Environmental and Social Management Plans (C-ESMPs).

Specific instruments such as Environmental and Social Impact Assessment (ESIAs) with their Environmental and Social Management Plans (ESMPs), Resettlement Action Plans (RAPs) will be prepared according to the results of the screening process as per the ESMF, provide a specific analysis regarding activities impacts on biodiversity and cultural heritage, pollution.

4. **SEA/SH.** The preliminary GBV assessment estimated that the risk of SEA/SH for this project is rated substantial due to both contextual and project-related drivers. Drivers of the risks in context include high rates of GBV, child marriage and female circumcision, general social acceptability of GBV, limited decision-making power of women, and lack of legislation on domestic violence and SH. Those drivers interplay with project-related risks, which include risks of SH and abuse of women employed in the tourist sector, both by supervisors and other colleagues as well as by clients/tourists, and risks of SEA and forced prostitution of women and children linked to the tourism sector. SEA/SH requirements are reflected in the ESCP, and will also be reflected in contracts, and in the C-ESMPs. The borrower developed a budgeted SEA/SH Action Plan annexed to the ESMF, which will outline the project's mitigation strategies, response protocols, and accountability mechanisms. As part of the social assessment, the Borrower will map GBV services in areas of implementation and will develop a referral protocol for the timely, safe, and ethical referral of all survivors that may disclose SEA/SH incidents to the project. In addition, the Borrower will design and implement an SEA/SH-sensitive GM for the safe

and confidential documentation, response, and management of SEA/SH complaints and will include targeted, enabling, and regular involvement of women and other groups at risk in stakeholder engagement. The Borrower's supervision capacity will be strengthened by integrating a full time GBV specialist as part of the implementing agency and of the supervision consultant/supervising engineer. Awareness raising activities on project-related risks of SEA/SH and mitigation strategies will be included in the SEP and will target communities and project workers, while contractual obligations in terms of SEA/SH mitigation will be enforced through the integration of specific provisions and sanctions in CoCs addressing SEA/SH and training of workers.

8. **Organizational capacity and competency.** AS per the ESCP, these experts to be recruited in the PIU should be in place no later than three months after the project's effectiveness date. They will be responsible among others of: (i) the monitoring of the implementation of E&S measures during activities, (ii) ensuring that E&S clauses are incorporated in all bidding documents and contracts; (iii) conducting regular supervision missions and preparing the E&S monitoring performance report on a quarterly basis; (iv) ensuring the operationalization of the project GM; (v) ensuring the capacity building of all other stakeholders involved in the implementation of the project.

10. **Stakeholder engagement and information disclosure.** The Borrower prepared and disclosed prior to appraisal, a Stakeholder Engagement Plan (SEP) commensurate with the nature and scale of the project and the associated risks and impacts and shall be implemented throughout the Project implementation. The SEP shall be updated to reflect stakeholder feedback. The primary stakeholders of this project include the Gambia MoTC; tour operators; project-affected communities and workers in the pre-existing tourism industry; civil society organizations involved in representing vulnerable groups and other local actors in the tourism sector; National Center for Arts and Culture (NCAC) who is responsible for managing the UNESCO World Heritage Site (with local communities and NGOs), international nongovernmental organizations (including climate change, conservation, women's business associations, tourism organization and others); vulnerable individuals and groups such as sexual orientation and gender minorities, persons with disabilities, women, youth, those seeking work in the tourism sector, especially migrants, fisherfolk and users of coastal areas, market/craft stalls workers/owners in tourist areas, and small to medium tourism related business owners (including women-led businesses) in the project areas.

11. **Contracted workers.** Contractor and subcontractor recruitment plans will be critical to ensure transparency and nondiscrimination, including gender nondiscrimination in local hiring and in line with the Labor Management Procedure, as well as the provision of written contracts for workers that outline the responsibilities of both the contractor or subcontractor and workers, including prompt payment for work rendered.

13. **Grievance mechanism.** A project-specific GM is included in the SEP to manage complaints, feedback and concerns of stakeholders and beneficiaries in a transparent, accessible, and timely manner. The GM also includes a confidential, survivor-centered, efficient, and ethical channel to address SEA/SH complaints which also considers access to quality legal, health, and psycho-social support services for

survivors, which will be developed as part of the SEA/SH Prevention and Response Action Plan and mapping of such services. This process will be carried out using dedicated communication materials, which will be developed to help stakeholders become familiar with the grievance redress channels and procedures. The GM will be accessible and understandable for all stakeholders in the project and for the entire project life. The GM will be communicated to all relevant stakeholders and will also be applicable for any contractor that will provide service for the project during the construction and operations phase. The GM is expected to be operational three months after the effectiveness of the project financing and before the start of project activities. A physical and electronic database or register will be maintained by the PIU for all non-sensitive complaints and will be submitted for periodic review by the Bank.

14. Reporting: As set out in the ESCP, the PIU shall submit to the WB quarterly monitoring reports on the environmental, social, health and safety (ESHS) performance of the Project, including but not limited to the implementation of the ESCP, status of preparation and implementation of E&S instruments required under the ESCP, stakeholder engagement activities, and functioning of the grievance mechanism(s), Environmental and Social Management Plans (ESMPs), Resettlement Action Plans (RAPs) and the SEA/SH Prevention and Response Action Plan. Incident/accident must be reported no later than 48 hours after learning of the incident or accident, and no later than 24 hours for any fatalities or incidents related to SEA/SH. A subsequent report will be sent to the WB within a timeframe acceptable to the WB.

Measures and Actions included in the ESCP

The table below explains how each ESS will be addressed, including the description of the measures/action, timeframe and responsible unit.

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
MONITORING AND REPORTING			
A	<p>REGULAR REPORTING</p> <p>Prepare and submit to the Association regular monitoring reports on the environmental, social, health and safety (ESHS) performance of the Project, including but not limited to the implementation of the ESCP, status of preparation and implementation of E&S instruments required under the ESCP, stakeholder engagement activities, and functioning of the grievance mechanism(s), Environmental and Social Management Plans (ESMPs), Resettlement Action Plans (RAPs) and the SEA/SH Prevention and Response Action Plan.</p>	<p>Submit quarterly reports to the Association throughout Project implementation, commencing three months after the Effective Date. Submit each ESHS report to the Association no later than 10 days after the end of each reporting period.</p>	<p><i>Project Implementation Unit (PIU)</i></p>
B	<p>INCIDENTS AND ACCIDENTS</p> <p>Promptly notify the Association of any incident or accident related to the Project, which has, or is likely to have, a significant adverse effect on the environment, the affected communities, the public or workers, including, inter alia, incidents or accidents on project sites, conflicts related to land and natural resource use changes/restrictions, labour influx, cases of exclusion of vulnerable groups (women, youth, people with disabilities) cases of sexual exploitation and abuse (SEA), sexual harassment (SH), and accidents that result in death, serious or multiple injury. Provide sufficient detail regarding</p>	<p>Notify the Association no later than 48 hours after learning of the incident or accident, and 24 hours for any fatalities or incidents related to SEA/SH.</p>	<p><i>PIU</i></p>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
	<p>the scope, severity, and possible causes of the incident or accident, indicating immediate measures taken or that are planned to be taken to address it, and any information provided by any contractor and/or supervising firm, as appropriate.</p> <p>Notification of SEA/SH incidents shall follow the information sharing protocol to respect the safety and confidentiality of the survivor, as set out in the SEA/SH Prevention and Response Action Plan.</p> <p>Subsequently, at the Association’s request, the Recipient shall prepare a report on the incident or accident and propose any measures to address it and prevent its recurrence.</p>	Provide subsequent report to the Association within a timeframe acceptable to the Association	
C	<p>CONTRACTORS’ MONTHLY REPORTS</p> <p>Require contractors and supervising firms to provide monthly monitoring reports on ESHS performance in accordance with the metrics specified in the respective bidding documents and contracts and submit such reports to the Association.</p>	<p>Submit the monthly reports to the Association.</p> <p>as annexes to the reports to be submitted under action A above.</p>	<ul style="list-style-type: none"> • <i>PIU</i> • <i>Supervising engineers</i> • <i>Contractors</i> • <i>Subcontractors</i>
ESS 1: ASSESSMENT AND MANAGEMENT OF ENVIRONMENTAL AND SOCIAL RISKS AND IMPACTS			

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
1.1	<p>ORGANIZATIONAL STRUCTURE</p> <p>Establish and maintain a PIU with qualified staff and resources to support management of ESHS risks and impacts of the Project which includes one environmental risk management specialist, one social risk management specialist, one GBV specialist, one Occupational Health and Safety (OHS) consultant, and one Stakeholder Engagement/Communications consultant whose qualifications shall be submitted to the Bank for No Objection.</p>	<p>Establish and maintain a PIU as set out in the legal agreement. One environmental risk management specialist, a social risk management specialist, a GBV specialist, the OHS consultant and Stakeholder Engagement/Communications Consultant shall be hired no later than two (02) months after Project Effective Date, and thereafter maintained throughout Project implementation.</p>	<p><i>PIU</i></p>
1.2	<p>ENVIRONMENTAL AND SOCIAL INSTRUMENTS</p>		<p><i>PIU</i></p>

MATERIAL MEASURES AND ACTIONS	TIMEFRAME	RESPONSIBLE ENTITY
<p>1. Prepare, consult, adopt, disclose, and thereafter implement an Environmental and Social Impact Assessment (ESIA), and corresponding Environmental and Social Management Plan (ESMP) of specific investments when the intervention sites are known consistent with the relevant ESSs.</p> <p>2. Prepare, consult, adopt, and thereafter implement an Environmental and Social Management Framework (ESMF) for the Project consistent with the relevant ESSs with SEA/SH risks assessed and addressed through the SEA/SH Prevention and Response Action Plan annexed to ESMF.</p> <p>3. Screen any proposed subproject/ Project activity in accordance with the ESMF adopted for the Project and, thereafter, the PIU shall prepare, consult, adopt, disclose, and thereafter implement the subproject’s site-specific instrument (Environmental and Social Impact Assessment (ESIA/Environmental and Social Management Plan (ESMP), Resettlement Action Plans (RAP) as set out in the ESMF. The proposed subprojects described in the exclusion list set out in the ESMF shall be ineligible to receive financing under the Project.</p>	<p>1. Submit the respective ESIA/ESMPs for the Association's prior review and no objection and adopt and disclose them before launching the bidding process for respective subproject/project activity. Once adopted, implement the respective ESMP throughout Project implementation.</p> <p>2. Adopt the ESMF prior to Appraisal, and thereafter implement the ESMF throughout Project implementation.</p>	

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
		3. Adopt the ESMP before launching the bidding process for the respective Project activity prior to the carrying out the activity that requires the adoption of such ESMP. Once adopted, implement the respective ESMP throughout Project implementation.	
1.3	<p>MANAGEMENT OF CONTRACTORS</p> <p>Incorporate the relevant aspects of the ESCP, including, inter alia, the relevant E&S instruments, the Labor Management Procedures, and code of conduct, SEA/SH Action Plan, into the ESHS specifications of the procurement documents and contracts with contractors and supervising firms. Thereafter ensure that the contractors and supervising firms comply and cause subcontractors to comply with the ESHS specifications of their respective contracts.</p>	<p>As part of the preparation of procurement documents and respective contracts.</p> <p>Supervise contractors throughout Project implementation.</p>	<ul style="list-style-type: none"> • <i>PIU</i> • <i>Supervising engineers</i> • <i>Contractors, subcontractors</i>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
	Cause all contractors and subcontractors to prepare and adopt and implement the contractor Environmental and Social Management Plan (C-ESMP), as set out in the ESMF.	Adopt the C-ESMP for the respective Project activity prior to the carrying out of Project activity that requires the adoption of such C-ESMP. Once adopted, implement the respective C-ESMP throughout contract implementation.	
1.4	TECHNICAL ASSISTANCE Ensure that the consultancies, studies (including feasibility studies, if applicable), capacity building, training, and any other technical assistance activities under the Project specify the environmental and social instruments to be supported under the TA are carried out in accordance with terms of reference acceptable to the Association, that are consistent with the ESSs.	The technical assistance activities are carried out consistent with the ESSs throughout Project implementation.	<i>PIU</i>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
	Thereafter ensure that the outputs of such activities comply with the terms of reference.		
1.5	<p>CONTINGENT EMERGENCY RESPONSE FINANCING</p> <p>a) Ensure that the CERC Manual (CM) as specified the legal agreement includes a description of the ESHS assessment and management arrangements including the CERC-ESMF/ESMF Addendum that will be included or referred to in the ERM for the implementation of the CERC Part, in accordance with the ESSs.</p> <p>b) Prepare, consult, adopt, and disclose any environmental and social (E&S) instruments which may be required for activities under the CERC Part of the Project, in accordance with the CM and, if applicable, CERC-ESMF or CERC-ESMF Addendum and the ESSs, and thereafter implement the measures and actions required under said E&S instruments, within the timeframes specified in said E&S instruments.</p>	a) The adoption of the CM in form and substance acceptable to the Association is a withdrawal condition under Section D of Schedule 2 of the Financing Agreement] for the Project.	PIU

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
		<p>b) Submit the respective E&S instrument for the Association’s prior review prior and approval and include it as part of the respective bidding process, if applicable, and in any case, before the carrying out of the relevant Project activities for which the E&S instrument is required. Implement the E&S instruments in accordance with their terms, throughout Project implementation.</p>	
ESS 2: LABOR AND WORKING CONDITIONS			

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
2.1	<p>LABOR MANAGEMENT PROCEDURES</p> <p>Prepare, consult, adopt, disclose and implement the Labor Management Procedures (LMP) for the Project, including, inter alia, provisions on working conditions, management of workers relationships, occupational health, and safety, including personal protective equipment, and emergency preparedness and response, code of conduct (including relating to SEA and SH), forced labor, child labor, grievance arrangements for Project workers, and applicable requirements for contractors, subcontractors, and supervising firms.</p>	Disclose the LMP prior to Appraisal and thereafter implement the LMP throughout Project implementation.	<ul style="list-style-type: none"> • <i>PIU</i> • <i>Contractors</i> • <i>Subcontractors</i>
2.2	<p>GRIEVANCE MECHANISM FOR PROJECT WORKERS</p> <p>The Recipient shall establish and operate a grievance mechanism for Project workers, as described in the LMP and consistent with ESS2.</p>	Establish grievance mechanism prior engaging Project workers and thereafter maintain and operate it throughout Project implementation.	<ul style="list-style-type: none"> • <i>PIU</i> • <i>Contractors</i> • <i>Subcontractors</i>
ESS 3: RESOURCE EFFICIENCY AND POLLUTION PREVENTION AND MANAGEMENT			

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
3.1	<p>WASTE MANAGEMENT PLAN</p> <p>Prepare, consult, adopt disclose and implement a Waste Management Plan (WMP) to manage hazardous and non-hazardous wastes, consistent with ESS3.</p>	Submit the WMP for the Association’s prior review and no objection, adopt, and disclose the WMP prior to Appraisal and thereafter implement the WMP throughout Project implementation.	<ul style="list-style-type: none"> • PIU • Contractors • Subcontractors
3.2	<p>RESOURCE EFFICIENCY AND POLLUTION PREVENTION AND MANAGEMENT</p> <p>Incorporate resource efficiency and pollution prevention and management measures in the ESMP to be prepared under action 1.2 above.</p>	Same timeframe as for the adoption and implementation of the ESMPs and C-ESMP.	<ul style="list-style-type: none"> • PIU • Contractors • Subcontractors
ESS 4: COMMUNITY HEALTH AND SAFETY			
4.1	<p>TRAFFIC AND ROAD SAFETY</p> <p>Adopt and implement measures to manage traffic and road safety risks as required in the ESMP to be prepared under action 1.2 above.</p>	Same timeframe as for the adoption and implementation of the ESIA/ESMP, as well as C-ESMPs	<ul style="list-style-type: none"> • PIU • Contractors • Subcontractors

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
4.2	<p>COMMUNITY HEALTH AND SAFETY</p> <p>Assess and manage specific risks and impacts to the community arising from Project activities including, inter alia, behavior of Project workers, risks of labor influx, response to emergency situations, and include mitigation measures in the ESMPs to be prepared in accordance with the ESMF.</p>	Same timeframe as for the adoption and implementation of the ESMP.	<i>PIU</i>
4.3	<p>SEA AND SH RISKS</p> <p>Adopt and manage specific risks and impacts to the community arising from Project activities. Develop a SEA/SH Prevention and Response Action Plan with corresponding budget as part of the ESMP to assess and manage the risks of SEA and SH.</p>	Same time frame as the ESIA/ESMP in section 1.2 and thereafter implement the SEA/SH Action Plan throughout Project implementation.	<i>PIU</i>
4.4	<p>SECURITY MANAGEMENT</p> <p>Assess and implement measures to manage the security risks of the Project, including the risks of engaging security personnel to safeguard project workers, sites, assets, and activities, as set out in the ESMF/ESIA, C-ESMP, guided by the principles of proportionality and GIIP, and by applicable law, in</p>	Same timeline as for the preparation of the ESMF/ESIA, C-ESMP and Prior to engaging security personnel and thereafter implemented throughout Project implementation].	<i>PIU</i>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
	relation to hiring, rules of conduct, training, equipping, and monitoring of such personnel.		
ESS 5: LAND ACQUISITION, RESTRICTIONS ON LAND USE AND INVOLUNTARY RESETTLEMENT			
5.1	<p>RESETTLEMENT POLICY FRAMEWORK</p> <p>Adopt and implement a Resettlement Policy Framework (RPF) for the Project, consistent with ESS5.</p>	Adopt, and disclose the updated RPF prior to Appraisal, and thereafter implement the RPF throughout Project implementation.	<i>PIU</i>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
5.2	<p>RESETTLEMENT PLANS</p> <p>Adopt and implement a resettlement action plan (RAP) for each activity under the Project for which the RPF requires such RAP, as set out in the RPF, and consistent with ESS5.</p>	Adopt, and disclose the RAP, and once adopted, implement the respective RAP, including ensuring that before taking possession of the land and related assets, full compensation has been provided and moving allowances have been provided.	<i>PIU</i>
ESS 6: BIODIVERSITY CONSERVATION AND SUSTAINABLE MANAGEMENT OF LIVING NATURAL RESOURCES			
6.1	<p>BIODIVERSITY RISKS AND IMPACTS</p> <p>Adopt and implement the Biodiversity Management measures, including the preparation of a Biodiversity Management Plan (if applicable) as set out in the ESMF and the site-specific ESIAs/ESMPs all in accordance with ESS6.</p>	Same timeline as for the preparation of the ESMF/ESIAs/ESMPs and thereafter implement them throughout Project implementation.	<i>PIU</i>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
		Prepare and submit the BMP for the Association's prior review and no objection, adopt and disclose the BMP prior to start any subproject/project for the activities which require such plan, and thereafter implement the BMP throughout Project implementation.	
ESS 7: INDIGENOUS PEOPLES/SUB-SAHARAN AFRICAN HISTORICALLY UNDERSERVED TRADITIONAL LOCAL COMMUNITIES			
	ESS7 is currently not relevant to the project as there are no known Indigenous peoples or communities in the project area(s) as per the criteria in ESS7.		
ESS 8: CULTURAL HERITAGE			
8.1	CULTURAL HERITAGE MANAGEMENT PLAN 1. Adopt and implement the Cultural Heritage Management Plan (CHMP) for the Kunta Kinteh Island and Related Sites World Heritage Site, as part of the		<i>PIU</i>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
	<p>site specific ESMP, in accordance with the guidelines of the ESIA prepared for the activity, and consistent with ESS8 and in accordance with national legislation.</p> <p>2. Adopt and implement mitigation measures to manage cultural heritage as per site-specific ESMP and in accordance with the relevant ESIA, consistent with ESS8.</p>	<p>1. Sametime as for the preparation of the ESMF/ESIA/ESMPs</p> <p>2. Adopt the CHMP to start any site work the require the preparation of such plan, and thereafter implement the CHMP throughout Project implementation.</p>	
8.2	<p>CHANCE FINDS</p> <p>Describe and implement the chance finds procedures as per the ESMF of the Project.</p>	<p>Same timeline as ESMF and ESMPs</p> <p>Implement the procedures throughout Project implementation.</p>	<i>PIU</i>
<p>ESS 9: FINANCIAL INTERMEDIARIES [This standard is only relevant for Projects involving Financial Intermediaries (FIs).]</p>			
9.1	<p>ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM (ESMS)</p> <p>Not relevant.</p>		

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
ESS 10: STAKEHOLDER ENGAGEMENT AND INFORMATION DISCLOSURE			
10.1	<p>STAKEHOLDER ENGAGEMENT PLAN PREPARATION AND IMPLEMENTATION</p> <p>Prepare, consult, adopt, disclose, and implement a Stakeholder Engagement Plan (SEP) for the Project, consistent with ESS10, which shall include measures to, inter alia, provide stakeholders with timely, relevant, understandable and accessible information, and consult with them in a culturally appropriate manner, which is free of manipulation, interference, coercion, discrimination and intimidation.</p>	Adopt the SEP prior to Appraisal, and thereafter implement the SEP throughout Project implementation.	<i>PIU</i>
10.2	<p>PROJECT GRIEVANCE MECHANISM</p> <p>Establish, publicize, maintain, and operate an accessible grievance mechanism, to receive and facilitate resolution of concerns and grievances in relation to the Project, promptly and effectively, in a transparent manner that is culturally appropriate and readily accessible to all Project-affected parties, at no cost and without retribution, including concerns and grievances filed anonymously, in a manner consistent with ESS10.</p>	Establish the grievance mechanism no later than three months after Project Effective Date, and thereafter maintain and operate the mechanism throughout Project implementation.	<i>PIU</i>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
	The grievance mechanism shall be equipped to receive, register, and facilitate the resolution of SEA/SH complaints, including through the referral of survivors to relevant gender-based violence service providers, all in a safe, confidential, and survivor-centered manner.		
CAPACITY SUPPORT			
CS1	<p>Training to be provided</p> <p>The PIU shall ensure that relevant project actors are trained in the following areas:</p> <ul style="list-style-type: none"> • The project’s GM, including the processes for handling sensitive complaints such as SEA/SH incidents • Stakeholder Engagement Plan and good practices related to engaging stakeholders in an ethical and responsive way • Labor Management Procedures including the worker GM • E&S requirements (impacts and mitigation measures) of sub-projects • Subproject Environmental and Social screening • Occupational Health and Safety • Biodiversity management • Cultural Heritage Management • Emergency preparedness and response • Communication strategy on COVID-19 and activities/protocols regarding prevention and mitigation of transmission, PPE, OHS • SEA/SH/VAC risk awareness; SEA/SH Prevention and Response Action Plan, content, and sanctions of CoCs, and GM of project (i.e., 	6-12 months after Effectiveness Date and during project implementation	<i>PIU</i>

MATERIAL MEASURES AND ACTIONS		TIMEFRAME	RESPONSIBLE ENTITY
	<p>importance, objectives, content, how to prepare it, who implements it, and how to ensure a GM-sensitive SEA/SH issues</p> <ul style="list-style-type: none"> • Disability inclusion training and training on inclusion of other vulnerable groups such as Retailers, Street vendors, artists/comedians, etc. (including women and youth associations/groups) • Documentation, monitoring and reporting • Gender inclusion action plan • Other (to be determined according to needs) 		
CS2	<p>- Implementing partners and project workers to receive training on:</p> <ul style="list-style-type: none"> • Stakeholder Mapping and Engagement • Environmental and Social screening • Environment and social risk and impact management • SEA/SH risk management and GM • Labor Management Procedures and GM • Training for Project workers on occupational health and safety including on emergency prevention and preparedness and response arrangements to emergency situations, including Occupational Health and Safety, Community Health and Safety (i.e., including traffic and road safety, mitigation measures related to communicable diseases), COVID-19 mitigation; Codes of Conduct , Emergency preparedness and response (CERC), SEA/SH risks, reporting requirements 	6-12 months after Effectiveness Date and during project implementation	PIU

MATERIAL MEASURES AND ACTIONS	TIMEFRAME	RESPONSIBLE ENTITY

Contingent Emergency Response Component (CERC)

- A Contingent Emergency Response Component (CERC) will be included in the Project in accordance with World Bank’s Investment Project Financing (IPF) policy, paragraphs 12 and 13, for Situations of Urgent Need of Assistance and Capacity Constraints. This will allow for rapid reallocation of loan uncommitted funds in the event of an eligible emergency as defined in OP 8.00.* For the CERC to be activated and financing to be provided, the government of The Gambia will need to: (a) submit a request letter for CERC activation and the evidence required to determine eligibility of the emergency; (b) have an Emergency Action Plan, including the emergency expenditures to be financed; and (c) meet the environmental and social requirements as agreed in the Emergency Action Plan and Environmental and Social Commitment Plan.
- An eligible emergency is defined as an event that has caused, or is likely to imminently cause, a major adverse economic and/or social impact associated with natural or manmade crises or disasters. Such events include a disease outbreak.
- <https://policies.worldbank.org/en/policies/all/ppfdetail/83f4ddea-a11e-4346-ab90-94ceb61ce03e>
- http://web.worldbank.org/archive/website01541/WEB/0__C-389.HTM

SECTION 7: LABOUR MANAGEMENT PROCEDURES (LMP)

7.1 Introduction – Labour Management

The successful implementation of project activities largely depends on the management of its work force especially on matters relating to recruitment, health and safety at work as well as mechanisms for handling labour related grievances. In consideration of these challenges the Project has developed a detailed and comprehensive Labour Management Procedures (LMP) document outlining labour requirements and identifying the risks associated with project activities. The document is specifically intended to address a number of issues including but not limited to:

- Protect workers' rights and promote healthy, safe, secure and comfortable accommodation that does not impact negatively on the communities in the surrounding area;
- Promote compliance with national employment and labour laws and good international and industry practices;
- Promote fair and equitable labour practices for the fair treatment, non-discrimination and equal opportunity for all workers;
- Ensure the management and control of activities that may pose labour-related risks at project sites.

7.2 Categorisation of Workers

In order to identify the main labour requirements, the associated risks, the procedures as well as the resources necessary to address the project-related labour issues, the project's LMP has grouped the potential workers into four distinct categories as follows:

Direct workers: These include staff of the Project Implementation Unit (PIU), Ministry of Tourism and Culture, who are hired to implement the Project. The workers include staff at the PIU Headquarters and the Ministry of Tourism in the regions. Direct workers may also include persons employed or engaged by the project implementation unit to carry out design and supervision, monitoring and evaluation, or community engagement in relation to the project.

Contracted Workers: These are workers employed or engaged through third parties (contractors, subcontractors, brokers, agents, or intermediaries) to perform work on the project, regardless of location. Two broad categories of contracted workers are expected: (i) those who will be carrying out the studies (technical, safeguard, procurement, finance); and (ii) those who will carry out the works during project implementation.

Primary supply workers: There will be primary supply workers contracted by primary suppliers of building aggregates such as sand, gravel etc. for the civil works on an on-going basis until the completion of the works. It is not envisaged that the project will source any core materials.

Community workers will not be required for the implementation of this project.

8.3 Potential Labour Risks and Safeguards

8.3.1 Project activities

The project will be in the Tourism Development Area (Greater Banjul Area) and in some tourism destination sites such as the Kunta Kinteh Island, the River Gambia National Park and may others that may be identified during project implementation. The proposed infrastructure activities include:

- Protection, rehabilitation, and integrated management of coastal areas (subcomponent 2a)
- Construction of erosion control measures to reduce the vulnerability of key tourism sites (such as Kunta Kinteh island) to climate change impacts (subcomponent 2b)
- Construction/rehabilitation of last mile infrastructure, trail and paths improvements to tourist sites and renovations to existing public spaces and improvement of market spaces for vendors and fisher folk (Subcomponent 2b)
- Reconstruction of select jetties along the River Gambia to facilitate access to tourism destinations (subcomponent 2b)
- Small pilot interventions to improve the visual environment and promote community awareness on climate resilience measures as well as “green infrastructure” to increase their adaptive capacity (subcomponents 2a and 2b)

8.3.2 Key Labor Risks associated with accidents

The key labor risks which may be associated with the project (see, for example, those identified in ESS2 and the Guidance Note¹³) could include:

(i) *Risk of accidents for project workers*

In the exercise of their duties, workers engaged by the project can be involved in accidents including road traffic accidents caused by non-compliance with the rules of the road, faulty rolling stock, driver indiscipline. Measures to reduce these risks will include awareness raising of all project workers on the need for compliance with the Highway Code; the regular maintenance of service vehicles; having a monitoring and maintenance book as well as an up-to-date insurance policy. The prohibition of alcohol consumption during service hours and compliance with occupational health and safety measures are also important preventive measures. Workers will be required to sign Code of Conduct

¹³ For more details on the World Bank’s Environmental and Social Framework (ESF), see ESF: www.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards. <http://projects-beta.vsemirnyjbank.org/ru/projects-operations/environmental-and-socialframework/brief/environmental-and-social-standards> . For the Guidance Note for Borrowers on ESS2, Labor and Working Conditions <http://documents1.worldbank.org/curated/en/149761530216793411/ESF-Guidance-Note-2-Labor-and-Working-Conditions-English.pdf>

upon recruitment and receive training/awareness of the implications of the Codes of Conduct (including sanctions, prohibitions) wherein each worker agrees to abide by occupational health and safety measures, as well as expected behaviors to prevent SEA/SH and maintain respectful community relations.

(ii) Labor risks associated with contracted workers at subproject level, including Labor Risks Associated with SEA/SH & VAC

Contractors and subcontractors will implement subprojects and they will be required to have a written contract with their workers consistent with the objective of ESS2 and in compliance with this LMP, as well as a signed Code of Conduct for workers that prohibits SEA/SH, prohibit the use of child (by both project workers themselves and/or the contractor or subcontractor), and forced labor (see chapter 7), and which will provide applicable sanctions for infractions, as noted above. In addition, to ensure vulnerable project workers (for example those who are illiterate, women providing foods/drinks to workers, night watch persons, etc.), subcontractors will be required to ensure there is a written contract with workers. In the case of illiterate persons, someone who the worker trusts and is literate will be able to review the contract and communicate it to the worker with a notation in the contract who was present to provide interpretation assistance.

In addition, the project may have labor risks associated with forced labor and child labor since there will be construction work, and some of this work will occur in rural areas where it may be difficult to monitor and where poverty rates are high. In addition, given civil works, there will be labor influx which increases the risks of community disruption to social cohesion, SEA/SH risks, and community health and safety (i.e., transmission of communicable diseases such as COVID-19). Any SEA/SH risks pertaining to these activities will be addressed in the SEA/SH Prevention and Response Action Plan that will be prepared during implementation before the start of project activities and included in all Environmental and Social Management Plans (ESMP). The project will be expected to full abide by the relevant national laws on forced and child labor.

(iii) Labor risks associated with lack of equal opportunity, transparency, and discrimination especially for vulnerable groups

The principle of equality, nondiscrimination and transparency are the key principles underlying employment decisions such as hiring and promotion, the ability of a person to perform the work, and access to employment opportunities, without regard to personal characteristics that are unrelated to the inherent work requirements. The provisions of national laws in this regard are very similar to the requirements of ESS2. However, there are special issues relating to access of workers with disabilities to the built environment, and communication of information for project workers with such as workers with physical or mobility disabilities working as clerks or as middle level administrative staff

and who require access to PIU offices. These may require, for example, the provision of wheelchairs, ramps or elevators, and alternative formats of communication, such as large print, Braille, accessible digital formats, or audio tape.

The employers should ensure that access to buildings is facilitated for the workers with disabilities and that communication of information for project workers with disabilities uses alternative formats of communication, such as large print, Braille, accessible digital formats, or audio tape. This information should be made available to disabled workers at the time of their recruitment.

(iv) Occupational Health and Safety (OHS) Risks

The risks are low to moderate and will depend on the type of subproject works to be implemented. Since the majority of contracted workers are unskilled and untrained from local population, there is a risk that some accidents may occur that lead to injuries. All contractors will be required to develop and implement written labor management procedures, including procedures to establish and maintain a safe working environment as per requirements of ESS2. All contractors will be required under the Environmental and Social Management Plan (ESMP) to ensure workers will use basic safety gears, receive basic safety training and other preventive actions as provided in the Project's Environmental and Social Management Framework (ESMF) as well as the World Bank's Environmental, Health, and Safety (EHS) Guidelines¹⁴.

(v) Overtime Work Risk

This risk relates to failure of paying wages or refusal to pay overtime, especially to workers, who are likely to work overtime to meet the tight schedules. The provisions of this LMP shall require a written commitment on the part of the contractor and subcontractor to fulfill these obligations in line with national law.

8.4 Policies and Procedures

Ministry of Tourism and Culture will incorporate standardized environmental and social clauses, including those that specifically address gender, SEA/SH and VAC and social inclusion risks, in the tender documentation and contract documents in order for potential bidders to be aware of environmental and social performance requirements expected from them and are able to reflect that in their bids, as they are expected to implement the clauses for the duration of the contract. The Ministry through the PIU will enforce compliance by contractors with these clauses.

¹⁴ https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/ehs-guidelines

As a core contractual requirement, the contractor is required to ensure all documentation related to environmental and social management, including the LMP, is available for inspection at any time by the PIU. The contractual arrangements with each project worker must be clearly defined.

8.4.1 Recruitment of Workers

As specified in the national legislation and the requirements of ESS2, employment of project workers will be based on the principles of nondiscrimination and equal opportunity. There will be no discrimination with respect to any aspects of the employment relationship, including recruitment, compensation, working conditions and terms of employment, access to training, promotion, or termination of employment. Terms of employment made on the basis of personal characteristics unrelated to inherent work requirements are prohibited.

The following measures will therefore need to be followed by contractors and monitored by the PIU to ensure fair treatment of all employees regardless to personal characteristics:

- Recruitment procedures will be transparent, public, and non-discriminatory, and open with respect to ethnicity, religion, sexual orientation, disability, sex, or gender identity. Recruitment of female candidates should be specifically encouraged and promoted, especially for female employees in non-traditional roles or in supervisory positions, and the project should ensure specific outreach to women to ensure that they are well-informed and aware of open recruitments and how to apply
- Applications for employment will only be considered if submitted via the official application procedures established by the contractors
- Clear job descriptions will be provided in advance of recruitment that will explain the skills required for each post
- All workers will have written contracts describing terms and conditions of work and will have the contents explained to them. Workers will sign the employment contract
- Prior to the physical start of the assignment, all workers will be invited to undergo a medical clearance process to ascertain they are fit to work and bear no undisclosed medical conditions that may be harmful or incompatible with the level of efforts to undertake the work
- Employers are compelled to register all workers, at the national agency for employment and contribute monthly towards their retirement plan
- Employees will be informed, at least two months before the expected termination date, of their employment contracts
- The contracted workers will not be required to pay any hiring fees. If any hiring fees are to be incurred, these will be paid by the employer

- In addition to written documentation, an oral explanation of conditions and terms of employment will be provided to workers who may have difficulty understanding the documentation. The explanation will be provided in a language understood by the worker
- Foreign workers will require work permits, which will allow them to work in The Gambia
- Employment of children under 18 years of age is prohibited, unless with an exceptional authorization to work as an under-aged worker (17-19 years old, as interns, etc.) and under acceptable working conditions
- Under no circumstances will contractors, suppliers or sub-contractors, agents engage in forced labor practices
- Normal working time should not exceed 40 hours per week. With a five-day working week, the duration of daily work is determined by the internal work regulations approved by the employer after prior consultation with the representatives of the workers, in compliance with the established working week duration
- Special measures

8.4.2 Occupational Health and Safety (OHS)

The Health and Safety specifications will include the following provisions:

- Ensuring workplace health and safety standards in full compliance with Labor Act including (1) basic safety awareness training to be provided to all persons as a pre-condition for presence at an active construction site; (2) all vehicle drivers to have appropriate licenses, (3) Safe management of the area of operational sites.
- All workers and/or visitors on the site to be provided with functional PPE (Personal Protection Equipment) and 15 minutes safety and security briefs prior to going on site.
- All worksites be equipped with (i) fire extinguishers) and (ii) a well designated and easily identifiable emergency gathering point. Appointed Focal Points will help to direct and organize personnel in emergency situation.
- All workplace health and safety incidents to be properly recorded in a register, which will be shared with the PIU. The register should include (1) time and place of incident; (2) type of incident; (3) type of injury or other impact occurring, and number of workers affected; and (4) actions taken (first aid, evacuation etc.). Any registration of SEA/SH or VAC incidents will be undertaken separately and in accordance with the specific procedures set forward under the project GM for the management and resolution of SEA/SH and VAC claims as per the SEP.
- All work sites to have a health and safety plan including identification of potential hazards and actions to be taken in case of emergency, including location of accident and emergency facilities. This includes OHS protocols to mitigate against the transmission of COVID-19 as per the safeguard instruments.
- All employees to be aware of their rights under the Labor Law 2007, including the right to organize.

- All employees to be informed of their rights to submit a grievance through the Project Worker Grievance Mechanism.

A system of regular review of OHS performance and the working environment will be put on place.

8.5 Age of Employment

The Gambian law prohibits anyone under 18 from performing “unhealthy or heavy or unsafe” labor; however, children of 16 years of age can be employed in light work.¹⁵ Contractors will be required to verify and identify the age of all workers. This will require workers to provide official documentation, which could include a birth certificate, national identification card, passport, or medical or school record. If a minor under the minimum labor eligible age is discovered working on the project, measures will be taken to immediately terminate the employment or engagement of the minor in a responsible manner, considering the best interest of the minor. Other measures may include prosecuting the offender and if found guilty will be liable to a fine of fifty thousand or to an imprisonment for a term not exceeding three years or both the fine and imprisonment (Art. 47 Children’s Act 2005). Contractors will need to keep records including verification records, which will be reviewed at regular intervals to ensure that verification has been undertaken to only hire people of 18 years old and above as it is stated in the 2007 Labor Act and Art. 47 Children’s Act 2005.

8.6 Terms and Conditions

The employment terms and conditions applying to PCU employees, including those related to SEA/SH and VAC risk, will be brought to the attention of all new employees and the labor management procedures will apply to all PCU employees who are assigned to work on the project (direct workers). The contractors’ labor management procedure will set out terms and conditions for the contracted workers. These terms and conditions will be in line with this LMP, the Gambia Labor Act 2007 and the Joint Industrial Council Agreement for Artisans and General Workers (2007), Children’s Act (2005).

All terms and conditions as outlined in ESS2, paragraphs 10 to 15 apply to contracted workers. In addition, the following also apply:

- In line with national legislation, the maximum working hours are limited to forty-two hours a week of eight hours per day from Monday to Thursday and five hours per day on Friday and Saturday.
- Employers shall guarantee that the workers shall have at least one resting day per week. The employers shall also decide for the employees to take vacation according to law and any other statutory holidays.

¹⁵ Light work means, work which is not likely to be harmful to the health or development of the child and does not affect the child’s attendance to school or the capacity of the child to benefit from schoolwork (ACT 43.1 Children’s Act 2005)

- Recruitment procedures will be transparent, public, and non-discriminatory, and open with respect to ethnicity, religion, sexual orientation, disability, sex, or gender identity. There will be equal pay for equal work, regardless of sex.
- The wages paid by the employers to the workers shall not be lower than the local minimum wage when it comes into force.
- Provisions of the national laws and ESS2 as contained in the LMP must be followed, including maternity leave for female employees.
- Vulnerable project workers with disabilities, which affect their access of the built environment, will be provided with wheelchairs, whilst those with disability in accessing communication of information will be provided alternative formats of communication, such as large print, Braille, accessible digital formats, or audio tape.

The labor contract shall be provided to workers in writing and shall have the following provisions:

- a) The terms of the labor contract
- b) Works content
- c) Labor protection and working conditions
- d) Remuneration for labor
- e) Labor discipline
- f) Conditions for termination of the labor contract
- g) Responsibility for breach of labor contract
- h) Individual Staff Code of Conduct
- i) Grievance Mechanism

Immediate arrangements and procedures for mitigating and managing environmental and social (E&S) risks and impact

- Accelerated recruitment of the Environment and Social risk management team in the PIU within two months of project effectiveness.
- Capacity needs assessment of PIU team and key stakeholders to ensure adequate implementation of the already developed Labour Management Procedures (LMP).
- Implementing Agencies should be required to develop the Contractor's LMP in line with the project LMP which should be monitored by the E&S team within the PIU throughout project implementation.
- The E&S team in the PIU will elaborate the comprehensive social safety mechanisms before the commencement of project implementation.

8.7 Grievance Mechanism

A grievance mechanism (GM) is a procedure that provides a clear and transparent framework for addressing work-place concerns related to the recruitment process and in the workplace. This typically takes the form of an internal procedure for complaints, followed by consideration and management response and feedback. A GM will be provided for all direct workers and contracted workers to raise workplace concerns, including procedures for the ethical and confidential management of SEA/SH claims in the workplace.

8.7.1 Principles

The project workers' grievance mechanism is based on the following core principles:

- **Provision of information.** All employees must be informed about the grievance management mechanism at the time of hiring, and details of how it works must be readily available, for example, in documentation provided to employees or on bulletin boards.
- **Transparency of the process.** Workers need to know who they can turn to in the event of a grievance and be informed of the support and sources of advice available to them. All line and senior managers need to be familiar with their organization's grievance management mechanism.
- **Update.** The mechanism must be regularly reviewed and updated, for example by referring to any new statutory directives, any changes in contract or representation.
- **Confidentiality.** The mechanism must ensure that complaints are treated confidentially. If the procedures specify that complaints must first be addressed to the supervisor, it must also be possible to lodge a complaint first with another manager, for example the head of human resources.
- **Reprisal.** The mechanism must ensure that all employees are free from all forms of retaliation.
- **Reasonable time limits.** The mechanism should indicate the time required to thoroughly investigate complaints but should also aim at prompt resolution. The longer the procedure takes, the more difficult it can be for both parties to return to normal afterwards. Time limits should be set for each stage of the procedure, for example, a maximum period between the time a complaint is communicated and the holding of a meeting to consider it.
- **Right of Appeal.** An employee must be able to appeal to the World Bank or national courts if he or she is not satisfied with the initial finding.
- **Right to be accompanied.** At any meeting or hearing, the employee must have the right to be accompanied by a colleague, friend, or union representative.
- **Maintaining a registry.** A written record must be kept documenting all stages of the management of a complaint, including a copy of the initial complaint, the Company's response, recorded notes of any meeting, conclusions, and reasons for such findings. Any case relating to sexual exploitation or sexual abuse must be registered separately and under the strictest confidentiality.

- Relationship to collective agreements. Claims procedures must comply with any collective agreement.
- Relationship to regulations. The grievance management mechanism must be in accordance with the National Labor Code.

The project will have two sets of GMs. One will be established by the PIU for the direct workers and another to be set up by the contractors for the contracted workers.

8.7.2 Direct workers' GM structure

The GM for PIU will operate at two levels:

The GM will be part of the PIU's M&E framework that will be integrated into the operational modality of the project through an approved process agreed with Project Stakeholders. The M&E specialist of the PIU will be responsible for managing the GM as part of wider performance monitoring of PDO. The GM will be operational within one month after project effectiveness. It will be operated through an email service that will be set up to receive messages and complaints and each messages received shall be granted a log number for follow up for a start. The email service will be automatically linked to an email address of a Bank staff, as approved, to ensue independent monitoring and follow up of complaints. The compressive GM mechanism will be elaborated with two months when E&S team is on board.

First level. The Project Director together with the official responsible for Human Resources issues within the PIU, will oversee the implementation of the GM. The officer responsible for Human Resources will be responsible to receive, consider and address in a timely manner the grievances, including the concerns on unaccounted working hours and lack of compensation for overtime, delay in/non-payment of salaries. The Project Director support the Officer to find an acceptable solution to the complaint. If the issue cannot be resolved at the first level within seven working days, then it will be escalated to the next level.

Second level. The Ministry Permanent Secretary is the second level in the GM for direct workers. If there is a situation, in which there is no response from the PIU, or if the response is not satisfactory then the complainant has the option to appeal directly to the PC to follow up on the issue. The complaints should be considered, and feedback provided within next seven working days.

It should be noted that any SEA/SH-related claims will be handled under the GM through a separate set of specific procedures designed for the ethical and confidential intake and management of such claims provided in the Stakeholder Engagement Plan (SEP) for the whole project.

8.7.3 Contracted workers' GM structure

Contractor level. Contractors should develop their own GM and to resolve the grievances of contracted workers.

A Grievance Focal Point (GFP) assigned by the Contractor will file the grievances and appeals of contracted workers and will be responsible to facilitate addressing the grievances. If, after seven days, there is no response from the Grievance Focal Point (GFP) or if the response is not satisfactory, then the complainant has the option to contact the Project Director directly to follow up on the issue. Where the complainant is dissatisfied with the outcome of this process, he/she has the right to take the matter to judicial process.

Each grievance record should be allocated a unique record number reflecting year and sequence of received complaint (see the attached logbook in Annex 3). Complaint records (letter, email, record of conversation) should be stored together, electronically or in hard copy. The Social Safeguards Specialist in the PIU will be responsible for undertaking a regular (at least monthly) review of all grievances to analyze and respond to any common issues arising. The Social Safeguard Specialist is also responsible for oversight of the GM.

As noted above, the GM for the contractor must likewise incorporate a separate set of specific procedures designed for the ethical and confidential intake and management of SEA/SH claims that arise. SEA/SH incidents will be routed to the project level SEA/SH-GM channel and workers will be informed of its existence during information and training sessions on the Codes of Conduct and Grievance Mechanism prior to the start of work.

8.8 Contractor Management

The PIU will manage and monitor the performance of contractors in relation to contracted workers, focusing on compliance by contractors with their contractual agreements (obligations, representations, and warranties) and labor management procedures. This may include periodic audits, inspections, and/or spot checks of project locations and work sites as well as of labor management records and reports compiled by contractors.

Contractors' labor management records and reports that may be reviewed would include:

- representative samples of employment contracts or arrangements between third parties and contracted workers
- records relating to grievances received and their resolution
- reports relating to safety inspections, including fatalities and incidents and implementation of corrective actions
- records relating to incidents of non-compliance with national law, and records of training provided for contracted workers to explain OHS risks and preventive measures

8.9 Employees of Primary Suppliers

Suppliers of goods and service providers will be selected according to the competitive bidding procedures specified in the project procurement plan. The services will be governed by the Labor Act of the Republic of The Gambia and will be performed in compliance with the World Bank's Environmental and Social Standards (ESF).

For service providers, the procedures applicable to direct and indirect workers of the project are applicable. In addition, the project will make the necessary efforts to ensure that third parties who hire contract workers are legally constituted and reliable entities and have developed workforce management procedures tailored to the project. This will be done through periodic and cross-checks with suppliers who will have to provide administrative and supporting documents of their existence and with the state institutions that issue these documents.

The project will put in place procedures for managing and monitoring the performance of these third parties. In addition, the project will have to integrate these requirements into contractual arrangements with these third parties, as well as appropriate redress mechanisms in case of non-compliance. Regarding subcontracting, the project will require these third parties to include equivalent provisions and redress mechanisms for non-compliance in their contractual agreements with subcontractors.

Where there is a serious risk relating to security issues relating to employees of primary suppliers, the PMU will require the lead supplier to develop procedures and mitigation measures to address it. These procedures and mitigation measures will be reviewed periodically to verify their effectiveness.

The PIU's ability to manage these risks will depend on the degree of control or influence it exercises over its primary suppliers. If it is not possible to manage these risks, the PMU will, within a reasonable period, replace the main suppliers of the project with suppliers who can demonstrate that they meet the relevant requirements.

Contract workers will have access to the complaints handling mechanism. In the event that the third party that employs or hires them is unable to provide them with a grievance management mechanism, the project will give these contract workers access to the complaint management mechanism mentioned above.

8.10 Capacity Building

While the provisions outlined in this LMP are in many respects consistent with the requirements of the Labor Act 2007, with only limited additional provisions (for example, the worker Grievance Mechanism) to meet the requirements of ESS2, the LMP considerably exceeds actual practice in labor management in The Gambia. Therefore, to ensure that project partner agencies and contractors meet these obligations, the project will organize trainings and awareness-raising

workshops, including those directed at addressing and understanding SEA/SH risk and associated mitigation measures, to be attended by the key project personnel, contractors, representatives of each project partner agency, the Labor Department, and community leaders (village heads and religious leaders) and influential/opinion leaders (youth leaders, women leaders, etc.).

The costs related to the training will be included in the activity program of the safeguard instruments (ESIA/ESMP) of which these trainings are an integral part.

SECTION 8: STAKEHOLDER ENGAGEMENT

8.1 Introduction

In consideration of the multi stakeholder nature of the project coupled with the consideration that the project was conceived and appraised under the new Environmental and Social Framework (ESF) and has been classified as substantial risk in view of the potential adverse environmental and social impacts of the project that could derive from activities to be supported under some of the project component. In view of this, stakeholder engagement throughout the project preparation and implementation phases is critically important in order to flag any potential early warning signal with regards to adverse environmental and social impacts of the project. These stakeholder engagement approaches during the project preparatory and implementation stages are intended to:

- a) acquiring relevant information/data from key stakeholders to assist in the preparation and implementation of the project;
- b) ensuring that stakeholders understand how they could be affected and what role they could play in the implementation of the project;
- c) providing opportunities for stakeholders to express their opinions and concerns with regards to the project preparation and implementation;
- d) ensuring transparency, trust and engagement amongst the multiple stakeholders.

8.2 Key Stakeholders

During the project development phase a number of key stakeholders were identified and consultations were made with the identified group of stakeholders as part of the project's stakeholder analysis process. These consultations were carried out in an inclusive and culturally appropriate manner, providing the affected parties with opportunities to express their viewpoints on the project adverse risks and impacts, mitigation measures and fostering open discussions between the PIU and key stakeholders.

Stakeholders are individuals or groups who are affected or likely to be affected by the project and who may have an interest in the project. The stakeholder groups to be engaged may be expanded or retracted during the project implementation based on potential design change emanating from the results of the mid-term review. However, the current key stakeholders that have been identified as part of the stakeholder analysis are:

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
Ministry of Tourism and Culture	Policy formulation and oversight responsibility for project implementation for the development of tourism	Overall oversight responsibility for the project. Guide and support the PIU in the implementation of E & S instruments.

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
Project Implementation Unit	Coordination of the implementation of the project	Ensure project beneficiaries access project benefits, regular monitoring of performance and support in capacity building
Ministry of Finance and Economic Affairs	Responsible for managing the public finances of the Government and formulation economic and financial policies for development	Loan negotiations, mobilizing of project counterpart funds and compensation funds for resettlement and support in the management of the Project Preparation Advance (PP)
Ministry of Environment, Climate Change and Natural Resources	Responsible for policy formulation and oversight responsibility in the area of environment and climate change.	Work closely with its technical departments in promoting climate resilient activities at the community level and the rehabilitation of certain tourist destinations such as Gambia National River and forests (Bijilo)
Ministry of Women, Children and Social Welfare	Responsible for gender policy and women empowerment, poverty reduction and prevention of gender-based violence	Collaborate with the project in implementation of activities to address gender inequality and risks of GBV and SEA/SH
Department of Lands and Surveys	Management of the land resources of the country. Administers the Land Acquisition and Compensation Act 1991	Advise the government on compulsory land acquisition when the project requires land
Department of Parks and Wildlife	Management national parks and implementation of conservation policies; promotion of bird watching activities	Collaboration with project to strengthen management of the River Gambia National Park through awareness campaigns Training of staff support to increase operational capacity

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
Central Bank of The Gambia	Manage the financial system to encourage sustainable economic development	Collaborate with the project in the implementation of the training and administration of credit access to MSMEs
Department of Immigration	Responsible for the facilitation, controlling and monitoring movement into, within and outside the Gambia.	Collaborate with the project to improve easy passage of tourists at border points especially at the airport.
Department of Forestry	Management of the nation's forest resources	Collaborate to improve management of Bijilo Forest Park through sensitization, capacity development for improved
Tourism Security Unit	Manage the security and safety of Tourism Areas	Collaborate with the Project to find the best way to strengthen the security in touristic areas so tourists will feel safe and for a better reputation.

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
<u>OBNational Centre for Arts and Culture (NCAC) and UNESCO (with the local communities)</u>	Management and use of Arts and <i>Cultural</i> Heritage of The <i>Gambia</i> . Empower <i>institutions</i> and communities <i>responsible for</i> Heritage management	Advise the Project in the Protection of the cultural heritage sites the Project is planning to renovate National Center for Arts and Culture (NCAC) (including consultations regarding Kunteh Kinteh World Heritage Site as NCAC manages the site with the participation of local communities and local NGO: <ul style="list-style-type: none"> - The local communities of Juffureh and Albreda and the CBO-JAYS (Juffureh Albreda Youth Society) - Inform the World Heritage Committee of UNESCO of the planned project interventions at the Kunta Kinteh Island in accordance with The Gambia’s commitments under the World Heritage Convention
World Heritage Committee of UNESCO	To identify and protect the world's historical and cultural heritage considered to be of outstanding universal value.	Ensure protection of Kunta Kinteh Island as world’s historical and cultural heritage considered to be of outstanding universal value
Gambia Chamber of Commerce and Industry	Promote private sector development and articulate the challenges faced by the private sector before the Government	Mobilizing, facilitating, and monitoring private investments; Supporting the expansion of their members operating in the tourism sector
National Roads Authority (NRA)	Policy and implementation of the National Rural Road	Support technical design, selection and supervision of the construction of selected priority rural roads such

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
	Development and Maintenance Strategy.	as those to tourist destination in the Provinces.
The National Environment Agency	Policy formulation and coordination of environmental management	Monitor the implementation of the E & S instruments of the project
Intermediary institutions providing services tech hubs, technology commercialization offices, and industry associations.	Service providers in the training of young businesses.	Contracts to provide business coaching to two sets of end clients: ‘growth-oriented MSMEs” and “technology enabled startups
Gambia Investment & Export Promotion Agency (GIEPA)	Promote investment in The Gambia	Mobilizing, facilitating, and monitoring private investments in the tourism sector
Gambia Association of visually impaired	Provision of educational training to members; Rehabilitation and counselling of members; Orientation and mobility training	Sponsorship for some of their activities such as training and provision of facilities and equipment, take into consideration their needs in the facilities to be built by the Project.
Child Protection Alliance	Research on child abuse; Protection and perseveration of child right and from physical abuse	Collaboration to address child abuse in the industry; training and provision of facilities and equipment to prevent child abuse/trafficking
Gambia Federation of Disabled	Advocacy and awareness raising; Coordinating the affairs of members of the federation Leadership training,	Training on leadership, management, businesses, and skills etc.; financial assistance in the provision of facilities and equipment assistance, also take into consideration their

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
	entrepreneur, micro finance managements	needs in the building and activities planned by the Project.
Gambia Radio and Television Services	Provide nationwide coverage of news and entertainment	Broadcast information on project activities to increase awareness. This may include press releases and special coverage.
Media- Television & radio (Paradise TV, QTV, West Coast Radio etc.)	Provision of news and entertainment to the public	Inform public about project activities and any special messages released by the project
Print media	Inform the public	Prepare and print articles to provide information to public about the project including special announcements.
Telecommunication companies	Provision of telephone and other services	Support user groups in the project to benefit from the different communication option such as close-user groups
Regional Governors	Overall administration of the region and overseeing local administrative structures	Support the sensitizing of the public, facilitate the registration of land transfer documents and support resolution of project grievances at the regional level
Community radios	Entertainment and news for the public	Convey announcements about the project to the communities within its coverage.
NGOs and Civil society organizations such as the Juffureh Albreda	Promotion of community and cultural development at community level. Assist NCAC	Provide support to the project in community level interventions, in socioeconomic development and environmental cultural and

STAKEHOLDER	RESPONSIBILITY/OBJECTIVE	ROLE IN THE PROJECT
Youth Association (JAYS)	in management of World Heritage Site	environmental conservation activities
NGOs in the Conservation operating in the tourism areas such as (West African Africa Birds Study Association, Stay Green Foundation, Gunjur Environmental Protection and Development, Wildlife Conservation Trust, Sahel Wetland Concern	Support communities to raise awareness and implement small scale conservation programs	Collaborate with project to implement some of the proposed activities at community level eg. Awareness raising and implementation of small climate resilient activities

Affected Parties: Affected Parties include workers in the tourism industry, local communities living in and around the tourism area and those living around national parks. Table 2 below, provides the affected parties in terms of those likely to be affected negatively directly and others likely to be affected positively.

STAKEHOLDER	CURRENT ROLES/OCCUPATION	INTEREST IN THE PROJECT
Stakeholders To Be Directly Affected Adversely		
Restaurant & beach bars operators along the coast	Sale of food and drinks to tourists to tourists	The assets may be impacted by the rehabilitation of the coastal zone resulting in lost of assets/earnings
Communities around tourism sites-	Ownership of farmlands near tourism destinations	Construction /rehabilitation of access roads to tourism sites may impact their land

STAKEHOLDER	CURRENT ROLES/OCCUPATION	INTEREST IN THE PROJECT
Horse riders' association	Horse riding along the beach for tourist and other visitors	The traditional route may be interrupted during construction/rehabilitation works along the beach
Fruit and juice vendors	Processing and selling fresh fruit and juice in the tourism area	Vendors in areas to be affected by the construction/rehabilitation may have to move elsewhere and thereby lose some earnings.
Fisher-folks	Operate at fish landing sites	Fish landing sites that fall within the coastal rehabilitation zone as well as specific sites to be rehabilitated may lose earnings during the construction of the facilities
Women Rice growers	Make use of vacant in the tourism area to grow rice during the rainy season	Some of these areas may be impacted during construction resulting in temporal loss of earnings
Stakeholders to be affected positively		
Gambia Tourism Board	Promote The Gambia as a tourist destination; coordinate all tourism stakeholder activities and provide policy advice to the Ministry of Tourism	Improvement of tourist destinations, support to build capacity to improve tourism product; Strengthening inter-professional associations in the tourism sector for increased value addition
Young growth-oriented MSME in the tourism sector	Provision of services in their respective areas of operation to the tourist industry	Capacity building and access to credit to expand business increase their contribution to the tourism product
Craft Market vendors	Selling of batik, tie & dye jewelry etc.	Access to training and credit and linkage to international market

STAKEHOLDER	CURRENT ROLES/OCCUPATION	INTEREST IN THE PROJECT
Hairdressers	Hair dressing	Provision training and financial support to have standard saloons and equipment
Communities living around national Parks and reserves including historic sites e.g., Juffureh, Albreda, Sambel Kunda etc.	Provide entertainment to tourists	Renovations to existing public spaces and improvement of market spaces for vendors and fisher-folk, improved access roads.
Communities living near the TDA e.g. Bakau,,Banjul, Kololi, Kerr Serign and Bijilo	Home to many of the gardens that grow vegetables for the tourism sector and host to many of the potential project workers	Support to women groups and the middle-men in horticulture and provision of employment opportunities
Women Vegetable growers	Vegetables growers for supply to hotels and restaurants in the TDA	Support women groups to expand production and income and a more reliable contract with the hotels and restaurants
National Association of Artisanal Fisheries Operators (NAAFO)	Help coordinate and guide fishermen in articulating their interests and needs before the Government	Improvement of fish landing sites for the artisanal fishermen and establishment improved market links with the hotel industry
Try Oyster Women’s Association	Engaged in sustainable harvest of oyster in the mangroves along	Market access to hotels and restaurants in TDA and support in enterprise development
Gambian Women’s Association of Fish &Vegetable Exporters	Buy fish from artisanal fishermen and vegetables from women for export	Create business opportunities locally and support enterprise development and access to credit for members

STAKEHOLDER	CURRENT ROLES/OCCUPATION	INTEREST IN THE PROJECT
Association of Fish Processors and Exporters	Engaged in the processing of fish (smoked and dried fish) for export	Support in training in improved processing techniques that environmentally friendly; and access to credit
Contractors, suppliers, and their workers	Construction of infrastructure and supply services	Opportunities to have construction and supply contracts
Restaurant and Beach Bar operators	Selling food and beverage and event planning	Training and access to credit to expand the business with improved management
Tourism and travel – Category B	Excursion services; Provision of transportation services Hotel arrangement; Equipment hiring (boats and cars)	Financial support to expand business and services including improvement of their website and participate in international trade fares
Women led businesses in the tourism sector		
Tour guides (freelance)	-Guiding tourists and providing excursions -Putting information to the tourists about the historical facts and attractions	Opening up access to tourist sites and capacity building to improve the product
Bird Watchers	Promotion of bird watching Organizing field trip for school children research	Support to access international market; provision of financial support and Training of staff
West African Birds Study Association	Research into different types of West African birds species	Improved access to important tourism destinations with variety of bird species

STAKEHOLDER	CURRENT ROLES/OCCUPATION	INTEREST IN THE PROJECT
	in The Gambia and their habitats	
Tourist taxi drivers	Transportation and tour guiding	Access to more clients and increased income
Fruit sellers (including women-owned businesses)	Selling of fruits	Financial support to revamp and expand business by having permanent stalls
Beach Bar operators	Selling food and beverage and Entertainment	Access to funding to expand the business, training for better management; improved security and provision of electricity
Bumsters	Entertainment; Tourist guide	Access to training for alternate jobs in tourism and provision of laws or policies to protect them from harassment
Sexual and gender minorities	Provision of paid sex	Skills training to create more job opportunities for them; provision of rehabilitation and counselling centers in Banjul and particularly within the TDA.
Village Chief (Alkalo) of communities	Administration of the village with the support of the village elders	Support in the sensitization of the community on the project activities; act as entry points for lodging grievances/complaints at village level
Village Development Committee	Responsible for planning and implementing socio- economic development for the village	Sensitization of the project activities; act as an entry point for lodging grievances/complaints

STAKEHOLDER	CURRENT ROLES/OCCUPATION	INTEREST IN THE PROJECT
	and resource mobilization for the development plans	

8.3 Resources and Responsibilities of the Stakeholder Activities

Overall responsibility for the project will lie with the Ministry of Tourism and Culture, which will host the Project Implementation Unit that will be responsible for the day-to-day management and coordination of project activities. The Ministry and the PIU for this project (The PIU will be in place before Project Effective Date) has no experience with the implementation of World Bank funded projects and lacks experience with environmental and social risk management requirements under the World Bank’s Environmental and Social Framework. As the PIU is being established anew, environmental, social and GBV specialists and the OHS and stakeholder engagement/communications consultants will be recruited and in place within three months of Project Effective Date. Once the project becomes effective capacity building of the PIU will be required to improve the PIU’s ability to manage the environmental and social risks (including SEA/SH risks) of the project. Currently, this project is being prepared under the Ministry of Finance which has hired an environmental and social consultant to provide interim support to the Ministry and to this project during the project preparation phase.

- The PIU will oversee the day-to-day management of the project. This includes: coordinating and overseeing implementation of this SEP and communication activities
- The environmental and social team of the PIU, when recruited, will be directly responsible for coordinating the implementation of the stakeholder engagement activities, in consultation with other members of the PIU.
- The communications consultant will help develop the communication plan and support its implementation
- The Social Specialist will be responsible for the coordinating the implementation of the GM
- The GBV Specialist will be responsible for overseeing the implementation of activities relating to SEA/SH Prevention and Response Action Plan
- NGOs specializing in conservation (including ecosystem and wildlife) and public awareness will be engaged to work with the communities
- Engaging NGOs specializing in different categories of vulnerable groups (i.e., persons with disabilities, sexual and gender minorities, women’s support services (economic development, health, etc.) to work with the PIU to ensure their active involvement in the project

- Public health and policing will be engaged to discuss public health issues related to sex tourism and how to assist workers; policing will be engaged to discuss community health and safety
- The media (both print and electronic as well as private or public) in close collaboration with the communication consultant and Monitoring and Evaluation Specialist will carry information about the project to the wider public
- National Center for Arts and Culture (NCAC) and local communities/NGOs who manage the World Heritage Site and the local communities (Juffureh and Albreda and local NGO (CBO-JAYS (and Juffureh Albreda Youth Society) will be engaged to discuss activities related to Kunta Kinteh site to ensure that activities respect the World Heritage Management Plan and the to provide technical guidance and assistance to the project

The stakeholder engagement activities will be documented through:

- Monthly/quarterly reports
- Ministry of Tourism website, (social media challenges including Facebook page, YouTube, Instagram and other sites, see section 4.3), radio (both national and local) and television
- Letters and press releases

The Stakeholder engagement plan will be incorporated in the Project Implementation Manual and the Annual Work Plan and Budget. The Stakeholder engagement plan will be implemented by the PIU with the following steps highlighted as milestones:

- Bi-annual dialogue and focus group discussion with project beneficiaries and a cross section of stakeholders to capture and address key issues as they arise.
- National level survey at the mid-term stage of project implementation in order to assess PDO deliverables, for instance change in access to micro-finance by women entrepreneurs in tourism industry.
- Establishment of social media channels at both PIU and MoTC to disseminate information and access feedback.
- One-on-one interviews
- Public notices (including in local and national newspapers, radio (such as the regular program with West Coast Radio and Taxi FM), TV, billboards, mosques and churches announcements, local markets, Alkalos, and VDCs)
- Electronic publications and press releases on the TV, radio

PIU integration of gender action plan within project operations

Once the core staff of PIU are in place and not later than three months after project effectiveness, capacity building and gender mainstreaming of PIU staff will be carried out, followed by wider sensitisation of core project stakeholders. The gender specialist with the PD will facilitate the implementation of the Gender Action plan through the establishment of a network of gender champions within key stakeholders and wider government policy makers.

The PIU will develop its gender mainstreaming workplan to be integrated in the wider project workplan with key performance indicators developed to track progress based on project objectives.

8.4 Grievance Mechanism

The Grievance Mechanism (GM) is designed with the objective of resolving disputes at the earliest possible time before they escalate, to respond to misconduct or abuse committed by project associated staff and personnel, and for stakeholders to be able to engage the project and ask questions and raise concerns without fear of reprisals. Project-affected persons should be heard and be able to voice concerns, and as such, they must have access to fair, transparent, and accessible means to address their concerns and views related to the project.

The GM developed for this project aims to be effective and responsive to address project complaints and concerns at project-level so that grievances are not referred to the court system for resolution, which is often not timely, financially feasible or accessible to all. A functioning, inclusive and accessible grievance mechanism is essential for social sustainability of the project.

The present GM responds to concerns and grievances of PAPs related to the environmental and social performance of the project. However, the grievance mechanism for project workers will be provided separately under the Labor Management Procedures prepared for this project. The grievance mechanism provided below will set out specific procedures to manage SEA/ SH complaints ethically and confidentially accompanied by an appropriate response protocol allowing access to GBV services (at minimum medical, psychosocial, and legal) through referrals.

The Project will make available grievance forms in every affected village (Alkalo or VDC) as an accessible venue for filing a grievance and will discuss with the VDC and Alkalo requirements to consider social distancing measures. In the TDA, forms will be made available at the different local offices of the GTB as well as the project offices. In addition, the project may consider the WhatsApp platforms for easier access to lodge complaints. A literate member of the VDC or the community will help in completing the forms. Codes of conduct will be developed and signed by these people to ensure that they will respect the confidentiality of the complaints.

The Stakeholder Engagement Plan (SEP) elaborates the principles of GM and structure of GM across the three-tier system, comprising of (i) local/community level; (ii) project level grievance

resolution; and (iii) national legal level. It also details the stepwise procedures for treating complaints.

8.5 Monitoring of Stakeholder Engagement Implementation Activities

Every two weeks, Community Liaison Officers of the project will collect forms filled out to submit them to the GRC. The E&S social team will also call VDC's and the Alkalo of affected communities every month and visit the GTB offices to check if any grievances or concerns which may have been brought to them, as well as speak with a member of the women and elder councils. Regular consultations will be held with women and girls in order to establish and then to help monitor the effectiveness of the GM procedures, including those specifically designed to address SEA/SH risks, and whether the GM is in fact accessible, safe, and adequate to address the needs and risks of these stakeholders. These consultations should not seek out or discuss personal experiences of violence or abuse of individual survivors but ask for overall feedback from women and girls.

Key monitoring activities in relation to the Stakeholder Engagement includes but not limited to:

- I. Monitoring specific situations or difficulties arising from the implementation of the Stakeholder Engagement;
- II. Evaluating the mid- and long-term impacts of stakeholders' engagement on identifying and implementing measures to maximize project benefits and minimize negative impacts, managing stakeholders' expectations and responding to their concerns;
- III. Adjusting the Stakeholder Engagement implementation methods during the course of the project as required and update accordingly;
- IV. Ensuring that activities are taking place when and as required;
- V. Providing lessons learned for amending strategies and long-term perspective;

Monitoring of the Stakeholder Engagement plan will also involve assessment of the following areas:

- I. Engagement processes and stakeholders' comments: consultation forums, analysis of stakeholder comments and feedback provided to stakeholders;
- II. Disclosure methods and materials: types, frequency, and location of project information dissemination;
- III. Management of expectations: particularly as it relates to access to employment and other potential opportunities;
- IV. Community attitudes and perceptions: general community attitudes and perceptions of the project;
- V. Grievance process: particularly related to management and resolution of grievances to be manage under the GM process and procedures;
- VI. Implementation arrangements: the adequacy of staff and means;
- VII. Internal and external reporting on the Stakeholder Engagement activities.

SECTION 9: RESETTLEMENT POLICY FRAMEWORK

9.1 Purpose of the Resettlement Policy Framework

The Resettlement Policy Framework (RPF) for this project establishes the general principles and procedures to guide the preparation of site-specific Resettlement Action Plans (RAPs) under the project proportionate to potential risks and impacts during implementation phase. The proposed civil works under some of the components (sub-components 2 a & 2 b) are likely to lead to some land take or restriction of access to sources of livelihood. However, since the specific sites and the design specifications are not known, an RPF is prepared to provide guidelines and procedures for preparing an abbreviated RAP or full-fledge RAP (RAP) when a project activity will lead to restrictions on land use and/or economic and physical displacement (either permanent or temporary) or involuntary land acquisition by the state for public infrastructure.

The RPF shall be guided by the following principles and objectives in line with the objectives of the World Bank's Environmental Framework's (ESF) standard on Land Acquisition, Restrictions on Land Use, and Involuntary Resettlement (ESS5):

- To avoid involuntary resettlement or, when unavoidable, minimize involuntary resettlement by exploring project design alternatives.
- To avoid forced evictions
- To mitigate unavoidable adverse social and economic impacts from land acquisition or restrictions on land use by: (a) providing timely compensation for loss of assets at replacement cost and (b) assisting displaced persons in their efforts to improve, or at least restore, their livelihoods and living standards, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher.
- To improve living conditions of poor or vulnerable persons who are physically displaced, through provision of adequate housing, access to services and facilities, and security of tenure.
- To conceive and execute resettlement activities as sustainable development programs, providing sufficient investment resources to enable displaced persons to benefit directly from the project, as the nature of the project may warrant.
- To ensure that resettlement activities are planned and implemented with appropriate disclosure of information, meaningful consultation, and the informed participation of those affected.

9.2 Regulatory and Institutional Frameworks

A list of the key institutional and regulatory framework for addressing issues relating to land acquisition, access restriction and property loss, and involuntary resettlement under this project include:

- The Lands (Regions) Act 1991, which covers land in the provinces
- The State Lands Act 1991, which covers Banjul, the entire Kombo St. Mary as well the Districts of Kombo North, South and Central in the West Coast Region
- The Physical Planning and Control Act 1991
- The Surveys Act 1991
- Local Government Act, 2002
- The Survey Act, 1991
- Land Use Regulations, 1995
- Lands Commission Act, 2007
- State Lands Regulations, 1995
- Development Control Regulations, 1995
- The Women’s Act 2010
- The Children’s Act 2005
- Sexual Offences Act, 2013
- World Bank requirements under the Environmental and Social Framework (ESF) mainly, ESS1, ESS5, and ESS10

The relevant institutions and organizations that would have roles in land acquisition, resettlement, and compensation issues (including implementation of RAPs), and whose mandates were reviewed to enable definition of their specific roles include:

- Ministry of Lands, Regional Governments and Religious Affairs
- Ministry of Gender, Children, and Social Welfare
- Technical Departments of the Ministry
- National Environment Agency (NEA)
- Attorney General’s Department
- Ministry of Tourism and Culture
- Local Government Authorities
- Governor’s Office
- District Authorities/Tribunals
- Alkalolu

A comparison of the requirements of Gambian laws and the World Bank ESS5 on resettlement and compensation issues was made (see Table 3), and where differences or gaps exist, the higher standard prevails.

9.3 Identification of Potential Social Risks and Impacts

The activities of Gambia Tourism Diversification and Resilience Project that may give rise to resettlement operations are basically those of (i) Component 1 – Policy framework and MSME participation, more precisely Sub-Component 1B: Increase participation of MSME within the

selected destinations, and (ii) component 2 on Infrastructure Support for the diversification and resilience of the tourism sector.

More specifically, activities that could lead to property losses under this project are as follows:

- 1) Protection, rehabilitation, and integrated management of coastal areas (subcomponent 2a)
- 2) Introduction of measures such as erosion control to reduce the vulnerability of key tourism sites (such as Kunta Kinteh island) to climate change impacts (subcomponent 2b- Integrated Tourism Product Development and Diversification of selected TDA/tourism areas)
- 3) Construction/rehabilitation of last mile infrastructure, trail and paths improvements to tourist sites and renovations to existing public spaces and improvement of market spaces for vendors and fisher folk (Subcomponent 2b)
- 4) Reconstruction of select jetties along the River Gambia to facilitate access to tourism destinations (subcomponent 2b).
- 5) Small pilot interventions to improve the visual environment and promote community awareness on climate resilience measures as well as “green infrastructure” to increase their adaptive capacity (both subcomponents 2a and 2b).

Table 1: Potential Negative impacts of the project

Component	Sub-component activities	Potential negative impact	Impact significance ranking
Component 1: Support to the Tourism Ecosystem	Increase participation of MSME within the selected destinations	Loss of property Temporary loss source to income Loss of access to resources, loss of income	Substantial
Component 2: Infrastructure Support for the diversification and	Protection, rehabilitation, and integrated management of coastal areas (subcomponent 2a)	Loss of property Temporary loss source to income	High

Component	Sub-component activities	Potential negative impact	Impact significance ranking
Component 1: Support to the Tourism Ecosystem	Increase participation of MSME within the selected destinations	Loss of property Temporary loss source to income Loss of access to resources, loss of income	Substantial
resilience of the tourism sector		Loss of access to resources, loss of income	
	Introduction of measures such as erosion control to reduce the vulnerability of key tourism sites (such as Kunta Kinteh island) to climate change impacts (subcomponent 2b)	Loss of property, Temporary loss to source of income, Loss of access to resources, Loss of income	Moderate
	Construction/rehabilitation of last mile infrastructure, trail and pathways improvements to tourist sites and renovations to existing public spaces and improvement of market spaces for vendors and fisher folk (Subcomponent 2b)	Loss of property, temporary source to income, Loss of access to resources, Loss of income	Moderate
	Reconstruction of select jetties along the River Gambia to facilitate access	Loss of property,	Moderate

Component	Sub-component activities	Potential negative impact	Impact significance ranking
Component 1: Support to the Tourism Ecosystem	Increase participation of MSME within the selected destinations	Loss of property Temporary loss source to income Loss of access to resources, loss of income	Substantial
	to tourism destinations (subcomponent 2b).	Temporary source to income, Loss of access to resources, Loss of income	
	Small pilot interventions to improve the visual environment and promote community awareness on climate resilience measures as well as “green infrastructure” to increase their adaptive capacity (subcomponents 2a and 2b).	Loss of property, Temporary source to income, Loss of access to resources, Loss of income	Moderate

Source: CHEMAS Consulting Group, LLC, The Gambia field mission, February 2022

9.4 Compensation Payment, Eligibility Criteria, Entitlement and Valuation

According to the ESF, when land acquisition or restrictions on land use cannot be avoided, project affected persons (PAP) are entitled to compensation at replacement cost, as well as other assistance to help them improve or at least restore their standards of living or livelihoods at pre-project stage.

The RPF applies to sub-project/project activities (or components) whose implementation would displace physically/economically or lead to loss of access to resources regardless of the total number of people affected, severity of impact, and legal status of affected persons (including squatters with no recognizable ownership title to the land). Special attention is provided to the needs of vulnerable groups among the PAPs, especially households with income below the national poverty line, the landless, the aged, disabled, ill-persons, widows and people living with HIV/AIDS, women and children, ethnic minorities, and other historically disadvantaged persons and communities. etc.

Once a RAP must be prepared, all potential PAPs will be identified, consulted on land acquisition and livelihood issues and informed about their legal and human rights to compensation at full replacement cost with the objective of improving, or at least restoring, their livelihoods and living standards, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher and better¹⁶ for them. A socioeconomic census will be carried out to take a comprehensive inventory of affected assets (plots of land, structures, household items, etc.)

The PIU will adopt a consultative, participatory, and inclusive approach in the RAP preparation as follows:

- Socio-economic survey to determine type, scope, amplitude and nature of resettlement impacts as well as data collection in the selected sub-project/project sites;
- Cut-off date will be determined and agreed upon with all involved/concerned parties; and
- Socio-economic (and environmental) assessment on the affected communities, including some demographic data, living environment, safety, and security risks, and establishing baseline information on livelihoods and incomes, landholdings, etc.

The valuation and compensation for losses is to determine the replacement cost for the affected persons as part of the assessment of resettlement issues under a project, which cover:

- Valuation methodology
- Land acquisition procedure and compensation
- Valuing entitlement
- Procedure for delivering entitlement
- Procedure for raising grievances/concerns
- Time frame

¹⁶ The terms "higher" or "better" refer to both the conditions of living but also and foremost to the safety and security of those affected persons. Regardless of the physical resettlement site, specific attention should be given to these aspects, with due consideration of women, children, elderly, and other vulnerable groups.

Opportunity is provided for negotiation of compensation and resettlement. Compensation could be in the form of cash and/or non-cash compensation based on the agreed and approved entitlements, which would be communicated to the beneficiaries. Compensation should be paid before the last PAPs vacate their properties and before the commencement of the civil works.

9.5 Institutional Arrangement for RPF Implementation

A project implementation unit (PIU), established within the Ministry of Tourism and Culture (MoTC) will be responsible for the implementation of the RPF and the preparation and implementation of subsequent RAPs if necessary. The PIU will also coordinate, monitor, evaluate and manage the Program activities in close collaboration with the other key implementation partners (NEA, communities, NGOs).

N°	Tasks	Responsible Institution	Remarks/ Observations
1	Screening of project activities to determine requirement of land	Project Implementation Unit (PIU) ¹⁷	
2	Preparation of terms of reference for the RAP	PIU in consultation with NEA	
3	Preparation of RAP	PIU	Consultant may be hired to prepare the RAP Consult with Alkalos and Kabilo heads to discuss land owners/owner identification
4	Review and Approval of RAP	PIU in collaboration with NEA	Agriculture and Natural Resources Working Group
5	Implementation of RAP	PIU/Ministry of Tourism and affected communities	An NGO/consultant with proven track records may be hired to support the implementation
6	Provision of funds for compensation	Ministry of Finance and Economic Affairs (MoFEA)	Government to provide funds to pay for the Compensation

¹⁷ If Managing Company (MC) administering the Matching Grant scheme will have E&S specialists who will also conduct the initial screening which will be validated by the PIU E&S team.

N°	Tasks	Responsible Institution	Remarks/ Observations
7	Payment	PIU	Payment of compensations and subsequent implementation of the RAP can be contracted to an NGO/consultant with proven track records.
8	Resettlement planning	PIU, Ministry of Tourism and Culture (MoTC) and local communities	Resettlement sites to be identified with a needs assessment
9	Livelihood restoration	PIU, MoTC and local communities	Support for livelihood restoration plans
10	Internal monitoring of implementation	PIU and local communities	Monitoring to include participatory monitoring
11	External monitoring	NEA	Activities to be facilitated based on an MOU between MOTC and NEA
12	Evaluation (partial/mid-term and/or final)	PIU	Task to be carried out by an independent consultant hired by the either the PIU and/or the WB.

Source: CHEMAS Consulting Group, LLC, Gambia Field mission, February 2022

9.6 Grievance Mechanism

Grievances resulting from poor resettlement and/or compensations handling will be resolved using a grievance mechanism (GM) established for the project. The GM shall consist of a three-tier system: (i) local/community level; (ii) project level grievance resolution; and (iii) national legal level as a last resort. The process is that a dissatisfied PAP should first raise a grievance at the local level¹⁸. If it is not resolved at this level, it is referred to the Grievance Resolution Committee (GRC) which will have a representative from the Ministry of Lands for involuntary

¹⁸ Depending on the preferences of the PAP or the complexity of the grievance to be resolved, a PAP could raise his/her concern at any of the three levels to seek for reparation, in addition to the Bank's Grievance Redress Service (GRS) or Inspection Panel. The GRS is an avenue for individuals and communities to submit complaints directly to the World Bank if they believe a WB supported project has or is likely to have adverse effects on their, their community, or their environment. The Inspection Panel is an independent complaints mechanism for people and communities who believe that they have been, or are likely to be, adversely affected by a World Bank-funded project. The project level GM aims to be highly responsive and effective at addressing complaints.

resettlement related grievances. If this proves unsuccessful in resolving the grievance, the complainant can, as a last resort, proceed to the judicial/legal system.

9.7 Monitoring and evaluation

Monitoring and evaluation will be carried out throughout the project lifecycle for feedback and the institution of corrective measures where necessary. The Social Development Specialist within the PIU shall be responsible for the internal monitoring and he/she shall be assisted by not so by his/her environmental peer at the PIU level, but also by staffs' PIU and/or contractors of the in the project implementing areas. The reports of the monitoring shall be sent to the PIU and the World Bank.

There will be a midterm and final evaluation of the implementation of the RPF/RAP. The final evaluation should preferably take place after all RAP activities are completed including development initiatives, but before the financial commitments to the program are finished. This will allow some flexibility that will enable the PIU/Client and/or the Bank to undertake any corrective action that the auditors may recommend before the project is completed.

9.8 Capacity Building and Effective and Regular Communication on Involuntary Resettlement Processes

Capacity building is an important aspect in the management of the social and environmental risks and impacts of projects, especially when they involved economic and/or physical displacement to ensure effective management of social risks and implementation of RAPs. The training will be organized for the PIU and the project implementing agencies and partner institutions. PAPs who are affected by resettlement will also be regularly consulted and informed of the RAP implementation process.

9.9 Budget for the implementation of the RPF

The budget estimates for implementation of the RPF will cover costs of the disclosure workshop, training for PIU, MOTC and implementing partners, sensitization on the GM and SEA/SH, etc. to effectively execute defined roles, including RPF compliance M&E as well as mid-term and completion independent evaluation audits. The budget also includes the preparation of RAPs (consultancy costs for individual sub-projects).

The total estimated budget is US\$975,000.00, which covers the broad areas in the table below. The budget estimates are only indicative, given that the actual number of sub-projects/projects and their proposed locations are not known.

The Constitution of The Gambia, 1997 requires that people affected by compulsory acquisition of land to be adequately compensated. This forms the basis for the commitment of GoG to compensate to PAPs for projects/sub-projects under the TRDRG. The Government of The

Gambia will therefore pay for the compensation and resettlement of the PAPs. The MoFEA will be responsible for the mobilization of the compensation funds.

SECTION 10: MONITORING AND EVALUATION

1.1 Introduction

This section summarises the principles for Monitoring and Evaluation (M&E). Broad definition of the M & E process, key features of the M&E results framework with details of the related intermediate results indicators by component will be comprehensively covered in the M & Manual which will be developed within two months after the project effectiveness date. This section is only intended to provide a broad overview of the institutional arrangement relating to M & E and should read in conjunction with the M & E Manual. The aims of M&E activities of the project are to:

- a) Promote public accountability by drawing on information on efficiency and effectiveness to assess and communicate whether project activities are likely to achieve expected results or realise the intended project objectives;
- b) Inform and support management decision-making and control during implementation;
- c) Draw lessons of experience in terms of understanding factors that have facilitated or inhibited the achievement of objectives;
- d) Aid communication through provision of information and feedback both internally and externally.

In the absence of an effective monitoring and evaluation, it will be difficult if not impossible to assess the extent to which project objectives are attained and the required information to serve as basis for learning and improvement would be completely missing and by extension could render the overall strategic and operational decision making ineffective.

1.2 Monitoring and Evaluation Approach

Monitoring is defined as a continuous function that aims to provide the management and main stakeholders with early indications of progress, or lack thereof, in the achievement of results of the project. It is the activity of collecting, recording, analysing and using information for the purpose of management control and informed decision-making. Its purpose is to identify and promote the action necessary to improve implementation. It also measures the quality and effect of processes and procedures. Monitoring and Evaluation for this project would take the following form:

- a) Review meetings – this would take the form of scheduled PIU and PSC meetings, PIU and Implementing Agencies (IAs), PIU and the Tourism Competiveness and Infrastructure Technical Working Groups to review project implementation activities;
- b) Regular consultations – this would take the form of inter-stakeholder engagements and sharing of information on project implementation activities;
- c) Preparation of periodic monitoring reports – as part of his/her mandate the M & E Specialist is required to prepare quarterly and annual progress reports on the project's implementation activities. The quarterly report will be submitted to the World Bank within 45 days after the end of each quarter and the annual report will also be submitted

to the World Bank within 45 days after the end of each fiscal year. Copies of quarterly reports will be shared with relevant stakeholders for their information and retention. The format of both quarterly and annual reports will be described in the M&E Manual.

d) Scheduled and unscheduled (spot check) monitoring field visits

The M&E Specialist may be joined by any relevant staff(s) to conduct quarterly monitoring field visits at relevant sites or at IAs or beneficiaries to verify delivery of outputs, received written reports, identify key lessons learned, challenges and divergences in order to validate data/information received by the PIU. A Subject Matter Specialist(s) may be co-opted to participate in the monitoring field visit depending on site, beneficiary or IA to be visited. In addition, Key staff of the PIU and a representative of IAs to be nominated will conduct spot checks or unscheduled monitoring field visits to sites or IAs to validate update and performance information provided by the implementing agencies. These monitoring exercises will be conducted at least twice a year in order to establishment attainment of results, identify key challenges, key lessons learned that can be shared with IAs to support the achievement of the PDO.

- e) Bank Mission – the review missions conducted by the Bank as part of its routine supervision on the project implementation activities. The World Bank team will conduct bi-annual Implementation Support Missions (ISMs) jointly with the Government of Gambia and key stakeholders to assess the status of project progress and outcomes, ensure compliance with legal covenants, and provide recommendations to keep the project on track toward achieving its PDO. The ISMs will include field visits to allow the government and World Bank to assess and discuss project progress with beneficiaries and assess their satisfaction with project activities

Evaluation is the process that attempts to systematically and objectively assess progress towards achievement of completing the activity. It is not a one-time event, but an exercise involving assessments of implementation to ensure satisfactory results.

The purpose of evaluation is a combination of learning, guidance and control based on an assessment of what has been achieved. It is expected that for this project, the following actions would be taken: (a) during implementation (mid-term evaluation), and (b) at completion (final evaluation).

- I. Mid-term review - Mid-Term Review will be conducted no later than December 31, 2025
- II. Final evaluation - final independent evaluation will be conducted within six months of project completion to assess overall achievement of expected outcomes and draw lessons.

1.3 Responsibility for M & E

The M&E process should take place at all levels where decisions are made, and all project stakeholders have vested interests in the project's M & E activities and therefore responsibilities to undertake monitoring and evaluation activities to ensure that the intended objectives and

targets are met in the most effective and efficient manner. Monitoring function is the main responsibility of the PIU which is expected to develop and maintain a system that would facilitate collection of data on specified indicators for management reporting purposes and also for making stakeholders aware of the progress of project activities. The PIU is also responsible for ensuring that assessments are carried out as systematic and as objective as possible. The evaluation should use credible and useful information that includes lessons learned that can lead to a more effective decision-making process by all stakeholders.

At the level of the project, the M & E Specialist is expected to be the technical lead person to spearhead the M & E activities and take direct responsibility for putting in place the required system of data collection, recording, analysis and dissemination process so that stakeholders are informed on timely basis. The M&E system will be fully established within two months after project effectiveness.

Annex

A1: Gender Gap Analysis and Gender Action Plan

1. The following gender gap analysis was conducted for The Gambia to help in identifying which gaps might be closed by the project.

Background

2. **The GoTG aims to commit to gender equality and to adhere to international and regional treaties and protocols on women’s rights.** For example, the National Gender Policy which updates the National Policy for the Advancement of Women (1999–2009) marks the beginning of a new policy implementation period from 2010 to 2020. A country gender profile was initiated at the request of the GoTG as part of a wider effort to promote gender-responsive policies and programming.
3. **Despite this commitment, women still make up the majority of the poor and extremely poor, marginalized, and disadvantaged on a number of fronts.**¹⁹ In particular, women are faced with disparities, for example in literacy, access to education (especially post-secondary), and employment, and the gender disparity is larger in rural areas. In The Gambia, 65.9 percent of the male population ages 15 or above is literate compared to 45.0 percent of females. Over the last years, women in urban areas have been catching up in terms of literacy as shown by literacy rates of younger cohorts. For example, the rates for female and male populations ages 15–19 are 72.2 and 78.3, respectively.
4. **Women also have limited access to resources such as land and credit and are overrepresented in unpaid labor, with rates of participation in the labor force of 53.2 and 37.8 percent for men and women, respectively,**²⁰ with even higher gaps in an urban setting—at 37.0 percent for women against 70.0 percent for men (SDC, 2020). Furthermore, the rate of unemployment for women doubles that of men (12.6 versus 6.7 percent).²¹ The IHS 2015/16 showed that females constituted 55.9 percent of the working-age population (15–64 years) compared to 50.9 percent for males. However, the share of economically active (employed and unemployed) stood at 53.8 percent for females compared to 76.3 percent for males. A similar gap was observed for male and female youth labor force participation (15–35 years).
5. **Labor force participation in the country among women is low and reduces the growth potential of the economy.** Low labor market participation rates for women implies lost

¹⁹ [http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/GAMBIA%20Gender%20Profile%20final%20\(2\).pdf](http://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/GAMBIA%20Gender%20Profile%20final%20(2).pdf).

²⁰ “2013 Population and Housing Census. The Gender Report.” http://www.gbos.gov.gm/uploads/census/2013/Gender-Report_Final.pdf.

²¹ ILO statistics.

https://www.ilo.org/shinyapps/bulkexplorer15/?lang=en&segment=indicator&id=EAP_3WAP_SEX_AGE_GEO_RT_A.

productivity but also makes them dependent on the earnings of men. Studies from other countries suggest that the structural composition of the economy, social norms, and institutional/legal arrangements prevent women from participating in the labor force. The diversification of the economy toward more jobs in the service sector lays the foundation for higher female labor force participation rates (SCD, May 2020).

Specific gaps

6. **Poverty and wealth.**²² The Human Development Report derives the GNI/capita of male and female members of the population based on the ratio of female to male wages and female and male shares of the economically active population. In The Gambia, the estimated female GNI per capita is 800, in 2011 purchasing power parity (PPP) US\$, which is only 37 percent of the male GNI per capita (2,190 PPP US\$).
7. **Productivity and access to productive resources (including livelihoods).** Despite a higher prevalence of females in agricultural occupations, male-headed households are more likely than their female counterparts to own agricultural land (39.7 versus 28.6 percent, respectively).²³ The gap also holds in rural and urban areas. Additionally, the average agricultural land is smaller for female-headed households (0.8 ha) compared to male headed households (1.4 ha).²⁴
8. **Labor and occupation.** As mentioned earlier, men in The Gambia are more likely to participate in the labor force. The rates of participation are 53.2 and 37.8 percent for males and females, respectively.²⁵ Furthermore, the rate of unemployment for females doubles that of males—12.6 versus 6.7 percent, respectively.²⁶
9. **In terms of sectors, most women (59 percent) work in service, 37 percent in agriculture, and only 4 percent in industry.** In comparison, 51 percent of males work in service, 24 percent in agriculture, and 25 percent in industry.²⁷ Women account for 19.8 percent of all full-time workers and 13.4 percent of full-time workers in the manufacturing sector. Both indicators are below the regional average of 19 and 29.4 percent, respectively.
10. **There are also differences in occupations by sex.** Women are more likely than men to work in agriculture (56.6 percent of the female labor force versus 33.3 percent of the male labor force), as shops and market sales workers (24.1 versus 18.9 percent), or in elementary occupations. Males are prevalent in all other categories, with sizable differences in trade and related trade (21.9 percent of the male labor force versus 2.3

²² Gambia DHS 2013 and authors' own calculations

²³ Gambia DHS 2013 and authors' own calculations.

²⁴ FAO, National Gender Profile of Agriculture and Rural Livelihoods, <http://www.fao.org/3/ca3222en/ca3222en.pdf>.

²⁵ 2013 Population and Housing Census. The Gender Report. http://www.gbos.gov.gm/uploads/census/2013/Gender-Report_Final.pdf.

²⁶ ILO statistics.

https://www.ilo.org/shinyapps/bulkexplorer15/?lang=en&segment=indicator&id=EAP_3WAP_SEX_AGE_GEO_RT_A.

²⁷ The Little Data Book on Gender 2019. <https://data.worldbank.org/products/data-books/little-data-book-on-gender>.

percent of the female labor force), plant/machine operators and assemblers (7.9 versus 0.4 percent), professionals (4.5 versus 2.6 percent), or technicians and associate professionals (3.3 versus 1.5 percent).

Table 3.1. Labor Force Distribution by Occupation and Sex (percentage)

Occupation	Female	Male
Legislators, senior officials, and managers	0.1	0.4
Professionals	2.6	4.5
Technicians and associate professionals	1.5	3.3
Clerical support workers	1.2	1.2
Services, shop, and market sales workers	24.1	18.9
Agricultural workers	56.3	33.3
Craft and related trade workers	2.3	21.9
Plant/machine operators and assemblers	0.4	7.9
Elementary occupations	5.4	3.2
Other	1.0	1.6
Not Specified	5.1	3.8

Source: 2013 Population and Housing Census. The Gender Report.

http://www.gbos.gov.gm/uploads/census/2013/Gender-Report_Final.pdf.

11. **Despite a ratio of 1.5 females to males in the agricultural sector, the majority of female farmers are unskilled agrarian wage earners and account for only about 40 percent of the total agricultural production.** Their productive activities are mainly subsistence-based and for home consumption. Females are also active in horticultural production that generates relatively good income; however, income gained from such activities is often ploughed back into maintenance of the household. Their limited capacity and skills to embark on viable agro-based and entrepreneurial activities, lack of ownership and control over resources such as land and modern agricultural equipment, coupled with the triple roles of women impede all efforts for rural women to graduate into the mainstream livelihood economy.²⁸

²⁸ FAO, National Gender Profile of Agriculture and Rural Livelihoods, <http://www.fao.org/3/ca3222en/ca3222en.pdf>.

12. **Entrepreneurship.**²⁹ The Enterprise Survey 2009 collects data from the manufacture and service industries around the world. In The Gambia, only 16.8 percent of firms have female participation in firm ownership which is half of the regional average (29.6 percent in Sub-Saharan Africa). Moreover, only 12.3 percent of all firms have majority of female ownership (which matches the regional average). The percentage of firms that have a female top manager is 9.6 percent in The Gambia, compared to the average of 15.4 percent in Sub-Saharan Africa.
13. **Financial inclusion.**³⁰ A report by the United Nations carried a survey to assess financial inclusion in Gambia's young population. From those surveyed, men were more likely to save money (79 percent of men versus 72 percent of women). Furthermore, men indicated more borrowing for investment purposes (46 percent of men versus 37 percent of women) while women were more likely to borrow for daily upkeep (50 percent of women versus 41 percent of men). A higher share of women reported owning a bank account alone (38 percent of women versus 34 percent of men); nevertheless, more men own an account when joint accounts are considered (48 percent of men own a personal or joint account versus 45 percent of women).
14. **The reduction of the gender gaps will be measured through 2 indicators in the Results Framework:** (i) value of private sector capital mobilized for the tourism sector development by women-owned/led businesses and (ii) share of beneficiary women owned/led MSMEs with new or expanded contracts with tourism Lead Firms (women led/owned). t.

Gender Action Plan

15. **Table 3.2 presents the main gender actions of the project by subcomponent.** The success of the Gender Action Plan is dependent on Component 3 of the project, as it will require (a) integrating the gender actions within implementation manuals (defining when these actions take place, how and who is responsible); (b) including the gender actions within the project detailed activity plans with a clear budget allocation for the gender actions and targets; (c) developing some gender indicators in the overall results chain to be able to track progress (fully integrated and defined in the M&E manual to guide M&E staff); (d) including gender capacity-building activities in the project's overall capacity-building plan (also for the Project Coordination Unit [PIU] members); (e) hiring a gender expert at the PIU level dedicated to the project; (f) integrating gender in overall project evaluation and specific dedicated qualitative evaluation; and (g) developing a communication strategy for the project that includes women specificities as well as their needs in the COVID-19 context.

Table 3.2. Gender Actions per Component

²⁹ World Bank Enterprise Survey, <https://www.enterprisesurveys.org/en/data/exploreeconomies/2018/gambia>.

³⁰ Demand Side Research for Financial Services in The Gambia (2017).

Component 1: Policy framework and MSME participation	
Subcomponent 1a	Conduct a gender review of existing survey instruments, analytical frameworks, and sampling strategies ensuring that it reflects women contribution to the sector, women representation within the sampling strategies, and so on.
	Integrate gender sensitization in staff to improve collection and analysis of tourism data to support more gender-responsive research.
	All women staff working on data collection and analysis of the sector are included in training to improve collection and analysis of tourism data.
	Targeted capacity building and/or quota for women public officials and relevant tourism stakeholders to participate in dedicated trainings.
Subcomponent 1b: ___ Increase participation of tourism MSME within the selected destinations	Provide coaching to women entrepreneurs for enhanced business development skills and tailor-made mentoring by leveraging existing women entrepreneurs’ network in the country. The coaching will consider specific needs of the women entrepreneurs and include modules on women leadership and GBV as well as women rights, the national legislations providing protection to women, and information about services and support available to women who are experiencing any forms of GBV.
	Conduct gender assessment to inform national policies and enhance women’s ability to access grants and financial services.
	Enable women led- or managed MSMEs to adopt recommended practices to meet buyer requirements
	Facilitate women-owned MSMEs’ access to matching grants and capital mobilized from private sector.
Component 2: Infrastructure support for the diversification and resilience of the tourism sector	
	Ensuring equal pay for work on all rehabilitation and construction works undertaken.

	Conducting assessment and participatory discussion to identify additional women-friendly economic activities, for example in retail, around the selected infrastructure investment sites.
	Conducting training on climate change and climate resilience with a focus on gendered actions to build resilience.
	Sensitizing communities on gender and gender issues associated with increased tourism.
	Performing qualitative gender evaluations.
Component 3: Project management, monitoring and evaluation	
	Hiring a gender expert at the PIU level.
	Integrating gender actions within implementation manuals.
	Developing a communication strategy for the project that includes women specificities as well as their needs in the COVID-19 context.
	Developing detailed results chain for gender gaps allowing the tracking of results from inputs, outputs, and impacts.

A2: Term of Reference of Key PIU Staff

[Job Description of Key PIU Staff](#)

Project Director

The Project Director shall be the head of the PIU and shall report to the Permanent Secretary of the Ministry of Tourism and Culture (MOTC). He/she shall be responsible for the overall coordination, implementation, supervision, and monitoring of the project.

His / her terms of reference are as follows: -

- Ensure the effective, timely and flexible coordination, management, and preparation of the project.
- Support project preparation incl. preparation ToRs, coordination with agencies and stakeholders for consultations and field visits, development of organizational plan and drafting of the Project Implementation Manual
- Develop annual work program and budget for the project in collaboration with Focal Point Forum

- Responsible for the management of project team.
- Ensure that project beneficiaries are well informed and involved in all project activities.
- Work closely with the Procurement Specialist to ensure that all procurement and related disbursements are done strictly in accordance with the World Bank procurement guidelines and the GPPA Act.
- Work closely with the Financial Management Specialist to ensure timely disbursement and efficient use of project funds.
- Ensure quarterly and annual technical and financial management progress reports are produced.
- Identify potential risks to the overall project and initiate risk mitigating strategies to overcome identified risk.
- Monitor and evaluate project performance by setting up adequate monitoring system to measure progress against the performance indicators.

ACADEMIC AND WORK QUALIFICATIONS

Successful applicant will have a strong knowledge of Project Management. General knowledge of tourism sector is considered as a key requirement. The position involves dealing with a wide range of local stakeholders and organizations, the Project Director should have good working knowledge of the country, particularly the tourism business operations in The Gambia or similar environment. The prospective candidate should have:

- Master's Degree in Business Administration, Commerce, Business Studies, Economics, Tourism, Public Administration or similar fields
- At least five (10) years of experience in managing projects of similar magnitude including managing projects funded by international and bilateral donors.
- Experience of project management in the Gambian environment is an asset.
- Prior experience working at managerial level in The Gambia is essential.

KNOWLEDGE SKILLS AND ABILITIES REQUIREMENTS

- Strong leadership capabilities and a demonstrated record of successful leadership of multi-disciplinary teams
- Considerable knowledge of World Bank project and procurement guidelines
- Working knowledge of personal computers including word processing, presentation, and spreadsheet applications
- Appropriate involvement and/or experience in similar projects in developing countries.
- Ability to find and communicate accurate information concerning process, policies and procedures to project stakeholders.
- Ability to handle stakeholders tactfully, courteously and diplomatically
- Must be of high integrity, transparent and accountable.
- Ability to establish and maintain effective working relationships with project team members, project implementing partner like World Bank staff, vendors and the public.

PERFORMANCE CRITERIA

- Timely consolidation and submission of project annual workplan and budget.
- Contribute to the project design process, documents/instruments etc.
- Timely preparation and submission of quarterly and annual technical and financial management progress reports.
- Setting up adequate monitoring system to measure progress against the performance indicators.
- Identification potential risks to the overall project and initiation risk mitigating strategies
- All report should be prepared in English.

TERMS OF THE ASSIGNMENT

The Consultant shall be engaged on full time basis. The initial appointment will be for a period of six (6) months. Subject to performance evaluation, the Project Director will be appointed for a period of one (1) year, renewable on the basis of good performance.

- The remuneration will be paid monthly.
- The Consultant will be offered opportunities to develop professionally by attending relevant training events and courses during the term of the contract.

Tourism Advisor

The Tourism Advisor shall work under the direct supervision of the Project Director of PIU. His/her main role shall involve assisting the PIU Director on the technical coordination of the project's activities by working closely with the technical experts in the coordination as well as overseeing the implementation of MoUs or agreements with various IPs, SMEs and other stakeholders. Also, Tourism Advisor will advise the PS of MOTC in overall tourism strategy design and implementation and coordination with other stakeholders. S/he will be in charge of preparing the technical reports of the project in collaboration with the project experts.

In general the specific roles required to be performed by the Tourism Advisor shall include but not limited to:

- Lead the technical operation of the project under the supervision of the PIU Director;
- Lead the project annual work plan and budget (AWPB) preparation coordinating with PIU staff and implementing partners under the supervision of the Director;
- Lead project implementation and technically monitoring and evaluating the project activities in the field in close collaboration with the project staff;
- Work closely with the evaluation monitoring (M&E) manager to set up an effective M&E system;
- Coordinate the production and quality review of quarterly, semi-annual and annual technical monitoring reports of the project and helps in resolutions of implementation bottlenecks
- Assess the quality of the work provided by the partners (technical directorates, focal points, NGOs, Financial Institutions etc.),
- Assisting in identify training needs and implementing capacity-building activities;
- Prepare schedules and invitation letters for project steering committee meetings and serve as the Secretary to all meetings of the Project Steering Committee (PSC);
- Ensure compliance with standards and guidelines;
- To update the technical procedure manual based on field experience;
- Ensure an effective and relevant field presence and maintain close relations with the various project operators within the regions;
- Analyze operational relationships between different levels of coordination and stakeholders and propose, if necessary, solutions and mechanisms to facilitate the organization, programming, communication and smooth implementation of operations;
- In collaboration with the M&E specialist, ensure the effective implementation of recommendations from the field missions of the Project executives, supervisory and review assistants of the funder;
- Prepare WB support mission in the field and leading the preparation of the agenda and the different meetings and field visits.

ACADEMIC AND WORK QUALIFICATIONS

The position holder is required to have the following qualification and experience criteria:

- Possess at least a Master's degree in Tourism, Private Sector Development, Economics, or Rural Development;
- Have at least 10 years of professional experience in tourism, private sector development, and rural development projects;
- Possess strong project management skills; good leadership; good team-player and good team spirit; excellent communications skills both verbal and written; strong problem-solving skills; computer literate; adaptable to change needs as they arise; driven to achieving results coupled with exceptional coaching skills;
- Experience in managing and coordinating team of project professionals from different cultural, religious and educational background;
- monitoring and evaluating private sector and tourism development projects funded by multilateral donors;
- Knowledge of financial management, disbursement and procurement procedures by development partners;
- Good knowledge of past and current donor intervention in Gambia, and the ability to establish effective and constructive synergies with current and future programmes and projects;
- Good physical condition with the ability to make frequent field trips for coordination and monitoring of activities;

TERMS OF THE ASSIGNMENT

He/she shall be recruited on an Initial performance contract of one (1) year including a 3-month of trial and shall be renewable on the basis of performance until the end of the Project (presumably five years).

Project Financial Management Specialist

A Financial Management Specialist is needed to undertake the following responsibilities:

He/she will carry out his/her responsibilities according to operating procedures as defined in the project's manuals including the World Bank guidelines e.g. Procurement, Disbursements, Designated Accounts, SOEs, etc also liaising with all stakeholders on relevant financial matters.

The Financial Management Specialist who will be based at the Project Implementation Unit will be answerable to the Project Director.

The Financial Management Specialist is responsible for supporting the project coordination team in all aspects of financial management and monitoring of project funds with a view at ensuring a transparent and efficient financial management system for the Project. The FMS will report directly to the Project Director and will be responsible for managing and monitoring effective maintenance of books of accounts.

The specific tasks and activities of the Financial Management Specialist will be as follows:

(1) Task: Administration and Team Management (Finance and Accounts Department)

Activities:

- Co-ordination of administrative matters relating to the accounts department.
- Carry out induction of new finance staff, performance management and discipline, creation of an enabling environment.
- Ensure compliance with accounts and finance procedures.
- Oversee on behalf of the Project Director and fully participate in the development of a Financial Management Information System to be financed under the project.
- Other administrative duties as may be delegated by the Project Director.

(2) Task: Accounting records, Financial Control and Preparation of financial reports.

Activities:

1. Establish and maintain suitable systems of internal control (including approval and authorization controls, bank reconciliation statements, fixed assets management, inventories management and distribution, etc)
2. Prepare, monitor and control annual budgets, quarterly and annual financial statements, as well as reporting on material variances, recommending remedial action, as appropriate, within an agreed time frame :

- serve as liaison to other implementing entities for all budget matters
 - provide the Director and implementing entities with all the information needed to prepare annual budgets based on a specific time line of activities
 - compare the annual budgets presented by implementing entities with the project's initial or updated budget allocations and, if necessary, coordinate budget arbitration sessions
 - monitor funding agreements signed with donor.
3. Ensure that all accounting records and bank accounts are up-to-date using a computerized system:
 - identify and propose proper posting of the different types of transactions
 - monitor the status of commitments per category and per activity
 - ensure that accounting ledgers and papers are well maintained
 - receive and classify accounting records.
 4. Ensure monthly production of Withdrawal applications and Bank reconciliations for the Project
 - ensure that documentation of replenishment and reconciliation of physical petty cash to accounting records are carried out at least twice weekly.
 - review, sign and submit petty cash reconciliation to Project Director monthly.
 - ensure that bank statements are reconciled with accounting records at least monthly.
 - review, sign and submit bank reconciliations to Project Director at least monthly.
 5. Ensure the project's proper cash management:
 - obtain and verify documentary evidence of project expenses and prepare for their settlement
 - prepare and monitor Applications for Withdrawal of Funds to be sent to IDA
 - prepare a quarterly cash budget for the entire project
 6. Prepare the information and documents needed for audits and financial oversight:
 - prepare a annual financial report,
 - prepare an annual special report on special account
 - follow through on auditors' recommendations

(3) Task: Relationship Management

Activities:

1. Development partners & GOTG: initiate correspondence on financial matters for endorsement by Project Director.

2. Auditors: liaise with external auditors to facilitate timely completion of external audits.
3. Banks: liaise with banks to ensure accuracy, timeliness of service and initiate correspondence for endorsement by Project Director.
4. Others: participate in external meetings & forums as directed by Project Director.

The Financial Management Specialist will report to the Project Director and submit quarterly financial reports to the same entity.

ACADEMIC AND WORK QUALIFICATIONS

- Must be a professional accountant (ACCA, CIMA, ICAEW etc) with at least 5 years relevant post qualification experience; or
- A holder of a Bachelors degree in Accounting / Finance from a recognized university, with at least 5 years relevant post qualification experience.
- Have a minimum of five years of experience in financial and accounting management position with private accounting or possess experience in handling finance and accounting responsibilities; experience in a World Bank-funded project is a major advantage;
- Possess good computer skills; experience in using a financial and accounting management software program may be required;
- Display professional integrity and the ability to coordinate team activities;

PERFORMANCE CRITERIA

- Quality of budget, financial and account monitoring within the project;
- Compliance with the project's financial and accounting information deadlines;
- Quality of cash management within the project;
- Quality of monitoring of internal control procedures;
- Quality of Financial Monitoring Reports (FMR);
- Submission of annual accounts to the auditors not later than the end of March;
- Approval of annual accounts, certified statements of expenditures and Special Account transactions by external auditors, and transmission to the World Bank not later than June for the period ending in December of the previous calendar year.
- All report should be prepared in English.

TERMS OF THE ASSIGNMENT

The Consultant shall be engaged on full time basis. The initial appointment will be for a period of six (6) months. Subject to performance evaluation, the FM Specialist will be appointed for a period of one (1) year, renewable on the basis of good performance.

- The remuneration will be paid on a monthly basis.

- The Consultant will be offered opportunities to develop professionally by attending relevant training events and courses during the term of the contract.

Procurement Specialist

The objective of engaging a Procurement Specialist is (a) to support the PIU in all procurement process of engaging project consultants and procuring goods and works related to the Project (b) to transfer knowledge and expertise on World Bank procurement procedures and build procurement capacity of PIU staff and Government partners through hands on training. The scope of work includes the following:

- The Procurement Specialist will work under the guidance of the Project Director of TRDR The Gambia and the project team, liaising and working with Government implementing partners.
- He /She will be accountable for ensuring that all procurements are conducted in accordance with the World Bank procurement guidelines and procedures as agreed between the World Bank and the Government of The Gambia, as well as in accordance with the Gambia Public Procurement Act to meet the expectations under the Public Procurement Model of Excellence, and in an efficient and transparent manner.
- He/she will transfer knowledge and expertise on World Bank procurement procedures to the PIU staff and Government partners.

The specific activities are presented below:

a. Managing the Procurement Process

- Refine Terms of References (ToRs), prepare Request for Proposals (RFP) and bidding documents using standard World Bank documents and where appropriate the standard documents as approved by the Gambia Public Procurement Authority
- Manage the advertising process involved in procurement, procurement correspondence, bid receipt, and bid opening in strict accordance with agreed procurement procedures;
- Review and evaluate procurement proposals and documents received and assist all Units in the process of engaging consultants and bidders;
- Follow up with concerned government departments and the World Bank to have RFPs and bidding documents approved and issued in a timely manner according to the approved procurement plan;
- Participate in contract negotiations;
- Prepare and execute purchase orders and requisitions;
- Prepare physical progress and procurement reports quarterly for the World Bank and to ensure the commercial as well as the technical clauses of the BD's are of a high quality and are in conformance with of the requirements of the latest World Bank Procurement Guidelines;
- Review and issue comments on all bidding packages procured including those not subject to prior review. The review shall be made with the purpose that the documents are prepared according to the Bank's guidelines and procedures, those applicable

covenants in the financing Agreement, latest bidding forms recommended by the Bank and follow the established best procurement practice;

- Review the latest procurement plan for the project. Rationalize the bidding packages to ensure timely handling of the bidding procedures and assist implementing agency to determine the appropriate method to procure each contract;
- Ascertain that budgetary allocations are appropriated to the respective end-users and thus ensure timely and effective project implementation; and,
- Verify that all proposed purchases are eligible for financing under the grant;

b. Vendor Management

- Maintain a list of vendors supplying various items;
- Develop and execute measurement tools to accurately gauge vendors' performance (quality, delivery times, etc.) and communicate results internally and externally as necessary;
- Check invoices to ensure correct price, follow through to ensure that materials ordered have been received, examine the condition of materials received, and approve invoices for payment; and,
- Maintain procurement records such as items or services purchased, costs, delivery, product quality or performance, and inventories, compiling data on these for internal quarterly reports.

c. Procurement Reporting

- Prepare and review evaluation reports to submit through the Project Co-ordinator for onward submission to the World Bank for approval;
- Follow up with concerned government departments and the World Bank to have the evaluation reports approved in a timely manner;
- Monitor and report the procurement implementation status and progress to Government of the Gambia and the World Bank as required;
- Follow up with concerned government departments and the World Bank to obtain the approval of the procurement plan/documents in a timely manner; and
- Perform other tasks as assigned by the Project Director as needed by all the Units in support of achieving the highest level of compliance, customer satisfaction at an optimum cost.

d. Capacity Building and Mentoring

- Build procurement capacity the PIU staff and Government partners through hands-on training.
- Assist the PIU in setting up a record keeping system for all prior review and especially post review contracts.

ACADEMIC AND WORK QUALIFICATIONS

Successful applicants will have a strong knowledge of procurement or related areas. As the position involves dealing with a wide range of local stakeholders and organizations, it is also important that the Procurement Specialist has good knowledge of business operations in The Gambia or similar environment. The prospective candidate should have:

a. Academic Qualifications

A professional purchasing and logistics qualification and/or a degree in procurement or any related discipline.

- At least five (5) years of managerial experience in procurement practices in the public sector.
- At least three (3) years of experience in handling, managing or overseeing international competitive procurement under international donor funded projects.
- Solid knowledge and exposure to the use of GPPA procurement procedures is essential.

b. Knowledge, Skills, and Abilities Requirements

- Considerable knowledge of purchasing methods and procedures; working knowledge of sources of supplies, price trends and grades or quality of materials and equipment.
- Working knowledge of the laws and ordinances governing the purchase of goods and services; working knowledge of personal computers including word processing, database, and spreadsheet applications.
- Appropriate involvement and/or experience in similar projects in developing countries including least developed countries would be useful. Knowledge of and experience with World Bank/other international development organizations procurement procedures desirable.
- Fluency in English (listening, reading, writing, speaking); Ability to communicate effectively, orally and in writing.
- Ability to listen and ascertain the needs of customers; ability to find and communicate accurate information concerning process, policies and procedures to customers; and ability to respond to customers tactfully and courteously.
- High integrity and accountability in all aspects of project procurement.
- Ability to analyze and process purchasing requisitions and vouchers and make purchasing decisions accordingly; ability to maintain complex purchasing and inventory records.
- Ability to establish and maintain effective working relationships with employees, other departments, vendors and the public.

To ensure impartiality the procurement advisor must not in any way be affiliated with business entities that are currently providing or are seeking to provide goods or services to the project.

TERMS OF THE ASSIGNMENT

The Consultant shall be engaged on full time basis. The initial appointment will be for a period of six (6) months. Subject to performance evaluation, the Procurement Specialist will be appointed for a period of one (1) year, renewable based on good performance.

- The remuneration will be paid monthly.
- The Consultant will be offered opportunities to develop professionally by attending relevant training events and courses during the term of the contract.
- The Procurement Specialist will work on a full-time basis. The contract will be for one year with possibility of extension.
- The Procurement Specialist will report to the Project Director and is expected to submit the procurement reports and activities to the same entity. All report should be prepared in English.

Monitoring & Evaluation (M & E) Specialist

A Monitoring and Evaluation (M&E) Specialist is needed to undertake the following responsibilities

He/she will carry out his/her responsibilities according to operating procedures as defined in the project's manuals including the World Bank guidelines eg Procurement, Disbursements, Monitoring and Evaluation. Additionally, he / she will be liaising with all stakeholders on relevant Monitoring and Evaluation matters.

The Monitoring and Evaluation Specialist who will be based at the Projects Implementation Unit will be answerable and responsible to the Project Director.

The Monitoring and Evaluation Specialist is responsible for supporting the project coordination team in all aspects of monitoring and evaluation of project activities with a view at ensuring that project activities are properly monitored. The M & E Specialist will report directly to the Project Director and will be responsible for monitoring and evaluating project activities.

General Responsibilities:

The M&E Specialist has the responsibility for overseeing the PIU M&E system to ensure that accurate and timely data is available for the project especially with regards to the quality, efficiency, effectiveness and outcomes of the activities implemented under the PIU. The M&E system is expected to function as a management tool and should therefore be administered as such by the Specialist.

- The M&E Specialist has direct responsibility for (i) ensuring that the project staff and project stakeholders have the requisite training to undertake their M&E functions; (ii) operating the management information system to provide information on the effectiveness and efficiency of the process of community-based activities; and (iii) ensuring that information and data from project activities are collected, analyzed and reported in a timely manner in order to improve project implementation.
- The M&E Specialist will play a key role to support the Director for the overall project implementation, in addition to providing analysis and findings related to the project implementation and outcomes.
- The M&E Specialist will supervise all M&E activities under the project, responsible for ensuring quality control and timely delivery of project deliverables and take the lead in compiling the data for quarterly reporting.
- The M&E Specialist will ensure that data is collected for all project sub-components in a simplified manner with results-oriented indicators that are linked to the Project Development Objective and intermediate indicators defined in the Result Framework;
- The Specialist will oversee the implementation and maintenance of a Management Information System (MIS) for facilitating information flow between project implementers

and project management to provide timely and efficient feedback and reporting on the project activities.

Specific Responsibilities:

- Manage an impact evaluation of the project by developing key hypotheses and data collection instruments, collect, analyze and report on data both ex ante and ex post.
- Oversee the effective provision of information and reporting by project stakeholders and staff, in accordance with the Project Implementation Manual.
- In collaboration/consultation with the stakeholders, monitor (i) the impact of the project, (ii) the quality, efficiency and effectiveness of project activities, and (iii) the quality, effectiveness and efficiency of project management processes.
- Provide inputs to the projects Midterm Review and periodically update the monitoring and evaluation manual for the project.
- Prepare semi-annual and annual progress reports, which will contain data on performance against targets, overall project recommendations and recommendations to improve both project performance and M&E.
- Develop analytical skills, technical capacity and abilities of the staff on the key processes and roles to be played by the staff directly engaged in M&E activities to ensure continuity and sustainability of the project activities.
- In conjunction with the Project Director, identify training needs for project stakeholders related to Monitoring and Evaluation, and see to the development and implementation of related training modules.

ACADEMIC AND WORK QUALIFICATIONS

- Minimum of a bachelor's degree in the social sciences closely related to project management, or economics, or public administration, or equivalent.
- At least five (5) years post qualification experience as an M &E Specialist;
- Three (3) years of experience in a Multilateral Donor Funded Project will be an added advantage.
- Proficiency in the use of computers including word and excel processing, presentation, and spreadsheet applications
- Appropriate involvement and/or experience in similar projects in developing countries including least developed countries is essential
- Ability to find and communicate accurate information concerning process, policies and procedures to project stakeholders

PERFORMANCE CRITERIA

- Quality of the monitoring& evaluation reports
- Compliance with the relevant reporting requirements of Government and Donors in terms of information and deadlines;

- Quality of monitoring project risks;
- All report should be prepared in English.

Communication and Stakeholder Engagement Specialist.

Communication and Stakeholder Engagement Specialist will form part of the additional staff to be recruited by the project and s/he shall be in charge of outreach activities, awareness campaign and social engineering, and communicating on project achievements. The person will work under the direct supervision and guidance of the PIU's Project Director. His/her key tasks and responsibilities shall be as follows:

A. Project Communications for advocacy and awareness

1. Shall assume the primary responsibility for planning, developing and implementing communication strategies and instruments to disseminate and promote the Project objectives to all stakeholders;
2. Shall ensure the production of Information, Education and Communication (IEC) materials (fliers, media supplements, project updates, newsletters Interest/success stories, factsheets, infographs etc.) in liaison with the various project staff and ensure their timely dissemination through relevant media and network channels;

B. Media Relations.

1. The Communications Officer will coordinate efforts to strengthen the relations with media practitioners to promote a positive image of the Project and to enhance visibility of the activities. Specific activities may include:
 - a) Maintain contact and relationships with journalists and media outlets (Print, TV, radio, web etc.) within and outside The Gambia to increase awareness and coverage of project activities in the media (print, broadcast and digital);
 - b) Prepare articles, press releases, human interest stories and other advocacy/information materials. leaflets, bulletins etc to highlight project activities and impacts;
 - c) Organize special events -- press conferences, talk shows, project site visits, photo and TV coverage, workshops, seminars;
 - d) Participate and/or represent the Project in external meetings related to the implementation of the project;

C. Digital Communications/social media and knowledge sharing.

1. Maintain PIU's website and social media sites (Facebook, Twitter and YouTube) to disseminate up-to-date implementation activities, calendars and results, and project's procurement activities.

2. Produce timely and quality advocacy and branding materials such briefing notes, Human Interest Stories, picture stories, documentary videos, etc
3. Prepare short analytical knowledge management reports on relevant themes and facilitate awareness trainings or workshops as required on major project issues to ensure awareness and knowledge sharing among Project management and implementing teams.
4. Develop and archive communication materials, including digital, such as publications, press releases and clippings, photographs, audio-visual materials, web resources etc.

D. Donor Relations.

1. Develop and maintain an updated list of PIU/MOTC donors and special interest groups.
2. Shall be responsible for developing partnerships/cooperation with other relevant projects and organizations to create awareness and disseminate information about the Project's objectives, beneficiaries, activities, target value chains and relevant issues in tourism and the business environment of the sector issues.

E. Monitoring and evaluation.

1. In collaboration with the Project's Monitoring and Evaluation specialist, monitor and evaluate the impact of the communication strategy and instruments/materials on target audiences.

F. Values and Ethics.

2. The candidate should have high level of integrity, accountability, and punctuality and be willing to work beyond normal working hours. He/she should also demonstrate and be exemplary in portraying PIU values and ethics. He/she should be a good team player.

ACADEMIC AND WORK QUALIFICATIONS

The qualification, experience and skills profile of the Communications Officer shall include:

1. **Education:** Master's Degree in communications, journalism, public relations or a related field.
2. **Experience:** At least five years of similar work experience.. Experience in development work in an African country would be an asset.
3. **Skills Requirement shall include:**

- a) Candidate should be able to work independently – with minimum supervision and guidance from supervisors;
- b) Ability to communicate policies and procedures effectively and accurately;
- c) Understanding of socioeconomic issues in agricultural and rural development;
- d) including the ability to set out a coherent argument in presentations and group interactions;
- e) Excellent ability to including the ability to engage in a coherent argument in presentations and group interactions;
- f) Proven ability to work in teams, foster and coordinate teamwork; and establish harmonious working relationships in a multicultural environment;
- g) Excellent written and oral English communication skills and knowledge of other Gambian languages/dialects is an asset;
- h) Advanced working knowledge of MS Office (Word, PowerPoint, Excel and Publisher). Candidates with basic design and layout skills and adept in using Adobe Photoshop and PageMaker are an added advantage;

Environmental Specialist

The overall scope of work includes the following:

- i. Support the preparation and implementation of environmental and social (E&S) risk and impact management instruments, specifically instruments related to environmental risk mitigation, in line with the World Bank ESF
- ii. Provide technical oversight and review support on E&S risk and impact management documents
- iii. Update E&S risk and impact management documents, on an as needed basis, throughout the project life cycle
- iv. Ensure that E&S instruments developed for site-specific subprojects comply with the World Bank ESF's ESS
- v. Coordinate with a wide range of project stakeholders, including relevant government agencies, nongovernment organizations, civil society, community-based organizations, and project beneficiaries
- vi. Conduct training on environmental risk management for PIU staff and relevant project stakeholders
- vii. Monitor and report on the implementation of E&S risk and impact management instruments on a regular basis ensuring compliance with project's relevant ESSs, informing as needed adjustments and improvements in the project, and contributing to an institutional knowledge base on lessons learnt
- viii. Monitor in collaboration with the project's social specialist, the operationalization of the project's Grievance Mechanism (GM)

The Environmental Specialist will be responsible for the following:

Project preparation, Technical Guidance and Coordination

- Oversight the implementation of environmental measures and actions of the project Environmental and Social Commitment Plan (ESCP);
- Support environmentally sustainable development by ensuring that the program incorporate measures as may deemed to be necessary and sufficient to avoid, minimize, abate, and where appropriate, offset any adverse impacts to the environment;
- Advise on strategies for strengthening implementation of environmental risk management measures by contractors and all other agencies to be involved in the implementation of the project;
- Prepare ToRs for proposed E&S instruments like Environmental and Social Management Framework (ESMF), Stakeholder Engagement Plan (SEP), Environmental and Social Impact Assessments (ESIA), Environmental and Social Management Plans (ESMPs), and Labor Management Procedures, waste management plans;

- Guide and work with consultants including providing quality assurance to undertake the preparation of E&S instruments which should be prepared in compliance with the World Bank Environmental and Social Framework and the national requirements for purposes of managing project-related environmental risks;
- Review of E&S instruments and make recommendation for improvement;
- Support, in collaboration with the project’s social specialist, the development and implementation of the project GM and ensure that public complaints about the sub-project activities are adequately addressed and documented;
- Support the PIU in assessing sub-projects for potential adverse environmental impacts as well as planning and implementing impact mitigation measures;
- Support in the efficient coordination with project implementing agencies and Project Management Team (PMT) staff regarding Environmental and Social Management;
- Initiate and undertake environmental due diligence prior to commencement of works and liaise with contractors to address pertinent community-related issues;
- Undertake training on Environmental and Social Management for program staff and other relevant stakeholders in the field; and
- Serve as the lead community liaison for the project and maintain close contacts with local stakeholders throughout the project life;

Environmental and Social Management Procedures

- Examine and evaluate all activities proposed by individual subprojects to assess the potential environmental and social risks or impacts, to determine mitigation measures needed, based on the Environmental and Social Management Framework (ESMF), as well as any additional mitigation and compliance measures from local permit requirements;
- Work with the project team lead to ensure that financial resources are available to support environmental risk management processes, including assessments, field supervision mission, training programs and analytical support;
- Ensure that environmental and social risk management compliance conditions are incorporated into project bidding documents, and a process exists for ensuring that mitigation measures will be undertaken by contractors;
- Develop compliance checklists and supervisory guides for field inspections;
- Assist with preparing environmental compliance language for use in procurement and bidding documents;
- Screen proposed projects for impacts on the health and quality of forests, rights and welfare of people, involving changes in the management, protection, or utilization of natural forests, potential impacts to physical cultural resources, and impacts to natural or critical habitats;

Monitoring and Reporting

- Work closely with the Social Development Specialist (SDS) and the Monitoring and Evaluation Specialist (M&ES) in planning and managing environmental risks associated with the sub-projects;
- Provide technical guidance to monitor the implementation of ESMPs and RAPs, making sure that implementation is satisfactory and consistent with the relevant World Bank ESS; and environmental laws of The Gambia;
- Support the monitoring and report against the Environmental and Social Management Plans (ESMP) provisions, highlighting environmental issues not addressed, and provide recommendations for corrective measures for subsequent projects;
- Conduct field appraisal and review of subproject specifications, setting and site conditions to ensure that environmental aspects are appropriately addressed in planning, contracting and environmental mitigation plans;
- Ensure adequate environmental management records and documentation are kept;
- Participate in periodic supervision to monitor and ensure compliance with ESS throughout the project life;
- Conduct field supervision, monitoring and inspection of individual subprojects to ensure compliance with the mitigation measures required; and
- Periodically report on ongoing works, planning efforts, compliance and other aspects requiring attention and assist PC in review and preparation of the environmental aspects of quarterly and annual reports as necessary.

ACADEMIC AND WORK QUALIFICATIONS

Education: A Master’s degree with specialized course work in disciplines of environmental studies such as: Environmental Science, Environmental Engineering, Environmental Management, Environmental Policy, Environmental Modeling, Natural Resource Management, or other fields applicable to environmental compliance is required.

Prior Work Experience: A minimum of seven (7) years of relevant professional experience in the areas of design and management of environmental management procedures and safeguards systems. Demonstrate experience in assessing and managing environmental risks and impacts of a project, assess and monitor health and safety issues of an activity, mentoring and providing capacity building in developing and implementing environmental and social safeguard policies, strategies and guidelines.

Job Knowledge: Demonstrate knowledge of the World Bank’s Groups Environmental and Social Framework and standards. Demonstrate well-rounded understanding of critical issues in sustainable development, international environment and development policy, climate change, gender, social enhancement measures, labour, youth employment, etc.

Skills and Abilities: Strong analytical skills to maintain technical knowledge, provide needed advice to colleagues and monitor the progress of World Bank funded project activities.

Demonstrated leadership and skill in decision-making and overseeing the implementation of complex activities. Excellent management, inter-personal and teamwork skills. Must have excellent written and oral communication skills in English.

TERMS OF THE ASSIGNMENT

The Environmental Specialist will report to the PIU Director. He/she will work closely with Procurement Specialist, Social Development Specialist, Monitoring and Evaluation Specialist and Communication Specialist of the PIU.

Social Specialist

The Social Specialist will be responsible for the following:

- a) Provide overall technical social risk management oversight for the project preparation and implementation under the general management of the PIU Project Director. Focus will be on social risk management, including measures for addressing inclusive and participatory stakeholder engagement, social accountability, social inclusion, conflict reduction, addressing disadvantage and vulnerability, restoration of livelihoods, gender mainstreaming and considerations in risk management, and familiarity with social methodologies, and other social issues that may arise in the project. Familiarity addressing gender-based violence (GBV)/sexual harassment exploitation and abuse (SEA/SAEA) is also preferred.
- b) Provide necessary coordination and relevant input into preparation of Environmental and Social Management Frameworks (ESMF) and Resettlement Policy Frameworks (RPF) for projects under preparation and implementation.
- c) Undertake regular field visits to project sites to assess social impacts and verify social monitoring information provided in the reports of contractors and implementing partners, including photo documentation as applicable.
- d) Keep accurate records of social supervision of project activities in a systemic manner that allows easy search-and-find of all documents upon request of the PIU[project management entity], the World Bank, and national authorities;
- e) Screening of sub-projects identified under the projects, ensuring the screening process complies with the ESMF and RPF; and advise on the site-specific safeguards instruments required (e.g. Environmental and Social Impact Assessments (ESIAs)/Environmental and Social Management Plans (ESMPs), Resettlement Action Plans (RAPs), Cultural Heritage Management Plans, etc.). Ensure that screening of sub-projects is completed accurately and mitigation measures and plans are implemented as it relates to social risks and issues. Follow up with field visits as necessary.
- f) Coordinating recruitment of social safeguards consultants, including drafting TORs, estimating budgets, providing assistance in shortlisting and evaluation firms/individuals consultants proposals/qualifications, negotiating and preparing contracts.
- g) Ensuring that bidding documents and contracts include necessary social provisions, including SEA/SH risks, labor risks, and security risk (if applicable) management provisions.

- h) Analyzing project implementation reports to ensure that all work is completed in full compliance with World Bank Environmental and Social Framework and policies; supervising contractors' performance in handling specific social issues, such as SEA/SH/violence against children, and labor risks (and monitoring measures related to the Codes of Conduct); providing corrective measures as needed
- i) Preparing relevant parts of required social monitoring reports, including reports on Environmental and Social Management Plans (ESMPs) implementation status. Preparation of regular safeguards monitoring reports for the PCU, including preparation of the social safeguards, gender sensitivity and beneficiary engagement content of project progress reports submitted to the World Bank. This includes being responsible for drafting sections of the project documentation and guiding clients in the preparation of the project operational manual (POM) related to social and gender inclusion, livelihoods, and social safeguards including the grievance mechanism and all related processes related to social risk mitigation.
- j) Ensuring the Grievance Mechanism (GM) is functioning properly (and ensure the GM action plan agreed to with the World Bank is being implemented within the stipulated deadlines), liaise with Community Liaison Officers to ensure there are not outstanding or immediate concerns or grievance that need immediate attention, ensure the grievance monitoring log books are up to date and accurate, and report back to the PCU in quarterly reports on GM outcomes and issues.
- k) Review for quality social risk management instruments (i.e. ESIA/ESMP, RPF/RAP, etc.) as per the ESCP that are prepared by consultants prior to being sent to the World Bank for clearance and provide inputs and edits as needed.
- l) If required, preparing, implementing and monitoring Resettlement Action Plans, including:
- Public consultations and stakeholder engagement
 - Baseline socio-economic analysis (i.e. prior to the project activities)
 - Census
 - Field surveys
 - Entitlement matrix (compensation, restoration of livelihoods), including special measures for vulnerable groups and individuals
 - Grievance mechanism
 - Institutional arrangements for implementing the RAP
 - Monitoring and Evaluation Framework
 - Budget/disbursements
 - Other activities as instructed by the PCU Head

ACADEMIC AND WORK QUALIFICATIONS

- At least a Bachelor of Arts degree, preferably Master of Arts degree in social sciences such as political science or policy, sociology, anthropology, gender studies, social assessment studies, or related fields (with experience in areas relevant to social risk management such as land acquisition or resettlement, vulnerable groups and individuals, gender inclusion, livelihoods, stakeholder engagement and civic engagement, social impact analysis, assessment of social risks, etc.).
- At least 7 years international experience in the region in compliance with social safeguards policies including involuntary resettlement.
- Good knowledge of the relevant regulations/directives and operations of multilateral development organizations and executing agencies.
- Demonstrated experience and knowledge of Bank operations and social safeguard policies, especially, experience and familiarity with complex safeguard work.
- Proven experience and skills in managing projects.
- Proven capacity to work across multiple stakeholders, including government entities, civil society organizations (CSOs), local communities, and the private sector.
- Demonstrated experience in the World Bank project cycle and procedures
- Fluent in English with excellent written and oral skills.
- Advanced computer skills and full proficiency in the use of relevant software applications in using computers and software such as Microsoft Office suite
- Participate in capacity-building training to strengthen competencies as need be.
- Work with GBV consultant to strengthen capacity on addressing GBV/SHEA/VAC risks in the project.

Required Competencies

- Knowledge and experience in international development - understands policy making process; distils operationally relevant recommendations/lessons for clients.
- Policy Dialogue Skills - Identifies and assesses policy issues and plays an active role in the dialogue with the government and/or other stakeholders.
- Integrative Skills - Working to develop an integrated view across all facets of current sector.
- Client Orientation - Takes personal responsibility and accountability for timely response to client queries, requests or needs, working to remove obstacles that may impede execution or overall success.
- Drive for Results - Takes personal ownership and accountability to meet deadlines and achieve agreed-upon results and has the personal organization to do so.
- Teamwork (collaboration) and inclusion - Collaborates with other team members and contributes productively to the team's work and output, demonstrating respect for different points of view.
- Knowledge, Learning and Communication - Actively seeks knowledge needed to complete assignments and shares knowledge with others, communicating and presenting information in a clear and organized manner.

- Business Judgment and Analytical Decision Making - Analyse facts and data to support sound, logical decisions regarding own and others' work.

TERMS OF THE ASSIGNMENT

Duration of the assignment: The successful applicant shall be engaged immediately on a full-time basis for one year (in three months contract basis extendable depending on the satisfactory performance in the contract duration) and for additional years during the project implementation period.

Reporting line/communication: The Social Safeguard Specialist shall report to the Project Manager, PCU and work cross-functionally and closely with PIU staff and other pertinent authorities, and development partners.

Gender-Based Violence (GBV) Expert

BACKGROUND

Thirty-five percent of women worldwide have been survivors of physical and/or sexual violence caused by their intimate partners or other actors (WHO 2013). The World Bank recognizes that addressing gender-based violence (GBV) around the world is key to closing gender gaps, making a lasting impact on poverty, and fostering sustainable economic growth that benefits all.

However, the recent Good Practice Note- addressing Sexual Exploitation and Abuse and Sexual Harassment in Investment Project Financing involving Major Civil Works (SEA/SH Good Practice Note)³¹, recognises that operations involving major civil works can increase the risk of GBV, including the risks of sexual exploitation and abuse (SEA), as well as sexual harassment (HS). These risks can be exacerbated in different ways by a range of factors related to the implementation of operations in both the public and private spheres in several ways, for example, through the large influx of workers increasing the risk of transactional sex, the change in the power dynamics in the home, the redistribution of land where women are typically excluded from land titles, or the lack of safe pathways to facilitate women's access to work.

The SEA/SH Good Practice Note has been prepared to assist project teams in defining an approach to identify the risks of GBV, in particular SEA as well as HS, that may arise from transactions of investment project financing (IPF) involving major civil works contracts, and to advise accordingly the contractors on how best to manage these risks. The Note draws on the experience of the World Bank and good practices in this sector at the international level, including those of other development partners.³²

The World Bank's new Environmental and Social Standards (ESS)³ contain specific requirements for identifying and assessing the environmental and social risks and impacts associated with World Bank-funded projects. This Good Practice Note informs project teams on good practices for managing the risks and effects of SEA/HS in the context of the Environmental and Social Framework, including the following ESSs, as well as safeguarding measures prior to the Framework:

- ESS No. 1: Assessment and management of environmental and social risks and effects;
- ESS No. 2: Employment and working conditions;
- ESS No. 4: Health and safety of the population;
- ESS No. 10: Stakeholder engagement and information;

³¹ <https://pubdocs.worldbank.org/en/741681582580194727/ESF-Good-Practice-Note-on-GBV-in-Major-Civil-Works-v2.pdf>

³² <http://www.worldbank.org/en/topic/gender>

³ <http://documents.worldbank.org/curated/en/383011492423734099/pdf/114278-WP-REVISED-PUBLIC-Environmental-and-Social-Framework.pdf>

These Terms of Reference (TOR) are developed to be used for the recruitment of a GBV Expert, who will be responsible for supporting the project in the prevention, mitigation and response to SEA/SH risks during project implementation. The overall objective of this position is to support the project in the prevention, mitigation, and response to risks of GBV, and especially risks of SEA and SH related to project implementation.

The specific objectives of the GBV Expert's mandate are as follows:

- a. Assist the project in identifying GBV/SEA/SH risks related to the implementation of the project and in developing risk mitigation strategies through the integration of risks and related mitigation measures into the environmental and social safeguard framework instruments for the project;
- b. Support the project in the implementation and coordination of prevention and response activities as well as risk mitigation, by supervising the contracts of service providers and the services of GBV consultants, ensuring the ethical and appropriate implementation of the GM, collaborating with other members of the Project Implementation Unit (PIU) , especially the environmental and social safeguards Specialists, and coordinating the planned actions with the project partners and government structures involved in its implementation; and
- c. Support the PIU in the monitoring and evaluation of activities related to the prevention, response, and mitigation of SEA/SH, by ensuring the ethical monitoring of various indicators related to prevention and response activities and the functioning of the GM, by analyzing the different activities in relation to gaps in performance and adjustments to be made , and contributing to the periodic reports and action plan of the project.

ROLES AND RESPONSIBILITIES

Under the authority of the Project Director, the GBV Expert will ensure that GBV/SEA/SH risk issues are considered in the implementation of all activities of the Project.

The specific tasks of the GBV Expert within the PIU can be summarized as follows:

1. Identification of GBV/SEA/SH risks and design of risk mitigation strategies for the project:

- Contribute to the development of the terms of reference for the preparation of environmental and social safeguard instruments and ensure the integration and implementation of GBV/SEA/SH risk mitigation measures as provided for in these documents, including the Environmental and Social Commitment Plan (ESCP) and the Environmental and Social Management Framework (ESMF), which also includes the SEA/SH Action Plan; the Indigenous Peoples Policy Framework (IPPF); the Environmental and Social Management Plan (ESMP); the Labor Management Plan

(LMP); the Security Management Plan (SMP); and the Stakeholder Engagement Plan (SEP);

- Ensure that the GBV/SEA/SH risk assessment is integrated into the social assessment as part of the ESMP that will be carried out during the preparatory phase of the project and is also updated throughout the implementation of the project and in the development or adaptation of the SEA/SH Action Plan; and
- Contribute to the monitoring and validation of SEA/SH measures of the environmental and social safeguard Instruments prepared as part of the project, as mentioned above.

2. Implementation and coordination of prevention and response and risk mitigation activities:

a. Supervision of service provider contracts:

- Contribute to the integration of clauses specific to SEA/SH in Procurement Documents, as well as in contracts, in terms of reference and in the codes of conduct of contractors (companies, control missions, etc.); and
- Contribute to the selection process of the contractors to ensure the effectiveness of the contractor's SEA/SH risk mitigation plan is taken into account.

b. Supervision of GBV consultants or NGOs:

- Contribute to the development of terms of reference for the recruitment of GBV consultants or NGOs that can be engaged to support the implementation of SEA/SH prevention and response activities, including risk mitigation measures, for the awareness raising of the communities affected by the project and the staff of the [INSERER PROJECT NAME] and the various work sites opened in the project intervention areas;
- Oversee all the services of these specialist consultants, which could include the development and validation of quality GBV service mapping, community consultations, stakeholder training, awareness campaigns, and proximity monitoring of project partners and staff; and
- With the support of specialist consultants where necessary, ensure the development and implementation of a GBV/SEA/SH training plan throughout the project, which will include, among others, workers, project staff, as well as community actors, and which will address the risks of GBV/SEA/SH, the appropriate and ethical response to SEA/SH cases, and the implementation of the Code of Conduct and the GM.

c. Support for the implementation of the Grievance Mechanism (GM):

- Ensure coordination and implementation of the GM with respect to GBV/SEA/SH issues under the project, including a protocol for responding to SEA/SH cases, while ensuring a "survivor-centred" approach in the project to ensure that people who have experienced an SEA/SH incident receive medical, psychosocial and legal

assistance in accordance with the needs of each individual, subject to the consent of the victim and, while respecting his or her right to confidentiality and security (this will include regular field monitoring to verify the proper functioning of the GM, the appropriate entry channels, and the quality of services in the referral pathway); and

- Ensure compliance with the guiding principles regarding privacy and security in the ethical collection, storage, and sharing of data related to SEA/SH complaints.

d. Coordination and collaboration:

- Collaborate with other PIU experts, including the two Specialists in Environmental and Social Safeguards, in their activities;
- Participate in periodic project coordination meetings and, if necessary on construction sites, to gather feedback from companies and service providers on the implementation of the GM, to be able to adapt the mechanism using lessons learned; and
- Inform and involve, as appropriate, government structures in the project intervention zones on THE ACTIVITIES AND RISK MITIGATION MEASURES OF SEA/SH carried out within the framework of the Project.

3. Monitoring and evaluation:

a. Monitoring of various activities and indicators:

- Implement the monitoring and evaluation plan for activities related to the prevention and case management of SEA/SH, in coordination and with the support of the World Bank's Monitoring and Evaluation Specialist, together with the result indicators and their target values, which will allow the GBV Expert to collect systematically and in accordance with the guiding principles and good practices, community feedback on the functioning of the GM (including the project code of conduct) and other survivor support services;
- Support the monitoring of indicators related to the functioning of the GM, in particular regarding the reporting and follow-up of SEA/SH complaints related to the project (this must be done while respecting the SEA/SH response protocol and the GBV case management guidelines);
- On the basis of the information collected directly and provided by the supervisory consultants, maintain and periodically communicate a monitoring tool (e.g., table) summarizing the information relating to the contracts of the service providers or consultants relating to GBV, the codes of conduct signed, and the training dates of the workers of the companies and also of the project staff; and
- Document good practices or success stories experienced following the implementation of SEA/SH risk mitigation measures.

b. Data analysis and activities:

- Evaluate project activities to assess adequacy with national and World Bank requirements for GBV case prevention and management;
- Analyze and explain discrepancies between achievements and forecasts and make any appropriate recommendations to improve performance in the prevention and response to SEA/SH; and
- Propose adjustments to the programme of prevention and response activities for SEA/SH and appropriate measures to ensure their proper implementation.

c. Reporting:

- Write periodic reports (monthly, quarterly and annual) containing the evolution of the implementation of the SEA/SH risk mitigation measures of the project and the services of the companies and support consultants; and
- Contribute to the preparation of annual action plans, as well as to the drafting of periodic project reports (monthly, quarterly and annual) and ensure that GBV/SEA/SH aspects are adequately taken into account in these reports.

4. Reports

The GBV Expert will prepare his monthly, quarterly and annual activity reports as agreed so that the successive integration of all these reports allows the preparation of monthly, quarterly and annual progress reports of the project activities on environmental and social safeguarding aspects. These reports will summarize of the achievements of the month, quarter or year and will present the main issues raised and the solutions provided together with the strengths and weaknesses of the actions taken. They will also present the forecast for the following month or quarter. Such reports shall be due no later than seven (7) days, fifteen (15) days and one month respectively after the end of each relevant period.

ACADEMIC AND WORK QUALIFICATIONS

- Holder of a Master Degree or equivalent, in gender, social sciences, law, project management, or any other similar discipline;
- At least eight years of overall professional experience;
- At least five years of experience in overseeing GBV prevention and response activities, experience in preventing and responding to SEA/SH will be an added value;
- A minimum of five years of experience in conducting awareness campaigns on women's rights, gender equality, GBV, and/or reproductive health, would be an asset;
- Excellent knowledge of the guiding principles and ethics that govern working with GBV survivors and good practices in the implementation of GBV/SEA/SH prevention and response activities ;
- Good experience with GBV data collection and analysis methods;

- Capabilities in situational analysis of GBV issues;
- Good knowledge of the World Bank's environmental and social safeguard policies;
- Good knowledge of national legislation [INSERT NAME OF COUNTRY] on GBV;
- An excellent command of English and a good ability to write reports;
- Knowledge of an additional language locally spoken would be an asset; and
- A good command of computer tools (word processing, spreadsheets, Internet and Intranet, etc.).

Female applications will be strongly encouraged in general.

Project Accountant

The Role of the Accountant

The consultant shall support the Financial Management Specialist in all aspects of financial planning, accounting, budgeting, auditing, and management of project funds with a view to ensuring a transparent and efficient financial management system for the Project. The accountant will report directly to the Financial Management Specialist and be accountable for managing and effective maintenance of books of accounts and ensuring that all financial transactions are in line with the World Bank procedures and guidelines where applicable.

The specific tasks of the accountant are identified below:

- i. Maintaining detailed financial records and books of accounts related to the Project and ensuring that all accounting transactions are in line with the World Bank procedures and guidelines;
- ii. Processing accurately and promptly all accounting transactions in the Project Implementation unit, processing payroll, operating expenses, travel, consultant payments, vendor payments and other office running expenses.
- iii. Performing monthly reconciliations of the General Ledger and other necessary books of accounts.
- iv. Controlling of the disbursement of the petty cash float of the project.
- v. Keeping and filing of all relevant documents and invoices systematically to fully support the accounts.
- vi. Effecting timely payments and resolve accounting related issues of the Project
- vii. Assisting the Financial Management Specialist in the preparation of withdrawal applications of funds following World Bank procedures.
- viii. Supporting the Financial Management Specialist in preparing periodic project financial management reports for financial performance.

- ix. Assisting the Financial Management specialist in preparing documents for external auditors.

The Accountant will assist the Financial Management Specialist to provide specialist support and capacity building to PIU to ensure preparation and submission of a number of reports including:

- i. Quarterly interim financial reports;
- ii. Annual financial reports;
- iii. Monthly budget and disbursement plans and reports;
- iv. Ledger of payments for various activities.

Deliverables

The consultant will support the Financial Management Specialist in providing the following deliverables:

- Quarterly interim financial reports;
- Annual financial reports;
- Monitoring and project progress reports, where required;

Qualifications and experience

(a) Completion of a First University Degree in Accounting and Finance or equivalent – including :

- i. 5 years relevant work experience in executing functions as accountant in a large corporate or Public sector;
 - ii. Knowledge and experiences of computerized accounting systems are required;
 - iii. Adequate Knowledge of Accounting and bookkeeping skills.
- iv. Strong working level proficiency with Microsoft Excel, Word, and PowerPoint.
- v. Familiarity with World Bank Accounting and Procurement Guidelines is an added advantage.

(b) Other required skills and competencies include:

- i. High level of personal and professional integrity with strong analytical skills and ability to function well in a multi-cultural environment;
- ii. Strong planning, organization and time management skills and ability to manage multiple tasks;
- iii. Proficient communication in oral and written English;

7. Resources and Facilities

The Accountant will be supervised by the Financial Management Specialist and will work closely with all PIU staff in performing the foregoing tasks. In this respect, the candidate should exhibit strong communication skills equipped with a high level of public relations skills.

8. Duration and location of services

The accountant will be appointed for a period of one year and renewal will be based on satisfactory performance. The Accountant will be stationed at the PCU-MoTC.

The PIU comprise of the following staff and their roles:-

No	Positions	Definition of key Role
1.	Project Director	Head of Project Coordination Unit provide overall management functions
2.	Financial Management Specialist	Provide Financial Management and Administrative Oversight
3.	Monitoring and Evaluation Specialist	Provide M&E oversight
4.	Accountant	Support the processing of all accounting related issues
5.	Procurement Specialist	Provide Procurement oversight
6.	Tourism Specialist	Provide technical guidance in attainment of PDO.
7.	Environmental Risk Management Specialist	Provide oversight over the implementation of environmental measures and actions .
8.	Social Risk Management Specialist	Provide overall technical guidance in the specialized area and social risk management oversight
9.	Gender-Based Violence (GBV) Specialist	Provide technical guidance in GBV/SEA/SH issues, oversight of SEA/SH Prevention and Response Action Plan.
10.	Communications and Stakeholder Engagement Specialist	Facilitates management of project beneficiaries
11.	Back-office Assistant	Provide Administrative Assistance to the Project Team