



UN HABITAT



Regional and Technical Cooperation Division

# THE GAMBIA: KANIFING URBAN PROFILE



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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME  
REGIONAL OFFICE FOR AFRICA AND THE ARAB STATES

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## FOREWORDS



According to research published in UN-HABITAT's flagship report, *The State of the World's Cities 2010-2011*, all developing regions, including the African, Caribbean and Pacific states, will have more people living in urban than rural areas by the year 2030. With half the world's

population already living in urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

But as this series shows, there are many interesting solutions and best practices to which we can turn. After all, the figures tell us that during the decade 2000 to 2010, a total of 227 million people in the developing moved out of slum conditions. In other words, governments, cities and partner institutions have collectively exceeded the slum target of the Millennium Development Goals twice over and ten years ahead of the agreed 2020 deadline.

Asia and the Pacific stood at the forefront of successful efforts to reach the slum target, with all governments in the region improving the lives of an estimated 172 million slum dwellers between 2000 and 2010.

In sub-Saharan Africa though, the total proportion of the urban population living in slums has decreased by only 5 per cent (or 17 million people). Ghana, Senegal, Uganda, and Rwanda were the most successful countries in the sub-region, reducing the proportions of slum dwellers by over one-fifth in the last decade.

Some 13 per cent of the progress made towards the global slum target occurred in Latin America and the Caribbean, where an estimated 30 million people have moved out of slum conditions since the year 2000.

Yet, UN-HABITAT estimates confirm that the progress made on the slum target has not been sufficient to counter the demographic expansion in informal settlements in the developing world. In this sense, efforts to reduce the numbers of slum dwellers are neither satisfactory nor adequate.

As part of our drive to address this crisis, UN-HABITAT is working with the European Commission and the Brussels-based Secretariat of the African, Caribbean and Pacific (ACP) Group to support sustainable urban development. Given the urgent and diverse needs, we found it necessary to develop a tool for rapid assessment and strategic planning to guide immediate, mid and long-term interventions. And here we have it in the form of this series of publications.

The Participatory Slum Upgrading Programme is based on the policy dialogue between UN-HABITAT, the ACP Secretariat and the European Commission which dates back to the year 2002. When the three parties met at UN-HABITAT headquarters in June 2009, more than 200 delegates from over 50 countries approved a resounding call on the international community to pay greater attention to these urbanization matters, and to extend the slum upgrading programme to all countries in the ACP Group.

It is worth recalling here how grateful we are that the European Commission's 9th European Development Fund for ACP countries provided EUR 4 million (USD 5.7 million at June 2011 rates) to enable UN-HABITAT to conduct the programme which now serves 59 cities in 23 African countries, and more than 20 cities in six Pacific, and four Caribbean countries.

Indeed, since its inception in 2008, the slum upgrading programme has achieved the confidence of partners at city and country level in Africa, the Caribbean and in the Pacific. It is making a major contribution aimed at helping in urban poverty reduction efforts, as each report in this series shows."

I wish to express my gratitude to the European Commission and the ACP Secretariat for their commitment to this slum upgrading programme. I have every confidence that the results outlined in this profile, and others, will serve to guide the development of responses for capacity building and investments in the urban sector.

Further, I would like to thank each Country Team for their continued support to this process which is essential for the successful implementation of the Participatory Slum Upgrading Programme.

A handwritten signature in black ink, appearing to read 'Joan Clos', with a long horizontal stroke extending to the left.

**Dr. Joan Clos**  
Executive Director, UN-HABITAT





The Kanifing Municipality is and increasingly continues to be the nerve center of The Gambia's urban sector. In addition to being the most densely populated township in the country, the municipality remains a highly multicultural society. It is the centre of attraction

for both internal and external migrants, mainly due to its strategic realms and geographical location within The Gambia's territorial landscape.

Kanifing Municipal Council largely depends on property rates and taxes, and as such arrangements are at an advance stage to commission a valuation exercise of properties within the municipality as well as to generate a street naming and Geographical Information System for the Council. These are being carried out with an overall view of enhancing and maximizing the revenue base of the council to create a healthy balance between income and expenditure.

A low cost housing scheme at Bakoteh is currently one of the most capital intensive projects on the Council's agenda. The ambition to own a house is universal, yet the problem of housing is acute and pressing for the poor and middle class of society more so in the greater Banjul Area where costs related to land, construction and rent have sky rocketed over the years.

This document therefore has taken into account the needs and aspirations of Kanifing Municipal Council as an authority charged with the responsibility of administering and coordinating the development of Kanifing Municipality within the broader framework of the Poverty Reduction Strategy Paper (PRSP), Vision 2020, the Silicon Valley agenda, and the MDGs.

Finally, the report has undoubtedly highlighted the urban challenges we are currently confronted by as a municipality. If the proposed projects are implemented, current performances, especially on aspects of environmental sanitation and job creation, will be greatly enhanced. We thank UN-HABITAT for this laudable initiative of supporting the Participatory Urban Profiling exercise in Kanifing Municipality.

A handwritten signature in blue ink, appearing to read 'Yankuba Colley', written over a horizontal line.

**Yankuba Colley**  
Lord Mayor

# BACKGROUND

## INTRODUCTION

The urban profiling in Kanifing Municipal Council (KMC) consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals (MDGs). The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. Urban Profiling is being implemented in over 20 African and Arab countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

## METHODOLOGY

**The Participatory Slum Upgrading Programme** consists of three phases:

**Phase one** consists of the rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city, and a small town are selected and studied to provide a representative sample in each country. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities, and threats (SWOT) of the national and local urban set-ups. The findings are presented and refined during city and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesize the information collected and outline ways forward to reduce urban poverty through holistic approaches.

**Phase two** builds on the priorities identified through pre-feasibility studies and develops detailed capacity-building and capital investment projects.

**Phase three** implements the projects developed during the two earlier phases, with an emphasis on skills development, institutional strengthening, and replication.

This report presents the outcomes of Urban Profiling Phase One at the city level in KMC.

## URBAN PROFILING IN KANIFING

In The Gambia, the urban profiling focuses on Banjul (the capital city), KMC and Brikama town in the western region. Through desk reviews, Focus Group Discussions (FGD) and institutional questionnaires, the profiling exercise targets municipalities, government departments, private institutions, non-governmental organizations (NGOs), and the academia within the selected cities.

A Focus Group Discussion was held in each of the 29 wards within the three municipalities/regions covered in the profiling exercise. In each ward, the session brought 20 participants discussing urban poverty issues. Discussions were guided by a team of moderators that comprised of a facilitator, secretary and observer.

The purpose of the various data collection mechanisms was to obtain information on people's perception regarding the causes, effects and possible solutions to urban poverty. This brought together a cross section of youth, adults, men, and women for interactive discussions at each stage of the assessment. The discussions allowed interaction among all participants which encouraged them to give out detailed opinions on the gains and issues hindering urban poverty eradication.

## REPORT STRUCTURE

This report consists of:

1. a general background of the urban sector in KMC, based on the findings of the national assessment report, a desk study, interviews, and a consultation held in The Gambia in 2005 (see back cover for a list of participants in the city consultation and a bibliography). The background includes data on administration, urban planning, the economy, the informal sector, the private sector, urban poverty, infrastructure, water, sanitation, public transport, street lighting, energy, health, and education;
2. a synthesis of seven main thematic areas – governance, slums, gender and HIV/AIDS, environment, local economic development, basic urban services, and urban safety and urban disaster management – in terms of the institutional set-up, regulatory framework, resource mobilization, and performance (this second section also highlights agreed priorities and includes a list of identified projects); and
3. a SWOT analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities, and outputs.

## DEMOGRAPHY OF KANIFING MUNICIPAL COUNCIL

KMC is one of the eight Local Government Areas (LGA) of The Gambia. It has a population of 322,735 inhabitants (2003 census) representing about 24 percent of the total population of the country. With a land surface of 75.5 square kilometers and population density of 4,478 persons per square kilometer, the municipality is considered to be the most densely populated in The Gambia. Between 1993 and 2003, the population increased by 15 percent.

Projections from the Gambia Bureau of Statistics (GBoS) indicates that from 1973 to 1983 there was a 9.9 percent increase in the population, while from 1983 to 1993 there was a population increase of 8.4 percent indicating a reduction of 1.5 percent within the period. Between 1993 and 2003, there was a 3.5 percent increase in the municipal population. The trend witnessed in the last three decades is likely to continue considering the current levels of socio-economic development activities in the municipality which are attracting migrants. In 2003, the number of migrants into the municipality was 47,022 representing 14.6 percent of the population while the number of refugees represented 5.9 percent of the population.

The municipality has a large youth population. The under five population is estimated at 45,160. Women within child bearing age (15 - 49) are estimated at 97,700 therefore constituting a little over 31 percent of the population.

## MUNICIPAL MANAGEMENT AND ADMINISTRATION

In KMC, the Lord Mayor and chairperson of the area council coordinates development activities including financial management. The offices of the chairperson and the Chief Executive Officer (CEO) head the overall administration while the Director of Finance heads the Finance Unit. Just as in other LGAs, a Multi Disciplinary Facilitation Team (MDFT) has been established to enhance joint learning and action, which serves as the interface between technicians (regional extension agents of Government and NGOs) and communities. In this approach, members of the community and MDFTs decide jointly on an integrated plan of action for effective development activities.

The office of the Governor constitutes the central coordination framework and ensures liaison with the council and representatives of other departments of state, development partners and civil society organizations involved in local development activities. The principal coordination structure for this is the Technical Advisory Committee (TAC).

This committee comprises heads of departments represented in the region with local development programmes, representatives of civil society organizations and NGOs and other regional officials determined by the governor in consultation with the CEO of the council.

At the level of the municipality, the CEO is the chairperson of the TAC. As part of the prescribed coordination mechanism specified in the Local government Act 2002, the TAC should meet every two months with periodic sub-committee consultations and exchanges as may be required within thematic groups in health, education, agriculture, natural resources, human resources, and finances.

## ECONOMIC SITUATION

One of the major challenges of the municipal authority is how to create jobs for the rising population. As mentioned earlier, KMC is one of the fastest growing municipalities in the country resulting in increased demand on basic social services and economic opportunities. Despite efforts to create several economic opportunities, there are several limiting factors including land, market outlets and capital. Although financial institutions such as banks and micro-finance schemes are potential sources of credit facilities, most respondents reported not having benefited from such facilities because of the lack of collateral or exorbitant interest rates levied on loans.

The need to embark on rigorous skills and entrepreneurship development programmes was highly recommended by some respondents as means of promoting small scale enterprises for self-employment creation. Difficulties in accessing timely relevant information and improper means of communication were highlighted as salient problems hindering the advancement of economic activities in the municipality. Inadequate land, lack of access to fertilizers, lack of storage facilities, and price inflation were also cited by the horticultural producers as major obstacles.

Urban agriculture, tie and dye, petty trading (including fruit vendors), selling of forest products, and selling of sea food are common economic activities. Other common economic activities include hair dressing, tailoring, metal work, and carpentry as emerging potential enterprises. The hotel industry is also a major source of employment for the youth. The construction industry is gaining momentum as several respondents reported to be involved in masonry, carpentry and metal work.



Although the municipal authorities promote access to jobs, respondents outlined The Gambia Priority Employment Programme (Gamjobs) as the main booster of economic development through job creation. In their pursuit to promote equity in the labour market, municipal authorities are very mindful in ensuring equal access for both men and women through their elected councillors. The study also revealed several constraints associated with access to jobs, mentioning women as those who are affected most.

To mitigate some of the challenges mentioned above, the staff of KMC operates a credit union with over 250 members. There are very few legal and administrative steps to acquire loans and any member can have a loan of three times more than his/her savings deposit.

## TRANSPORT AND PUBLIC INFRASTRUCTURE

Although the transport infrastructure has significantly improved over the years, the demand on public transport especially during rush hour is very high. Most of the Government offices and commercial centers are located in Banjul therefore many inhabitants of KMC commute to Banjul on a daily basis. The main modes of transport are buses and mini-vans which are operated by local businessmen.

The Department of Planning and Development within the municipality handles construction and infrastructure works and is charged with the responsibility of providing plans and building control services for the municipality. Over the last ten years, the department has been handling the council's infrastructure development work such as development of car parks, markets, community centers, roads, and schools. The planning and construction section helps in the preparation of building plans, enforces building control regulations and supervises the council's construction work.

In 2008, the department was able to refurbish the Talinding Police Station and renovate the National Intelligent Agents (NIA) Office complex in Bundung. Two sheds with 365 stalls and a canteen were constructed at Latrikunda Sabiji Market. With the formation of the National Roads Authority (NRA), the construction of roads and drains rests with the authority. Most of the access roads within the municipality are in bad condition, this hampers the provision of social services such as waste collection and disposal. The Authority carried out a maintenance exercise where they graded and back filled some major roads within the municipality. During the maintenance exercise, they also dislodged the drains on the roads. The road rehabilitation work however was not very effective as potholes emerged as soon as the rains commenced and the roads became muddy and almost impassable.

## HEALTH SERVICES

KMC has two major and 18 minor health facilities. Of the minor health care facilities, only 11 percent are funded by the public whereas the rest are non-governmental organizations, community or private facilities. Regarding the major health facilities, one is currently functional while the other is yet to provide services to the general public.

Available statistics indicate improvements in infant mortality rates from 84 per 1,000 live births in 1990 to 79 per 1,000 live births in 2006. Under-five mortality rates also decreased from 129 per 1000 live births in 1990 to 99 per 1,000 live births in 2006. The improvement was mainly as a result of improved health care.

According to reports, malaria is the leading cause of mortality in The Gambia, and according to data derived from health facility reports, malaria accounts for 44 percent of the total deaths, of which 47 percent for infants and children under five.

Maternal mortality as of 2006 was reported to be 730 per 500,000, which is a cause of major concern for the Gambian authorities. The Gambia still has a long way to go as regards reaching the MDGs on maternal health. Unavailability of health workers in health facilities especially in the rural areas is one of the major reasons for the poor maternal health situation in The Gambia.

## EDUCATION

Within the municipality, women form the majority of illiterate people. Factors such as poverty, early marriage, teenage pregnancy, physical abuse, and sexual harassment have limited the advancement of women in education. The Government of The Gambia together with development partners have intensified their efforts to increase both formal and informal education for girls and women.

In fulfillment of the education needs of tax payers within the municipality, the council funded the construction of Charles Jow Memorial Academy opened in 1997. Since its establishment by the city council with technical support from the Ministry of Basic and Secondary Education, the school has made steady progress over the years. The enrollment for the academic year 2006 / 2007 was 1,360. Of this enrollment figure, 45 percent were girls.

The enrollment figure in this school is likely to increase significantly as a result of its impressive performance making it first choice for most parents and students. Also due to its good performance, KMC with technical assistance from the Ministry of Education, is now expanding the school to include a senior secondary school.

**TABLE 1: ENROLMENT RATES BY REGION BETWEEN 1991-2009**

YEAR	GENDER	BCC	KMC	WR	NBR	LRR	CRR (N)	CRR (S)	URR
2007/2008	Total	110.0	87.0	73.0	59.0	75.0	72.0	62.0	58.0
	Male	115.0	89.0	72.0	55.0	74.0	63.0	55.0	58.0
	Female	107.0	86.0	74.0	64.0	76.0	81.0	69.0	57.0
2008/2009	Total	108.0	93.0	76.0	63.0	78.0	60.0	59.0	84.0
	Male	110.0	93.0	75.0	61.0	77.0	52.0	52.0	87.0
	Female	107.0	93.0	77.0	66.0	79.0	67.0	66.0	81.0

*(Source EMIS 1991/1992 – 2008/09 – MDG Status Report, 2009, pp. 19)*

## GOVERNANCE



Following the Local Government Elections of January 2008, a mayor and several councillors were elected. Five other councillors representing the youth, women, village heads, business community, and civil society were nominated. For the effective and efficient execution of its mandate, the council in accordance with Section 34 (1) of the Local Government Act 2002 established committees such as Finance and Audit, Planning and Development and other select committees such as health and environment.

Administratively, the municipality is headed by a Mayor and further subdivided into seventeen wards each headed by an elected councillor. For the effective execution of its mandate, the municipality has been further constituted into specialized committees of; health and environment, finance, foreign relations, trade and tourism, establishment, agriculture and natural resources, education and youth, and sports and culture.

The council is in charge of most of the Kombo Saint Mary District for annual rates collection, business registrations and fees, physical planning decisions, street cleaning, and rubbish disposal. There is also a rent court on the premises to adjudicate fair rents as well as settle disputes within the municipality.

### INSTITUTIONAL SET-UP

- A Technical Advisory Committee (TAC) has been established at the helm of the council to serve as an advisor in matters related to development and the general welfare of citizens of the municipality.
- Each ward at the municipal level has a councillor as its chairperson, with its arm in the Ward Development Committee (WDC) composed of representation from the Sub-Ward Development Committees (SWDCs) selected from the members of the village/ community involved in various development activities at sub ward level. SWDCs report to the WDCs who further transmit all reports to council planning for possible support.
- The WDC is an entry point for development in the area and is composed of democratically elected members of the people residing in the ward.
- All plans at the level of the ward are presented to the WDC for authentication and subsequent transmission to the municipal council for possible funding.

- Several departments (Administration, Finance, Planning and Development, Municipal Police, Audit, and Information Technology) were created within the council to facilitate daily operation.
- The Community Services Unit was set-up in 2005. It was meant to support the Municipal Community Development Office of the Department for Community Development (DCD) to train and operationalize the MDFTs as well as the TAC.
- At KMC, the system is more democratic in nature due to high level of exposure to donor support (e.g. the United Nations) for certain projects.
- Apart from the wards and sub-wards in KMC, other institutions exist such as; Community Based Organizations (CBOs), Women's Committees, Mosque Committees, Churches, and Councils of Elders.
- Though a number of issues are focused on constitutional, parliamentary, judicial, administration, decentralization, and Local Government Reforms, there is a need to understand the Constitution, gender participation and representation and the roles and responsibilities of all actors in the reform programme.
- Transfer of competencies from central government to local governments has occurred in education, agriculture, health, water resources, roads, decentralized planning, fiscal decentralization, and monitoring and evaluation.
- The human and institutional capacity of Local Government Authorities needs to be strengthened to enable them to effectively carry out their routine functions and service delivery.

## PERFORMANCE AND ACCOUNTABILITY

- The Internal Audit Department was created to improve the financial and socio-economic performance of the council.
- In most wards, the policies and statements on the rights of citizens and access to basic services are not clear and communities are not sensitized.
- Apart from sensitization conducted in few wards about the Local Government Act concerning the roles and responsibilities of WDCs and SWDCs with regard to street lights and standing water pipes, nothing much was done.

## RESOURCE MOBILIZATION AND CAPACITY BUILDING

- The finance and accounting training for Local Government Authorities facilitated by Gamworks Agency in The Gambia (December 2008) is a good sign in the promotion of good governance and accountability. This was intended to improve the management of budgeting, procurement and financial accounting of the Local Government Authorities as well as to promote a participatory approach to development at the local government level in the country.
- Current local government legislation provides for the self-administration of the municipality by elected mayors and ward councillors.

## CONSTRAINTS

- Inadequate financial support (funding).
- Capacity gap to implement the process of decentralization.
- Shortage of personnel at the governance unit in the Ministry of Local Government.
- Weak strategic approach and orientation to influence popular participation.

## AGREED PRIORITIES

- Promote community involvement in municipal development activities.
- Conduct anti-corruption campaigns among the local authorities and revenue collectors.
- Create a computerized data management system for the municipality.

<b>GOVERNANCE</b> N°1	<b>Project proposal</b>	<b>Page 27</b>
	Create computerized data management system	
<b>GOVERNANCE</b> N°2	<b>Project proposal</b>	<b>Page 27</b>
	Promote community involvement in municipal development activities	
<b>GOVERNANCE</b> N°3	<b>Project proposal</b>	<b>Page 28</b>
	Enhancing the revenue base of the council	



## SLUMS, SHELTER AND LAND



The Government of The Gambia promulgated the State Lands Act 1991, which designated all land in KMC, where demand is highest, as state land. The Act should, in principle, facilitate better physical planning and improved access to land, particularly for low income groups and the poor.

In KMC, the formal land tenure system apparently does not pose any major problem, as existing laws seem to be addressing the main issues. However, with the declaration of State Lands, customary allocations need to be formalized by converting them into leaseholds to conform to the State Lands Act.

In the past the customary tenure system ensured that the poor are not excluded from access to land. However, due to population pressures, land in the Kanifing Municipality has appreciated in value providing extensive speculative opportunities thus excluding the poor from easy access to land.

### INSTITUTIONAL SET-UP

- Just as in other municipalities, the Physical Planning and Development Control Act 1991 provides a unified legal basis for preparation and approval of physical development plans and control of developments (including buildings) and for creating a better environment and proper use of land in KMC.

- A Land Administration Board has been institutionalized to handle matters relating to land administration in the municipality.
- The boards scrutinize applications for land, leasing of land, acquisition and compensation of land for public purposes and investigates land disputes.
- The State Land Act of 1991 provides a legal basis to improve and rationalize the land tenure system by the replacement of the customary tenure with a long term (99 year) leasehold system in designated (specified) areas of the country.
- The Survey Act of 1991 provides a legal basis for the establishment of standards and specifications for survey work, to ensure protection of surveys marks, to enable private surveyors to undertake official survey, and for cadastral surveys for registration of title to land.

### REGULATORY FRAMEWORK

- The Physical Planning and Development Control Act states that all plots within the state land, that is KMC and Kombo North, South and Central are deemed leases. That is to say they must be leased and there was a time frame of ten years between 1994 and 2004 to acquire the leases. This did not materialize, because most people were not informed.

- All existing leases in KMC will have a 99 year lease period, which could be renewed thereafter. However, a subsequent amendment of the Act provides that non-Gambians shall be entitled to only 21 year leases.
- The regulations are not properly enforced due to procedural problems, that is, the certificates which are to be issued at different stages of development are not usually issued.
- Municipal Authorities pay little attention to slum dwellers; thus hardly providing assistance to them.
- The municipality does not own land and is not in any way involved in the management of land apart from the maintenance of a property register for rating purposes. Consequently, municipal authorities are unable to embark on poverty alleviation projects such as low-cost housing schemes without being allocated such land by the State.
- There is need for financial and technical assistance to support the development and use of local construction materials in order to reduce costs and make improved housing more affordable for the poor.

## SECURITY OF TENURE

- The land records are efficient but it takes an average of three years to secure a title deed. The cost involved is too high particularly at the transfer stake, where Dalasis 4,000 is required to pay to the Municipal Authorities per transfer and Dalasis 40,000 to income tax as capital gains tax.
- The difficulties of the current land administration are numerous, for example, the master plans are out dated and people are not well sensitized with regard to land registration and land acquisition. Land encroachment has become uncontrollable, despite the existence of a State Lands Act.
- When there is eviction, slum owners are not protected, thus no compensation is usually paid and there is no security for slum dwellers.
- Very little assistance if any is given to squatters on housing and transportation. The only assistance comes in the form of providing food and clothing when disasters occur. No housing survey has been carried out in slum areas, thus little information is obtained on the activities of slum dwellers.

## RESOURCE MOBILIZATION AND CAPACITY BUILDING

- A major constraint in the access to adequate shelter by the urban poor is the lack of housing finance institutions. The Social Security and Housing Finance Corporation (SSHFC) and the Home Finance Company (HFC) are the only mortgage lending institutions but their interventions are beyond the reach of the poor.
- One of the major tasks which remain unaccomplished due to lack of skills and knowledge is the upgrading of the master plans and standards. These tasks could not be done because the office responsible for them is the Physical Planning and Housing Department which is currently under-staffed and has limited resources.

## CHALLENGES

- When there is eviction, slum owners are not protected thus no compensation is usually paid.
- Very little assistance if any is given to squatters on housing and transport.
- Land encroachment has become uncontrollable.
- Limited access to adequate shelter by the urban poor as a result of insufficient housing finance institutions.

### AGREED PRIORITIES

- Creation of affordable housing schemes.
- Proper town planning.
- Compulsory acquisition of land.
- Street widening.
- Reclaiming of land.

<b>SLUMS, SHELTER AND LAND N°1</b>	<b>Project proposal</b>	<b>Page 30</b>
	Geographical Information System (GIS)	
<b>SLUMS, SHELTER AND LAND N°2</b>	<b>Project proposal</b>	<b>Page 31</b>
	Affordable housing scheme	



## GENDER AND HIV/AIDS



KMC does not have a separate municipal gender policy. However it has adopted the National Policy for the Advancement of Gambian Women which was developed and has been implemented since 1999. It has eighteen objectives which adequately address the twelve critical areas of concern for the advancement of women, adopted at the 4th World Women's Conference held in Beijing in 1995.

The goal of the policy is to improve the quality of life for all Gambians, particularly women, through the elimination of all forms of gender discrimination in the development process. The policy addresses issues of gender equality and women's empowerment through the mainstreaming of gender in all national policies and programmes thus eliminating discrimination. It reaffirms government's commitment to achieving gender equality and women's empowerment.

The policy is also anti violence, particularly against women and children, and advocates for access to land by women.

The Gambia signed and ratified the International Convention for the Elimination of all Forms of Discrimination against Women (CEDAW), meaning that The Gambia has accepted all the provisions in CEDAW. CEDAW calls for equality between men and women at all levels. It goes on to urge state parties to take appropriate measures to remove obstacles in the way of women's participation in all spheres of development.

There is no gender unit established in the municipality. However at the national level there exists a Women's Bureau which takes care of women's issues and programmes facilitating women in development in all spheres of socio-economic advancement. The efforts of the bureau are supplemented by NGOs and CBOs which operate more closely at community and grass root levels. The consultations have revealed that the existence of the women's bureau is not known to some women. It is imperative therefore, to have a gender unit within the municipality and make it functionally effective.

### THE INSTITUTIONAL SET-UP

- The Ministry of Women's Affairs has been set up to formulate policy and other issues related to the advancement of women in the country.
- A women's bureau was also established as an implementation arm of the Ministry of Women's Affairs.
- In response to recommendations adopted at the International Women's Conference held in Mexico in 1975, the National Women's Council and Bureau was established by an Act of Parliament in 1980.

- The first National Policy for the Advancement of Gambian Women (1999 – 2009) was adopted by the government of The Gambia in 1999. The goal of the policy is to improve the quality of life for all Gambians, particularly women, through the elimination of all forms of gender inequality.
- The 1997 Constitution of The Gambia supports the rights and freedom of individuals. Article 17 of the constitution states that “Every person in The Gambia, whatever his or her race, colour, gender or status, shall be entitled to fundamental human rights and freedom.” This is a clear indication that the constitution is against all forms of discrimination based on gender.
- Intensify awareness and sensitization campaigns on HIV/AIDS and other health issues affecting women.
- Develop and implement policies safeguarding women against all forms of violence.

## CHALLENGES

- Naive attitude towards solving Gender and HIV/AIDS challenges.
- Emotional impulsiveness.
- Illiteracy and unawareness.

## REGULATORY FRAMEWORK

- The Gambia is a signatory to the African Charter on Human and Peoples Rights which recommends the equal participation of women and men in all areas of development.
- A National Strategic Framework 2003 - 2008 was developed in June 2003 which articulated the strategic plan of the country to respond to the HIV and AIDS epidemic. The framework governed and coordinated all HIV related activities and programmes in the public, private and NGO sectors and in civil society at large.

## RESOURCE MOBILIZATION AND CAPACITY BUILDING

- The National AIDS Control Programme and the National AIDS Secretariat are responsible for the sensitization, training and advocacy required to control the spread of HIV/AIDS. With the collaboration of other stakeholders and development partners, massive sensitization campaigns and training on HIV/AIDS prevention and control were conducted.
- In 2000 the Gambian government signed a credit agreement for over USD 15,000,000 with the World Bank to implement a HIV/AIDS Rapid Response Project (HARRP). In November of the same year, The Gambian Development Forum on HIV/AIDS was held.
- Establish gender units and gender focal points networks at the municipality.
- Increase efforts for formal and non-formal education among girls and women.

AGREED PRIORITIES
<ul style="list-style-type: none"> <li>• Capacity building on gender.</li> <li>• Improving the productivity of the agricultural industry.</li> <li>• Establishment of skills training centers.</li> <li>• Establishment of food processing and storage centers.</li> <li>• Provision of micro credit to entrepreneurs.</li> <li>• Improved health centers.</li> <li>• Provision of adult literacy classes.</li> <li>• Provision of milling machines and other labour saving devices.</li> <li>• Entrepreneurship training.</li> </ul>

GENDER AND HIV/AIDS N°1	<b>Project proposal</b>	<b>Page 33</b>
	Construction of skills training centres	
GENDER AND HIV/AIDS N°2	<b>Project proposal</b>	<b>Page 33</b>
	Fish processing and storage centres	
GENDER AND HIV/AIDS N°3	<b>Project proposal</b>	<b>Page 34</b>
	Micro-credit scheme	



## ENVIRONMENT



Sustainable development is linked to the environment and is measured not only in terms of economic growth, but also the rate of recovery of the deteriorated environment. The most important development objective of KMC is the improvement of the living standards of its population while preserving the environment.

The high population density in KMC results in overcrowding, poor sanitation, environmental pollution, and coastal erosion. It also results in the high generation of solid waste and the need to mine more sand for the erection of more buildings in order to satisfy the shelter needs of the growing population.

Over the past years, the people residing in KMC have suffered from flooding which seriously affected their livelihoods. Apart from the direct effects of drowning, injury or loss of life, the floods caused major damage to infrastructure including disruption of water supply systems, sewage disposal systems, and roads as well as contamination of water sources for human consumption.

The flooding of Ebo Town in KMC in 2005/2006 resulted in an outbreak of cholera. Health workers, particularly Public and Environmental Health Officers within the municipality played a key role in the implementation of water and sanitation projects to provide safe drinking water and sanitation facilities to the people affected by the flood.

### INSTITUTIONAL SET-UP

- Establishment of the National Environment Management Council with administrative cadres and functions.
- The municipality collaborates closely with NEA as the secretariat of the National Environment Management Council and principal body responsible for coordinating all activities related to the environment.
- The municipality has a Local Environmental Committee responsible for the coordination of the environment and natural resources within the municipality.
- The Local Environmental Committees are also established to be responsible for integrating the views of the public through wide consultations on environmental policies and decisions.



## REGULATORY FRAMEWORK

- The National Environment Management Act (NEMA) and NEA together with the Ministry of Health Services (Public Health Services) are the three most important institutions in respect to the enactment of environment legislations, the formulation and implementation of the policy, the setting of national standards, and monitoring of compliance with environmental regulations in general and solid waste management in particular. These are reflected in the National Environment Act of 1994.
- The anti-littering bill has also been passed to reduce the volume of indiscriminate dumping of litter within the municipality.
- The Environmental Impact Assessment (EIA) regulations and guidelines aim to integrate environmental concerns into all development planning including roads development, agriculture and construction.
- The monthly “operation clean the nation” has been instituted in the municipality to ensure a clean and hygienic environment. This is done on the last Saturday of every month.

## RESOURCE MOBILISATION AND CAPACITY BUILDING

- Donor support through sector intervention on environmental issues through the Poverty Reduction Strategy Paper (PRSP) implementation (2007 – 2011).
- Quite a significant number of NGOs such as Concern Worldwide are involved in the environmental sector providing not only resources but also implementing relevant activities.
- Limited technical and human resource capacities are responsible for coordinating, monitoring and enforcing environmental regulations as well as the absence of monitoring and reporting systems and lack of guidelines and bench marks for certain areas.
- Lack of comprehensive waste management, treatment and disposal systems for urban settlements.
- Local refuse collection charges are sometimes beyond the capacity of some poor urban residents.

## CHALLENGES

- Inadequate financial resources for environmental protection initiatives.
- Limited technical and human resource capacities.
- Lack of municipal environmental desk officers.
- Lack of comprehensive waste management, treatment and disposal systems.

### AGREED PRIORITIES

- Physical planning and enforcement of building regulations.
- Improving the drainage system and road networks.
- Improving the waste management system.
- Improving the electricity supply in the city.
- Upgrading the waste management system.

<b>ENVIRONMENT</b> N°1	<b>Project proposal</b>	<b>Page 36</b>
	Provision of good roads and an effective drainage system	
<b>ENVIRONMENT</b> N°2	<b>Project proposal</b>	<b>Page 36</b>
	Improved waste management system	
<b>ENVIRONMENT</b> N°3	<b>Project proposal</b>	<b>Page 37</b>
	Extension of electricity to under served areas within the municipality	

## LOCAL ECONOMIC DEVELOPMENT



Population growth has a strong influence on the local economic development of KMC. Over the years, KMC has experienced rapid population growth largely due to the number of people migrating from Banjul (the capital city) to KMC. The rapid population growth has resulted in acute unemployment resulting in high rates of poverty and high demand for basic infrastructure (roads, communication, energy, and water) within the municipality.

One of the major challenges faced by the municipal authority is therefore how to create jobs for the rising population. As mentioned earlier, KMC is the fastest growing municipality in The Gambia. Several factors affecting local economic development in Kanifing include limited access to land and inadequate market outlets. Lack of working capital due mainly to the inaccessibility of credit is one of the major factors hindering the advancement of business.

Major industries in KMC include the service industry and the construction industry which are a major source of employment for the youth.

The need to embark on skills and entrepreneurship development initiatives was highly recommended by some respondents as a means of promoting small scale enterprises for self-employment creation.

### INSTITUTIONAL SET-UP

- The Public Works and Capacity Building Project (PWCBP) commonly referred to as Gamworks Agency was established to build capacity through private sector development and public reforms, enhance public infrastructure and participate in reducing unemployment in the urban areas by creating temporary jobs in the construction sector.
- The National Youth Service Scheme (NYSS) provides relevant skills to the youth to enable them to start up small scale businesses.
- A Community Development Office is attached to the municipality to provide the needed support, skills development and income generating activities.
- Under the Ministry of Trade, Industry and Employment, Gamjobs promotes access to skills thus enabling employment and sustainable livelihoods.
- The Rural Finance Project (2008-2014) funded by the International Fund for Agriculture Development (IFAD) offers a range of financial services to the poorest members of the society.

## REGULATORY FRAME WORK

- Flexible macro-economic policy regime to facilitate access to credit for productive investments, particularly those targeting labour-intensive productivity that provides a chance for the poor to benefit from such activities for income generation, wealth creation and sustainable livelihoods.

## RESOURCE MOBILIZATION AND CAPACITY BUILDING

- Strengthen capabilities of the poor to cope with changing economic conditions as a result of the food, economic and environmental crisis.
- Create new economic opportunities for sustainable operations of local economic development initiatives through entrepreneurship training.
- Ensure that adequate systems are in place to support emerging entrepreneurs such as micro-credit and marketing schemes.
- Promote skills and entrepreneurship development within the municipality.
- Establish The Gambia Enterprise and Skills Development and Training Fund (GETFUD).
- The Community Skills Improvement Project (CSIP), from the DCD has made significant efforts in increasing adult literacy, income generation skills training and provision of loans.

## CHALLENGES

- The Gambia's formal employment sector is very small, employing just over 10 percent of the labour force.
- Unemployment among the youth is estimated at over 40 percent and 70 percent of women are engaged in low productivity subsistence agriculture.
- Acute unemployment and poverty among the youth results in them resorting to desperate measures, such as dangerous sea-borne attempts to immigrate to Europe.

### AGREED PRIORITIES

- Establishment of a revolving fund for young entrepreneurs.
- Provision of horticultural production and storage facilities.
- Multipurpose skills and entrepreneurship training centres.
- Micro finance loan scheme (credit facilities).
- Strengthening entrepreneurship and investment opportunities.
- Construction of fish processing and storage facilities (cold store).
- Weekly markets to be promoted.
- Provision of adequate land for gardening.
- Creation of cross border trade links.
- Promotion of eco-tourism.
- Market renovation.
- Provision of food processing and labour saving devices.
- Business development services (technical support - seeds, fertilizer).

<b>LOCAL ECONOMIC DEVELOPMENT</b> N°1	<b>Project proposal</b>	<b>Page 39</b>
	Multi purpose skills and entrepreneurship training centre	

<b>LOCAL ECONOMIC DEVELOPMENT</b> N°2	<b>Project proposal</b>	<b>Page 39</b>
	Revolving fund for young entrepreneurs	

<b>LOCAL ECONOMIC DEVELOPMENT</b> N°3	<b>Project proposal</b>	<b>Page 40</b>
	Horticultural production and storage facilities	



## BASIC URBAN SERVICES



To facilitate the delivery of basic urban services within the municipality of Kanifing, a Community Services Unit was created in 2005. In pursuance of the dictates of the local government reform and decentralization programme, the Community Development and Services Unit worked in the setting up, training and operationalization of the MDFTs as well as the TACs.

The Community Service Unit along with the Community Development Unit, the Women's Bureau, and the Youth and Sports Officials have supported many community based initiatives. Under the UNICEF country programme of cooperation (2007-2011), various activities have been successfully implemented. The WDCs of Ebo Town and Talinding (the main flood prone areas in the municipality) have been reactivated, trained and are now meeting regularly.

In collaboration with the Department of Water Resources, 20 water management committees have been set up which are composed of 140 members. Representatives from women's groups in the municipality have also been trained in waste recycling and general environmental sanitation as well as pollution control.

Despite the numerous efforts of the municipal authorities to improve the provision of basic urban services, there is still inadequate provision of water supply and electricity. The drainage and sewage system is also poor leading to severe flooding during the rainy season. Although there are good road networks linking the municipality to surrounding cities, the roads found within residential areas and informal settlements are below standard. The existing waste collection services are not efficient and do not serve all parts of the municipality, leading to indiscriminate dumping of waste.

### INSTITUTIONAL SET-UP

- Some NGOs and CBOs within the municipality assist in the provision of basic urban services as part of their development plans.
- The National Water and Electricity Company (NAWEC), established in June 1996 under the Companies Act, provides water, electricity and sewerage services for domestic, public and industrial use.

- Water management committees were also set up in each of the wards to ensure responsible use of water.

## REGULATORY FRAMEWORK

- The Gambia Public Utilities Regulatory Authority (PURA) Act of 2001, provides for the establishment of the PURA to regulate the activities of providers of certain public utilities in the various economic sectors. Among them, energy services (electricity, petroleum and gas), communication services (telecommunications, broadcasting and postal services), water and sewerage services, and transport services (land, water and air).
- Lack of comprehensive waste management, treatment and disposal systems for the municipality.

## RESOURCE MOBILIZATION AND CAPACITY DEVELOPMENT

- The Women's Bureau has provided a loan and a milling machine and trained women on food processing as well as supporting ongoing adult literacy classes within some parts of the municipality.
- The National Agricultural Research Institute supports CBOs and women groups by providing technical training support for their agricultural projects.
- Inadequate provision and maintenance of municipal infrastructure and shortfalls in public service delivery. This is due largely to the increasing urban population and lack of adequate physical planning.
- Inadequate financial resources and management by Local Government Authorities resulting in their failure to adequately cover their range of statutory functions and responsibilities.
- There is a need to improve revenue collection by providing an updated aerial mapping of all real estates (towns) to facilitate street identification, property numbering and efficient tax collection.

## CHALLENGES

- Poor road-communication system.
- Inadequate drainage causing floods.
- Insufficient supply of electricity and water.
- Ineffective waste and sewage management system.

### AGREED PRIORITIES

- The provision of a properly functioning drainage system.
- Training programmes on waste management and waste-disposal.
- Upgrading the emerging slums.
- Upgrading the road network.
- Provision of vehicles to collect waste.
- The provision of access to safe and portable drinking water.
- Provision of multi-purpose centre for skills training.

<b>BASIC URBAN SERVICES</b> N°1	<b>Project proposal</b>	<b>Page 42</b>
	Affordable housing scheme	
<b>BASIC URBAN SERVICES</b> N°2	<b>Project proposal</b>	<b>Page 43</b>
	Provision of good access roads	
<b>BASIC URBAN SERVICES</b> N°3	<b>Project proposal</b>	<b>Page 44</b>
	Provisions of skills training centres	



# URBAN SAFETY AND URBAN DISASTER MANAGEMENT



The Municipal Policy Unit is responsible for the enforcement of all council laws and by-laws. The responsibilities of the Municipal Policy Unit include protecting council staff in the execution of their lawful duties as well as protecting public and private property.

In an attempt to improve security within the municipality, the unit continues to collaborate with the Gambia Police Force in conducting joint patrols. This initiative has proven successful and is continuing to improve and increase security within the municipality. The Municipal Police have particularly been effective in crowd control during social events, most noticeably at state functions and football matches.

Although indications are that majority of people within the municipality are aware of police efforts to curb crime, the specific crime prevention policy and the functions of the police are not very clear to most inhabitants of the municipality. The community feels there is need to sensitize them on crime and security matters to enable them to establish a good working relationship with law enforcement officers at community level.

The enactment of the National Disaster Management Bill is an accomplishment of the UNDP funded two year National Disaster Management Project which seeks to establish a comprehensive national disaster management programme with local level structures and the subsequent integration of disaster management and risk reduction into the government development programmes and the PRSP.

The Bill / Act provides for integrated and coordinated disaster management for The Gambia that focuses on prevention, preparedness, response, mitigation, and recovery from disasters or emergency situations, and establishment of a National Disaster Management Agency (NDMA) and Regional/Municipal/City, District and Village Disaster Management Committees.

## INSTITUTIONAL SET-UP

- There exists a functioning decentralized national structure for disaster risk reduction with regional/municipal, district and village committees.
- There are institutions at municipal level that maintain security for example, through regular surveillance and patrols of the city.
- A National Disaster Management Policy and Act has been formulated and enacted respectively by government providing the policy and legal frameworks for disaster risk reduction.
- There is a national programme of action for disaster risk reduction that seeks to mainstream disaster risk reduction into national policies and programmes.
- NDMA has been established by government to coordinate the action of ministries, government agencies, regional, and other local government disaster management committees as well as those of NGOs and donors in disaster risk reduction.

- There is a National Disaster Management Council comprising ten cabinet ministers that is chaired by the Vice President. Other members of the council include the heads of the NDMA and The Gambia Chamber of Commerce and Industry.
- The National Intelligence Agency responsible for protecting state security, collecting intelligence and conducting covert investigations reports directly to the president.

## REGULATORY FRAMEWORK

- Create broad and effective partnership among government, humanitarian organizations and other partners to engage in disaster risk reduction activities and address the underlying factors in disasters.
- Develop an efficient response mechanism to disaster management and make available the necessary resources.
- Develop institutional frameworks and structures capable of preventing, preparing for and responding to disasters at national, regional and local levels.
- Creation of a body of knowledge that is useful to support government, humanitarian organizations and other partners to anticipate, plan for and manage disasters effectively.
- Integration of disaster risk reduction into sustainable policies and plans.

## RESOURCE MOBILIZATION AND CAPACITY BUILDING

- The NDMA secretariat will organize mini round-table discussions with its development partners and other stakeholders with a view of informing them about the programmes of the strategic plan and identifying possibilities for partnership and financing.
- Lack of adequate capacity to implement the strategic plan owing to the weak agency staffing in quality and quantity.
- Lack of enough funding which makes the agency unable to translate their strategy into concrete actions.

## CHALLENGES

- Not enough police officers on patrol.
- Poor transport infrastructure and system.
- Many parts of the city do not have street lights.
- Lack of legal support to the poor.

### AGREED PRIORITIES

- Increasing human and institutional capacity to formulate and implement security related activities.
- Provision of drainage infrastructure.
- Training in waste management.
- Provision of heavy equipment for waste collection and disposal.
- Disaster preparedness measures in preventing floods, fire and industrial accidents.
- Adequate training on health and safety issues.

**URBAN SAFETY AND URBAN DISASTER MANAGEMENT**  
N°1

**Project proposal**

**Page 46**

Adequate training on health and safety issues

**URBAN SAFETY AND URBAN DISASTER MANAGEMENT**  
N°2

**Project proposal**

**Page 47**

Street widening

**URBAN SAFETY AND URBAN DISASTER MANAGEMENT**  
N°3

**Project proposal**

**Page 48**

Provision of heavy equipment for waste disposal

## GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>GOVERNANCE AND DECENTRALIZATION</b>			
<p>Training of councillors and council administration by KMC and UNDP.</p> <p>WDCs and SWDCs formed and members trained.</p> <p>MDFTs set up and trained on their roles and responsibilities.</p> <p>TACs set up and operational.</p> <p>Alkalos cocus formed and monthly meetings scheduled.</p> <p>Sub-standing council committees formed and meet regularly.</p> <p>General Rate Act of 1992.</p>	<p>Inadequate training on upcoming issues and disasters.</p> <p>MDFTs have no continuous training support.</p> <p>TACs do not have adequate training for their operations.</p> <p>Alkalos cocus not trained.</p> <p>Alkalos/councillors do not have social support and funds.</p> <p>Problem of boundaries for Alkalos and their settlements.</p>	<p>Availability of donors.</p> <p>DCD has trained personnel who conduct training in governance.</p> <p>Willingness of National Council for Civic Education to provide capacity building.</p> <p>Peace and stability.</p> <p>Physical planning and lands survey and council of elders can help in solving boundary problems.</p>	<p>Political instability.</p> <p>Staff attrition is high.</p> <p>Frequent changes in staff and staff transfers.</p> <p>Disagreement between Alkalos over boundary changes.</p> <p>Inadequate funding for some projects.</p> <p>Disasters (natural and artificial).</p>
<b>RESOURCE MOBILIZATION AND CAPACITY BUILDING</b>			
<p>Availability of human resources.</p> <p>WDCs and SWDCs can mobilize resources.</p> <p>The council has a source of revenue.</p>	<p>Inadequate resource mobilization.</p> <p>Inadequate training for council authorities, WDCs and SWDCs.</p> <p>Low payment of rates and taxes.</p> <p>Poor identification of properties and assessment.</p>	<p>Local Government Act of 2002.</p> <p>Finance and Audit Act 2004.</p> <p>Existence of Revenue Earning Units.</p>	<p>High unemployment rates.</p> <p>Lack of market outlets.</p> <p>Inadequate support and training for women and youth groups.</p>

<b>GOVERNANCE</b> N°1	<b>Project proposal</b>
	Create a computerized data management system

<b>GOVERNANCE</b> N°2	<b>Project proposal</b>
	Promoting community involvement in municipal development activities

**LOCATION:** KMC.

**DURATION:** 24 months.

**BENEFICIARIES:** KMC.

**IMPLEMENTING PARTNERS:** KMC and partners.

**ESTIMATED COST:** USD 200,500.

**BACKGROUND:** The council is a service delivery institution accountable to tax payers. To fulfill this mandate, there is need for a standard data management system to be put in place for accountability and transparency purposes. This can only be achieved through effective staff training on data management systems.

**OBJECTIVES:** (1) To promote effective record keeping. (2) To provide a reliable accounting system. (3) To provide a proper billing system. (4) To establish a standard data management system.

**ACTIVITIES:** (1) Training of staff on effective record keeping. (2) Establishing a proper accounting system. (3) Establishing a proper billing system. (5) Establishing a standard data management system for the council.

**OUTPUTS:** The following indicators will be used to assess project success: (1) Number of trained staff on effective record keeping. (2) Introduction of a proper accounting system. (3) Improved records of tax payers in the municipality. (5) Number of computers and equipment put in place for the standard data management system.

**IMPLEMENTATION:** The project will be managed and implemented by KMC and the funding agency.

**LOCATION:** KMC.

**DURATION:** 24 months.

**BENEFICIARIES:** WDC and SWDC members and the public.

**IMPLEMENTING PARTNERS:** Gambia Association of Local Government Authorities (GALGA), DCD, the Government, and NGOs operating in the municipality and the communities.

**ESTIMATED COST:** USD 300,000.

**BACKGROUND:** The WDCs have not been as effective as they have no operational base in the form of ward offices. As a result, WDC documents are still kept in private houses and meetings held in private premises. Further, local government structures and CBOs have not been prepared adequately to participate and get involvement in municipal development activities.

**OBJECTIVES:** (1) To train and support MDFTs in their community empowerment activities. (2) The WDCs and SWDCs will be trained on their roles and responsibilities as is spelt out in the Local Government Act 2002. (3) All wards and sub-wards will be equipped with skills and supported in preparing their annual Community Action Plans for submission to the council. (4) All wards will be involved in the annual reviewing and tracking of the council development budget. (5) Community participation in council development activities and their monitoring will be increased.

**ACTIVITIES:** (1) Construct, furnish and operationalize ward offices and provide operational materials for WDCs and SWDCs. (2) Sensitize community members on the roles and responsibilities of the council and also the roles and responsibilities of the community in council development activities.



**OUTPUTS:** (1) MDFTs trained and supported to carry out community empowerment activities. (2) WDC and SWDC members trained on their roles and responsibilities with emphasis on community based planning, implementation and monitoring and evaluation of Community Action Plans. (3) Wards and sub-ward development/action plans produced and submitted to council. (4) Wards supported in the annual reviewing and tracking of the council's development budget. (5) Communities equipped with tools and equipment to participate and monitor council development activities.

**PROJECT IMPLEMENTATION:** KMC needs to take the lead role in the implementation of the project. The Ministry of Local Government and Lands as well as the Ministry of Economic Planning and Industrial Development and other bilateral and multi-lateral donor agencies will be required to provide the needed resources for the successful implementation of the project.

**PROJECT EQUIPMENT:** Office equipment and stationery.

<b>GOVERNANCE</b> Nº3	<b>Project proposal</b>
	Enhancing the revenue base of the council

**LOCATION:** KMC.

**DURATION:** 12 months.

**BENEFICIARIES:** KMC and the municipality.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development, Ministry of Local Government and Lands, Ministry of Finance, and GALGA.

**ESTIMATED COST:** USD 100,000.

**BACKGROUND:** Over the years, the social services to be provided by the council have out stripped the council's resources calling for improvement in revenue collection on the side of the council. It is estimated that only 60 percent of the total revenue due to the council is collected annually. This is mainly due to the poor performance of the revenue earning units. To improve revenue collection, it is important that the capacity of the revenue earning units is improved.

**OBJECTIVES:** (1) To build the capacity of the revenue earning units. (2) To establish an internal evaluation unit. (3) To institute proper street naming, property identification and numbering. (4) To establish a comprehensive revenue data base for the council. (5) To institute the 0.03 percent property rating level established by Government. (6) To conduct mass sensitization on the essence of paying rates and licences.

**ACTIVITIES:** (1) Train revenue earning unit staff on their roles and responsibilities. (2) Conduct mass sensitization on the essence of paying rates and licences. (3) Strengthen the Inspectorate Unit.

**OUTPUTS:** (1) Revenue earning unit staff trained on their roles and responsibilities. (2) A fully functional internal evaluation unit established. (3) All streets named and properties identified and documented into a database. (4) A user friendly comprehensive revenue data base for council made available. (5) The 0.03 percent property rating level instituted. (6) Mass sensitization on the essence of paying rates and licenses conducted. (7) A fully functional Inspectorate Unit put in place.

**IMPLEMENTATION:** The Finance Department at KMC, with technical guidance from The Ministry of Local Government and Lands, the Ministry of Economic Planning and Industrial Development, the Ministry of Finance, and GALGA, will take the lead in the implementation of the project. Bilateral and multi-lateral donor agencies will be required to support the project by providing the needed technical, material and financial resources.

**EQUIPMENT TO BE PROCURED:** (1) Office equipment. (2) Stationery. (3) Vehicles. (4) Motorcycles.

# SLUMS, SHELTER AND LAND

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK</b>			
Local Government Act 1992. Physical Planning Act 1991. Development Control Act 1991.	The city council is not mandated to handle land acquisitions.	The city council should be mandated based on the decentralization policies of government on physical planning matters, Development Control Act and Land Acquisition Act.  The city council should also be mandated to establish both survey and state land issues for easy implementation.	Illegal shelter.  Increased disease outbreaks.
<b>SECURITY OF TENURE</b>			
Land Acquisition Act. The Physical Planning Department. State Land and Survey Act of 1991.	Inadequate human resources.  Low level of capacity to implement slum upgrading initiatives.		
<b>RESOURCE MOBILIZATION AND CAPACITY BUILDING</b>			
Presence of SSHFC. The existence of the Physical Planning Department.	Low level of capacity to implement slum upgrading initiatives.  Shortage of financial resources and lack of technical assistance.  Delay in the distribution of funds for council development plans.  No data available on the State Land, Physical Planning and Development Control Acts.	Availability of training facilities.  Availability of human resources who can be trained.  Proposed implementation of a Geographic Information System.  The council should be mandated to take charge and implement the Policies and Acts.	Unavailability of funds in the council to train staff.  Delay in the implementation of Acts and other government instruments.

<b>SLUMS, SHELTER AND LAND Nº1</b>	<b>Project proposal</b>
	Geographical Information System (GIS)

**LOCATION:** KMC.

**DURATION:** 18 months.

**BENEFICIARIES:** KMC, Gambia Telecommunications Company (Gamtel), Gambia Postal Services Corporation (Gampost), NAWEC, GSM (Global System for Mobile Communications) Operators, and Government Departments.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development and Ministry of Local Government and Lands.

**ESTIMATED COST:** USD145,000.

**BACKGROUND:** One of the most challenging tasks of the municipality is delivery of services. This is mainly due to the unavailability of vital information such as proper street names, addressing system and property identification, naming and numbering. As a result of the huge information gap, the council cannot adequately collect revenue from rates, licenses, rented properties, and fees from markets, shops, industries, and warehouses. It is estimated that the council collects only 60 percent of the revenue due to it annually.

**OBJECTIVES:** (1) To establish an effective and efficient data base information management system for planning purposes. (2) To build technical and human capacities of council to use the data management system already developed.

**ACTIVITIES:** (1) Identify and document all properties and business entities in the municipality. (2) Enhance proper billing of properties and business entities. (3) Conduct street naming exercise and popularize the street names. (4) Institute proper addresses for all properties and business entities in the municipality. (5) Identify open spaces and unused land in the municipality. (6) Prepare and update all ward maps.

**OUTPUTS:** (1) All stakeholders particularly the communities sensitized on the GIS. (2) An effective and efficient data base information management system in place for planning purposes. (3) Trained and competent staff available to use the management system already developed. (4) Technical equipment for implementing the GIS available. (5) Updated data on all properties and business entities in the municipality available. (6) Proper billing of properties and business entities available. (7) All streets in the municipality identified, named and numbered. (8) Proper addresses for all properties and business entities in the municipality made available. (9) Information on all open spaces and unused lands in the municipality available. (10) Ward maps updated and available for use.

**PROJECT IMPLEMENTATION:** The Planning and Development Department with support from the Community Services Unit and the Community Development Unit of KMC needs to take the lead role in the implementation of the project. The Ministry of Local Government and Lands, the Ministry of Economic Planning and Industrial Development, UN-HABITAT, and other bilateral and multi-lateral donor agencies will provide the much needed technical, material and financial support for the successful implementation of the project.

**EQUIPMENT TO BE PROCURED:** (1) Stationery. (2) Vehicles. (3) Office equipment.

<b>SLUMS, SHELTER AND LAND Nº2</b>	<b>Project proposal</b>
	Affordable housing scheme

**LOCATION:** KMC.

**DURATION:** 36 months.

**BENEFICIARIES:** KMC staff and the poor communities.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development, Ministry of Local Government and Lands, Ministry of Finance, and SSHFC.

**ESTIMATED COST:** USD 1,000,000.

**BACKGROUND:** One of the most challenging problems of the municipality is provision of adequate housing for the ever increasing population. About 7 percent of the houses in the municipality are built with non-permanent materials, 52 percent of the houses are of semi-permanent materials and only 40 percent of the houses are made of permanent materials. Between 1976 and 1995, The Gambia Bureau of Statistics figures indicate that there was a housing gap of over 29,000 housing units in Banjul and Kanifing.

**OBJECTIVES:** (1) To meet the housing demand of the poor and middle class residents of Kanifing and Brikama. (2) To reduce congestion of houses in certain parts of the municipality.

**ACTIVITIES:** (1) Secure the piece of land for the Low Cost Housing Scheme. (2) Conduct an Environment Impact Assessment for the housing scheme. (3) Conduct drilling and soil sampling tests in the proposed site. (4) Conduct preliminary sub-surface investigations. (5) Design the electrical infrastructure. (6) Design portable water supply and piping scheme. (7) Design the road and drainage network. (8) Finalize the detailed project design and costing. (9) Contract the construction of the housing units. (10) Install water and electricity facilities to the housing scheme. (11) Allocate housing units to beneficiaries. (12) Collect monthly mortgage charges and pay to lender for the project.

**OUTPUTS:** (1) More than 800 new housing units constructed. (2) Commercial shops constructed. (3) A mosque, chapel and community centre constructed. (4) A playground and recreational park constructed. (5) Road network improved. (6) Water supply improved. (7) Telecommunication services improved. (8) Waste collection services improved.

**PROJECT IMPLEMENTATION:** The Planning and Development Department of KMC with support from the community services unit of KMC will take the lead role in the implementation of the housing project.

**EQUIPMENT TO BE PROCURED:** (1) Heavy duty construction tools. (2) Construction materials.



## GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP</b>			
<p>Existence of the women's bureau and women's groups.</p> <p>Existence of the Municipal AIDS Committee.</p> <p>Existence of HIV/AIDS support groups.</p>	<p>Gender is not adequately mainstreamed in the various sectors.</p> <p>There is no sustainable plan for the Municipal AIDS Committee.</p> <p>Women are more susceptible to HIV/AIDS than men.</p> <p>There is a lot of stigma associated with HIV/AIDS and this results in people refusing to disclose their status.</p> <p>No proper coordination between women's support organizations.</p>	<p>Availability of Global Fund for HIV/AIDS.</p> <p>Effective involvement of women in the decision making process.</p> <p>Availability of support from NGOs and CBOs.</p> <p>Availability of human resources to assist with HIV/AIDS awareness creation.</p>	<p>Stigma and discrimination faced by people living with HIV/AIDS.</p> <p>Misconception about gender concepts within the African context.</p>
<b>REGULATORY FRAMEWORK</b>			
<p>National strategic framework for HIV/AIDS.</p> <p>National monitoring and evaluation framework in place.</p> <p>National gender policy in place.</p>	<p>Low level of awareness of these instruments among the populace.</p> <p>Lack of Parliamentary Act for National AIDS Secretariat.</p> <p>Poor implementation of gender and HIV/AIDS policies.</p>	<p>Action is being taken towards the passing of the National AIDS Secretariat Act in parliament.</p>	<p>Perpetuation of gender based violence.</p>
<b>RESOURCE MOBILIZATION AND CAPACITY BUILDING</b>			
<p>Availability of Entrepreneurship Promotion and Micro-finance Development Project.</p> <p>Availability of global funds for HIV/AIDS.</p> <p>The establishment of the President's Girls' Education Programme (PAGEP).</p>	<p>Donor fatigue.</p> <p>Gender bias in the implementation of projects.</p>	<p>Political stability.</p> <p>Availability of human resources.</p>	<p>Decline in donor funding.</p> <p>Mismanagement of resources.</p> <p>Unsustainability of plans.</p>

<b>GENDER HIV/AIDS N°1</b>	<b>Project proposal</b>
	Construction of skills training centres

<b>GENDER HIV/AIDS N°2</b>	<b>Project proposal</b>
	Fish processing and storage centres

**LOCATION:** KMC.

**DURATION:** 12 months.

**BENEFICIARIES:** Women, youth, PLWHA (People Living with HIV/AIDS), KMC, DCD, and the Ministry of Economic Planning and Industrial Development.

**ESTIMATED COST:** USD 350,000.

**BACKGROUND:** In view of the rapid urbanization leading to an increase in demand for livelihood skills, and the limited skill centres, there is need to devise alternatives to respond to the diverse needs and aspirations of the people. The Government of The Gambia with relevant stakeholders conducted regional and community level consultations to identify the needs of the people within the municipality and construction of skill centres was one of the priorities identified by the communities.

**OBJECTIVE:** (1) Construction of five skills training centres within the municipality in one year. (2) Provision of access to skills training opportunities for women and youth in the following areas; tie and dye, soap making and batik.

**ACTIVITIES:** (1) Community sensitization and preparation. (2) Identification of contractors to construct the centres. (3) Identification of facilitators and trainees for the skills training centres. (4) Conduction of skills training.

**OUTPUTS:** (1) Five skills training centres constructed. (2) Some 5000 women and youth will have access to the skills training centre. (3) Some 5000 women and youth will be trained in tie and dye, soap making and batik.

**PROJECT IMPLEMENTATION:** The project will be implemented in consultation with key stakeholders including the community. The process will employ a participatory strategy, working with stakeholders at the various stages of the project.

**EQUIPMENT TO BE PROCURED:** (1) Construction materials. (2) Stationery.

**LOCATION:** Old Jeshwang, KMC and Bakau.

**DURATION:** 12 months.

**BENEFICIARIES:** Fishermen.

**ESTIMATED COST:** USD 100,000.

**IMPLEMENTING PARTNERS:** UN-HABITAT, KMC, Ministry of Economic Planning and Industrial Development, and DCD.

**BACKGROUND:** This project, upon successful implementation, will improve the income of the fishermen in KMC and increase food security.

**OBJECTIVES:** (1) Provide fish processing and storage facilities for fishermen. (2) Reduce loss of income through proper handling of fish and other marine products. (3) Train fishermen on improved methods and techniques of fish processing and handling.

**ACTIVITIES:** (1) Consultative meetings. (2) Identifying a suitable contractor. (3) Signing of contract agreement. (4) Project implementation (begin construction works). (5) Monitoring of the stages/phases of construction. (6) Identification of trainees. (7) Training of fishermen on improved methods of processing and use of the storage facility.

**OUTPUTS:** (1) One fish processing and storage facility constructed. (2) About 400 fishermen trained on improved fish processing and handling techniques. (3) Management committee trained on the operation and management of the storage facility. (4) Affordable fish for low income earners.

**PROJECT IMPLEMENTATION:** The project will be implemented in close collaboration with all the stakeholders. The management committee at the community level will play a key role in all the stages of the project.

**EQUIPMENT:** Storage (cool store) and processing equipment.

**GENDER  
HIV/AIDS  
Nº3**

**Project proposal**

Micro-credit scheme

**LOCATION:** KMC.

**PROJECT DURATION:** 24 months.

**PROJECT BENEFICIARIES:** Women and youth.

**IMPLEMENTING PARTNERS:** Social Development Fund, KMC's Finance Department, Rural Finance, DCD, and Community Services Unit.

**ESTIMATED COST:** USD 500,000.

**BACKGROUND:** The municipality is six kilometers away from the capital, and many of the country's business activities are centered in the municipality, and dominated by foreigners.

**OBJECTIVES:** To promote and assist small business development in the municipality through micro-credit schemes.

**ACTIVITIES:** (1) Training small scale businessmen and women on micro-credit schemes. (2) Developing strategic guidelines on project implementation. (3) Conducting monitoring and evaluation.

**OUTPUTS:** (1) MDFTs trained on micro-credit. (2) Women and youth trained on micro-credit. (3) Office equipment procured. (4) Quarterly and annual reports submitted. (5) Poultry farming introduced. (6) Tie and dye processing conducted.

**PROJECT IMPLEMENTATION:** The project will be managed and implemented by KMC's Finance Department, Rural Finance, DCD, and the Social Development Fund.

# ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP</b>			
<p>Presence of KMC cleaning services.</p> <p>NEA headquarters are within the municipality.</p> <p>The municipality has a health and environment committee.</p> <p>High presence of private institutions, NGOs and CBOs that are creating awareness on the importance of conserving the environment.</p>	<p>Inadequate dumping sites.</p> <p>Insufficient refuse collection trucks.</p> <p>Poor maintenance of sewage and drainage pipes.</p>	<p>Monthly cleaning exercises are conducted by the community.</p> <p>Some NGOs in the municipality are willing to participate in environmental conservation initiatives.</p>	<p>Indiscriminate dumping of waste.</p> <p>Lack of awareness among the public on the importance of good environmental practices.</p>
<b>REGULATORY FRAMEWORK</b>			
<p>The enactment of the anti-littering law.</p> <p>The existence of NEMA.</p>	<p>Poor enforcement of environmental laws and regulations.</p> <p>Poor road network.</p> <p>Inadequate public toilets.</p> <p>Lack of public inspection personnel to scout for environmental polluters.</p> <p>Low awareness of the environmental laws.</p>	<p>Environment protection initiatives have international recognition.</p>	<p>Lack of awareness among the public on the importance of good environmental practices.</p>
<b>RESOURCE MOBILIZATION AND CAPACITY BUILDING</b>			
<p>Funds have been allocated in the budget for carrying out environmental conservation initiatives.</p> <p>There is presence of donor funds for carrying out environmental awareness campaigns.</p>	<p>Inadequate human resources to implement environmental awareness initiatives.</p> <p>Poor attitude towards environmental conservation issues.</p> <p>Lack of technological know-how on waste management and recycling.</p>	<p>Increased training on environmental issues.</p> <p>Presence of advocacy groups on environmental conservation.</p>	<p>Poor attitude towards environment conservation and proper waste management.</p> <p>Poor resource management.</p>



	Project proposal
<b>ENVIRONMENT</b> N°1	Provision of good roads and an effective drainage system

**LOCATION:** KMC.

**DURATION:** Five years.

**BENEFICIARIES:** Kanifing Municipality.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development, Ministry of Local Government and Lands, Ministry of Works Construction and Infrastructure, and Ministry of Finance.

**ESTIMATED COST:** USD 100,000.

**BACKGROUND:** The municipality is faced with the challenge of providing good roads and effective drainage to ease the transportation of goods and services to major commercial points. The transportation of sick people and pregnant women during labour is a big problem due to the poor road infrastructure. Movement during the rainy season is also difficult as most roads get flooded and become impassable.

**OBJECTIVES:** (1) To improve road communication within the municipality thus facilitating the movement of people, goods and services. (2) To rehabilitate old drains within the municipality.

**ACTIVITIES:** (1) Construct new roads within the municipality. (2) Rehabilitate roads within the municipality. (3) Construct a good network of drains and rehabilitate old drains.

**OUTPUTS:** (1) New roads constructed and old roads rehabilitated in the municipality. (2) Old drains within the municipality rehabilitated and drainage system expanded.

**PROJECT IMPLEMENTATION:** The Planning and Development Department of KMC with technical guidance from the Ministry of Works Construction and Infrastructure, the National Road Authority, the Ministry of Local Government and Lands, the Ministry of Economic Planning and Industrial Development, and the Ministry of Finance.

**EQUIPMENT TO BE PROCURED:** Heavy duty construction tools and equipment.

	Project proposal
<b>ENVIRONMENT</b> N°2	Improved waste management system

**LOCATION:** KMC.

**DURATION:** 18 months.

**BENEFICIARIES:** The communities of Kanifing Municipality.

**IMPLEMENTING PARTNERS:** Ministry of Health, Ministry of Forestry and Environment, NEA, DCD, government, and NGOs operating in the municipality and the communities.

**ESTIMATED COST:** USD 600,000.

**BACKGROUND:** An average of 0.44kg of waste is generated by each person daily. Going by this estimate, 142 metric tonnes of refuse are generated daily in KMC. The council does not have the resources or the capacity to effectively handle the high amount of waste generated. There is need for refuse to be properly stored temporarily and promptly collected for disposal in order to ensure that the health of the inhabitants of the municipality is maintained and the environment is protected.

**OBJECTIVES:** (1) To improve the managerial capacity of the municipality by providing heavy machinery and equipment to properly manage solid waste. (2) To institute proper land filling at the Bakoteh dump site.

**ACTIVITIES:** (1) Improve managerial capacity of the municipality by providing heavy machinery, equipment and training to properly manage solid waste. (2) Institute proper land filling at the Bakoteh dump site. (3) Increase public access to proper storage facilities for solid waste by providing dust bins at strategic locations. (4) Increase public awareness on the importance of properly managing their waste. (5) Train extension workers on sound waste management. (6) Equip WDCs and SWDCs with knowledge, skills and equipment to enhance their effective participation in sound waste management.

**OUTPUTS:** (1) Waste management capacity of council improved. (2) Heavy machinery and equipment for proper waste management procured. (3) Proper land filling instituted at Bakoteh dump site. (4) Increased number of storage facilities in the community. (5) Reduction in the number of unauthorized dumps sites in the community. (6) Increased public awareness on the importance of proper waste management. (7) Increased level of public participation in the clean up exercises. (8) Increase in the number of MDFTs trained to promote sound waste management in the municipality. (9) Increase in the number of WDCs and SWDCs with knowledge, skills and equipment to enhance their effective participation in sound waste management. (10) Increase in the number of SWDCs equipped with tools and skills to participate in waste management.

**PROJECT IMPLEMENTATION:** All stakeholders need to participate effectively. The Environment and Sanitation Unit of KMC needs to take the lead role in the implementation of the project.

**EQUIPMENT TO BE PROCURED:** Cleaning equipment and protection gear.

<b>ENVIRONMENT</b> Nº3	<b>Project proposal</b>
	Extension of electricity to under served areas within the municipality

**LOCATION:** KMC.

**PROJECT DURATION:** 18 months.

**PROJECT BENEFICIARIES:** KMC.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development, Ministry of Local Government and Lands, Ministry of Energy, NAWEC, Ministry of Works Construction and Infrastructure, and Ministry of Finance.

**ESTIMATED COST:** USD 400,000.

**BACKGROUND:** The expansion of the electricity supply exercise conducted by NAWEC has not reached the remote parts of the municipality. The lack of electricity has made these places unsafe and insecure especially at night. Since the availability of power supply is critical in promoting businesses and local economic development, it is important that electricity services are extended to all areas of the municipality.

**OBJECTIVES:** (1) To extend electricity supply to under-served areas of the municipality. (2) To improve security for the inhabitants of the municipality. (3) To increase business activities thus boosting local economic development in the municipality.

**ACTIVITIES:** (1) Extend electricity network to under-served areas of the municipality. (2) Sensitize the communities on ways and means of tapping the electricity supply.

**OUTPUTS:** (1) Electricity supply provided to under served areas of the municipality. (2) Improved economy and standards of living in the municipality.

**PROJECT IMPLEMENTATION:** The Planning and Development Department of KMC with technical guidance from the Ministry of Energy, NAWEC, the Ministry of Works Construction and Infrastructure, the National Roads Authority, the Ministry of Local Government and Lands, the Ministry of Economic Planning and Industrial Development, and the Ministry of Finance.

**EQUIPMENT TO BE PROCURED:** (1) Heavy duty construction tools. (2) Power cables. (3) Electricity poles. (4) Converters. (5) Electricity meters.

## LOCAL ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP</b>			
<p>Existence of the Women Economic Federation.</p> <p>Availability of local markets.</p> <p>Availability of banks and financial institutions.</p>	<p>Bureaucracy.</p> <p>Inadequate market outlets.</p> <p>High interest on loans making them inaccessible to the poor.</p>	<p>Increase in number of banks and financial institutions in KMC.</p>	
<b>REGULATORY FRAMEWORK</b>			
<p>Presence of a micro-finance policy.</p> <p>Local Government Act.</p>	<p>Poor enforcement of micro-finance policies.</p> <p>Bias in the issuance of market stalls and business licenses.</p> <p>Domination of businesses by non-Gambians.</p> <p>Inadequate facilities for business.</p> <p>Non-regularized marketing system for some commodities.</p>	<p>Expansion of markets.</p>	<p>Shortage of market outlets.</p> <p>Default in payment of business license and taxes.</p>
<b>RESOURCE MOBILIZATION AND CAPACITY BUILDING</b>			
<p>Revenue collection system in place.</p> <p>Availability of donor funding to assist in local economic development.</p>	<p>Inadequate skills in fund management techniques.</p> <p>Slow rate of disbursement of funds to beneficiaries.</p> <p>Misuse and mismanagement of funds.</p> <p>Defaults in loan repayments.</p> <p>Difficulty among the poor in accessing capital to start up or expand businesses.</p>	<p>Existence of a conducive business environment.</p> <p>Availability of training in financial management.</p>	<p>Default in payment of business license and taxes.</p> <p>Reduction in donor funds.</p>

<b>LOCAL ECONOMIC DEVELOPMENT</b> N°1	<b>Project proposal</b>
	Multipurpose skills and entrepreneurship training centre

<b>LOCAL ECONOMIC DEVELOPMENT</b> N°2	<b>Project proposal</b>
	Revolving fund for young entrepreneurs

**LOCATION:** KMC.

**DURATION:** 24 months.

**BENEFICIARIES:** Youth and Women, Ministry of Economic Planning and Industrial Development, KMC, DCD, and Gamworks Agency.

**ESTIMATED COST:** USD 150,000.

**BACKGROUND:** Urbanization in KMC is no doubt on the increase. As a result, a multipurpose skills and entrepreneurship training center was identified as a priority to create jobs and skillful population. This center will provide a variety of training opportunities for women and youth in tie and dye, carpentry, masonry, pottery, sports, computer studies, sewing, and plumbing. The acquisition of skills will create employment, increase income and contribute in reducing urban poverty.

**OBJECTIVES:** Construction of a well equipped multi-purpose training center.

**ACTIVITIES:** (1) Consultation with stakeholders. (2) Identification of contractors. (3) Signing of contract agreement. (4) Construction of the complex. (5) Identification of beneficiaries and trainers. (6) Training of trainees.

**OUTPUTS:** (1) A well equipped multi-purpose center constructed. (2) Almost 200 youth trained in plumbing, carpentry and computer skills. (3) More than 1,000 youth with access to sporting facilities. (4) Some 400 women trained in tie and dye, sewing, batik among other skills.

**PROJECT IMPLEMENTATION:** The implementation of the project will take a participatory approach which will include all the stakeholders in the project. Some of these stakeholders are UN-HABITAT, KMC, DCD, and the communities.

**LOCATION:** KMC.

**DURATION:** Five years.

**BENEFICIARIES:** Youth of KMC.

**IMPLEMENTING PARTNERS:** Kanifing Municipal Youth and Sports Office.

**ESTIMATED COST:** USD 100,000.

**BACKGROUND:** The Gambia National Youth Policy has stressed the need to empower the youth through involvement and effective and efficient participation in all sectoral and sub-sectoral projects or programmes. Out of the total population of the KMC, the population of youth is estimated to be at 170,000.

**OBJECTIVES:** (1) To train 5,000 youth entrepreneurs on financial management and entrepreneurship skills development. (2) To establish five youth savings and credit banks in KMC. (3) To provide revolving loans to 3,000 youth. (4) To create a youth friendly business/ entrepreneurship environment.

**ACTIVITIES:** (1) Establishment of five savings and credit banks. (2) Baseline survey on youth entrepreneurship development in KMC. (3) Training and provision of loans to youth. (4) Designing, formulating and instituting youth friendly policies and regulations on entrepreneurship development. (5) Education and promotion of youth entrepreneurship. (6) Monitoring and evaluation.

**OUTPUTS:** (1) Training conducted on financial management and entrepreneurship skills development for 5,000 youth entrepreneurs. (2) Five savings and credit banks established. (3) Loans provided to 3,000 youth entrepreneurs. (4) Increased community awareness on youth entrepreneurship, enterprise development and banking.

**PROJECT IMPLEMENTATION:** (1) The municipal Youth and Sports Office will implement the project in collaboration with the relevant partners like the zonal youth structures, the National Youth Council, Gamjobs, NYSS, the Department of Youth and Sports, registered youth groups, and established youth entrepreneurs.

**EQUIPMENT TO BE PROCURED:** Office equipment, transportation and telecommunication gadgets and physical project assets.



<b>LOCAL ECONOMIC DEVELOPMENT</b> Nº3	<b>Project proposal</b>
	Horticultural production and storage facilities

**LOCATION:** KMC.

**DURATION:** 24 months.

**BENEFICIARIES:** Horticulture farmers in KMC.

**THE IMPLEMENTING PARTNERS:** Ministry of Forestry and Environment, NAWEC, DCD, Ministry of Local Government and Lands, and Ministry of Agriculture.

**ESTIMATED COST:** USD 600,000.

**BACKGROUND:** Many women in KMC are involved in gardening but lack basic skills, tools and equipment to improve productivity. Since unemployment for women and out of school youth is very high, gardening provides an alternative way of generating income. Storage and processing of garden produce however is a challenge, especially when production is at its peak. About 60 percent of the women in the municipality either depend on gardening or sale of garden produce.

**OBJECTIVES:** (1) To promote effective horticultural production by providing seeds, fertilizer, insecticides, and watering tools. (2) To provide reliable cold storage facilities for garden products. (3) To train women on improved vegetable production and food processing techniques.

**ACTIVITIES:** (1) Training women on horticultural production. (2) Constructing proper cold storage facilities for women. (3) Provide fencing or rehabilitation gardens. (4) Providing water facilities in the gardens. (5) Conduct training on food processing. (6) Training garden management committees.

**OUTPUTS:** (1) Women trained on improved vegetable production and food processing techniques. (2) Cold storage facilities constructed. (3) Water points established for women. (4) Increased garden produce. (5) Increase in income for women. (6) Garden management committees trained.

**PROJECT IMPLEMENTATION:** The project will be managed and implemented by Kanifing Municipality, the funding agency, the Ministry of Agriculture, NAWEC, and target communities.

## BASIC URBAN SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP</b>			
<p>Existence of health and education committees.</p> <p>Existence of child protection committees.</p>	<p>Shortage of staff to implement policies.</p>	<p>Funding agencies available (for example UNDP and UNICEF).</p>	<p>Sustainability of projects.</p>
<b>REGULATORY FRAMEWORK</b>			
<p>Existence of PURA.</p> <p>Existence of the Gambia Public Procurement Authority (GPPA).</p> <p>Finance and Audit Act.</p> <p>Existence of the Internal Audit Department and the National Audit Office.</p>	<p>Poor enforcement of regulatory Acts.</p> <p>Shortage of staff to implement policies.</p>	<p>Regulation of the Public Service Act.</p> <p>Regulation of public funds.</p> <p>Highly trained staff.</p>	<p>Low awareness about the role of PURA.</p> <p>Low awareness about the role of GPPA.</p> <p>Low awareness of the Finance and Audit Act.</p> <p>High staff attrition rate.</p>
<b>RESOURCE MOBILIZATION AND CAPACITY BUILDING</b>			
<p>Provision of electricity and water.</p> <p>Availability of transport services.</p> <p>Improved road network.</p>	<p>Poor electricity and water supply.</p> <p>Demand for basic urban services exceeds the supply.</p> <p>Inaccessibility of certain areas due to poor road network.</p>	<p>High demand for basic urban services.</p> <p>Willingness to pay bills.</p> <p>Alternative sources of electricity which can be utilized to improve the electricity supply in the municipality, for example solar power.</p>	<p>Illegal water and electricity connections.</p> <p>High cost of basic urban services.</p> <p>High incidence of road accidents due to the poor state of roads.</p>

**Project proposal**

Affordable housing scheme

**LOCATION:** KMC.

**DURATION:** 24 months.

**BENEFICIARIES:** KMC residents.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development, Ministry of Local Government and Lands, Ministry of Works Construction and Infrastructure, NDMA, Ministry of Finance, and SSHFC.

**ESTIMATED COST:** USD 5,000,000.

**BACKGROUND:** KMC has a population of 322,735 (refer to 2003 Population and Housing Census) which represents 21.56 percent of the national population. It has a population density of 4,275 persons per square kilometer and has a population growth rate of 3.52 percent per annum. The municipality has 49,560 households with an average household size of a little above 6.5 persons per household.

One of the most challenging problems of the municipality is provision of adequate housing for the ever increasing population. 52 percent of the houses are of semi permanent materials and only 40 percent of the houses are made of permanent materials. The housing problem is compounded by the fact that people settle in swampy areas which get flooded during the rainy season. Over 3,500 families have been internally displaced owing to flooding and collapse of buildings. The problem is made worse by the fact that these people are very poor. In addition, the drainage system is very inefficient and in a poor state.

**OBJECTIVES:** (1) To relocate slum dwellers and improve their living conditions. (2) To meet the housing demands of the municipality. (3) To improve sanitation in the residential areas.

**ACTIVITIES:** (1) Identify and secure land for the relocation of slum dwellers. (2) Conduct an Environment Impact Assessment for the housing scheme. (3) Conduct drilling and soil sampling test in the proposed site. (4) Conduct preliminary sub-surface investigations. (5) Design the electrical infrastructure. (6) Design portable water supply and piping scheme. (7) Design the road and drainage network. (8) Finalize the detailed project design and costing. (9) Contract the construction of the housing units. (10) Install water and electricity facilities in the housing units. (11) Allocate housing units to beneficiaries.

**OUTPUTS:** (1) 3,500 housing units constructed. (2) 3,500 families housed. (3) Community run health clinic constructed. (4) Commercial shops constructed. (5) A mosque, chapel and community centre constructed. (6) A play ground and recreational park constructed. (7) Road network improved. (8) Water supply, telecommunications, and waste collection services improved. (9) A police station constructed.

**PROJECT IMPLEMENTATION:** The Planning and Development Department of KMC, with technical guidance from the Ministry of Works Construction and Infrastructure, NDMA, Fire and Rescue Services, and support from the Community Services Unit of KMC will take the lead role in the implementation of the housing project. The Ministry of Local Government and Lands, the Ministry of Economic Planning and Industrial Development, the Ministry of Finance, NAWEC, Gamtel, GALGA, and other bilateral and multi-lateral donor agencies will be required to support the project by providing the needed technical, material and financial resources.

**EQUIPMENT TO BE PROCURED:** (1) Heavy duty construction tools and equipment. (2) Heavy duty trucks. (3) Construction materials.

**MONITORING AND EVALUATION:** The project will be monitored at two levels; national and municipal level. At national level, a National Project Steering Committee comprising of a representative from the Ministry of Economic Planning and Industrial Development, GALGA, the Ministry of Local Government and Lands, the Ministry of Finance, NAWEC, Gamtel, NDMA, the police, Fire and Rescue Services, and Pro-Poor Advocacy Group (ProPAG) will conduct monthly monitoring of activities and review and vet quarterly plans submitted by the council. At council level, the CEO will constitute a monitoring team headed by the Director of Planning and Development Department and a representative from the Ward Councillors and the Disaster Management Committee of KMC.

<b>BASIC URBAN SERVICES N°2</b>	<b>Project proposal</b>
	Provision of good access roads

**LOCATION:** KMC.

**DURATION:** 12 months.

**BENEFICIARIES:** KMC.

**IMPLEMENTING PARTNERS:** National Roads Authority, the Ministry of Local Government and Lands, Ministry of Finance, and Ministry of Economic Planning and Industrial Development.

**ESTIMATED COST:** USD 1,500,000.

**BACKGROUND:** KMC has a population of 322,735 (refer to 2003 Population and Housing Census) which represents 21.56 percent of the national population. It has a population density of 4,275 persons per square kilometer and has a population growth rate of 3.52 percent per annum. The municipality has 49,560 households with an average household size of a little above 6.5 persons per household. There is a high increase in rural-urban migration. Many settlements are coming up which do not have access to a good road network. The farmers find it difficult to transport their produce to the market and as a result a lot of the produce gets spoiled. Access to health care, markets and other social services is also difficult.

**OBJECTIVES:** (1) To provide good access roads for the vast majority of the poor who live in remote parts of the municipality. (2) To create easy access to health and vital basic urban services for municipality residents. (3) To create more access to educational facilities and services for children. (4) To promote easy access to major commercial points for farmers and entrepreneurs thus promoting local economic development.

**ACTIVITIES:** (1) Sensitize the communities on the project. (2) Set up and train community based project management teams. (3) Identify strategic access roads to be improved. (4) Rehabilitate the access roads. (5) Hand over the project to council authorities. (6) Institute a regular maintenance system.

**OUTPUTS:** (1) Communities adequately sensitized on the access road project. (2) Community based project implementation and monitoring. (3) Committees set up and oriented on their roles and responsibilities so as to mobilize popular participation in the project. (4) Access roads rehabilitated in the wards. (5) Improved access to health facilities and educational institutions. (6) Improved access to commercial services.

**PROJECT IMPLEMENTATION:** All stakeholders need to participate effectively. The Department of Planning and Development with support from the National Road Authority, The Ministry of Local Government and Lands, the Ministry of Economic Planning and Industrial Development, and other bilateral and multi-lateral donor agencies will support the project. The communities, who are the direct beneficiaries, need to participate in the planning process in order to create a sense of ownership.

**EQUIPMENT TO BE PROCURED:** (1) Heavy duty trucks. (2) Bull dozers. (3) Shovel loaders. (4) Spades. (5) Shovels. (6) Gravel.

**MONITORING AND EVALUATION:** The project will be monitored at two levels, national and municipal level. At national level, a National Project Steering Committee comprising of a representative from the Ministry of Economic Planning and Industrial Development, the Ministry of Local Government and Lands, GALGA, and ProPAG will conduct quarterly monitoring of activities and review and vet quarterly plans submitted by the council. At council level, the CEO will constitute a monitoring team headed by a representative from the Department of Planning and Development and the National Roads Authority. The communities who are the direct beneficiaries will monitor the project.



**Project proposal**

Provisions of skills training centres

**LOCATION:** KMC.

**DURATION:** 12 months.

**BENEFICIARIES:** Women, youth and PLWHA (People Living with HIV/AIDS).

**PARTNERS:** UN-HABITAT, KMC, DCD, and Ministry of Economic Planning and Industrial Development.

**ESTIMATED COST:** USD 320,000.

**BACKGROUND:** In view of the rapid urbanization leading to an increase in demand for livelihood skills, there is urgent need for the development of a skills training center that will impart entrepreneurial skills and knowledge to the resident of Kanifing, especially women and youth.

**PROJECT GOAL:** Reducing urban poverty.

**OBJECTIVES:** (1) Construct five skills training centres within the municipality in one year. (2) Provide women and youth with access to skills training centres. (3) Increase the skills and knowledge of 5,000 women and youth in tie and dye, soap making and batik.

**ACTIVITIES:** (1) Community sensitization and preparation meeting. (2) Identification of contractors. (3) Construction of centres. (4) Identification of facilitators and trainees. (5) Skills training.

**OUTPUTS:** (1) Five skill centers constructed. (2) Women and youth with increased access to skills training centres. (3) Women and youth trained in tie and dye, soap making and batik.

**PROJECT IMPLEMENTATION:** The project will be implemented in consultation with key stakeholders including the community. The process will employ a participatory strategy, working with stakeholders at the various stages of the project.

**MONITORING AND EVALUATION:** A participatory monitoring and evaluation process will be implemented in the various stages of the project involving key stakeholders. Monitoring will be done at the regional level - a taskforce/committee will be set up comprising of UN-HABITAT, Ministry of Economic Planning and Industrial Development, KMC, DCD, Department of Youth and Sports, Women's Bureau, and GALGA. Once a month at the field level, the MDFTs and community members will conduct a weekly accounting of the project. The participatory evaluation methodology will be employed involving all stakeholders plus beneficiaries. Evaluation will be carried out towards the middle of the implementation and at the completion of the project.

**SUSTAINABILITY:** Funds generated from the skill centers, trainings, and renting the center halls will be used to sustain the project.

# URBAN SAFETY AND URBAN DISASTER MANAGEMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>INSTITUTIONAL SET-UP</b>			
<p>Presence of Ward Disaster Committees.</p> <p>Availability of a general council standing committee on disaster.</p> <p>Presence of a disaster management coordinator within the municipality.</p> <p>Disaster management work plan.</p> <p>Fire rescue emergency units within the municipality.</p>	<p>Limited hydrants within the municipality.</p> <p>Limited mobility to enable immediate staff response to disasters.</p> <p>Poor drainage system within wards.</p> <p>Poor settlement planning.</p>	<p>Disaster Management Act.</p> <p>Establishment of NDMA.</p> <p>Donor support within the municipal council.</p>	<p>Poor attitude on disaster management.</p> <p>Climate change.</p> <p>Poor overhead electrical wiring system.</p>
<b>REGULATORY FRAMEWORK</b>			
<p>The availability of the National Disaster Management Act/Policy.</p> <p>The existence of a national constitution.</p> <p>The National Drug Enforcement Act.</p>	<p>Limited awareness on disaster and safety policy documents.</p> <p>Weak enforcement of laws and policies.</p> <p>Poor road network and unplanned settlements.</p>	<p>Availability of law enforcement agents on disaster and safety issues.</p> <p>Availability of fire fighting gear and equipment.</p>	<p>Poor attitude on disaster preparedness and response.</p> <p>High crime rate due to high rates of unemployment.</p>
<b>RESOURCE MOBILIZATION AND CAPACITY BUILDING</b>			
<p>Donor pool of funds and resources within the municipality.</p> <p>Resource mobilization efforts by the council.</p> <p>Presence of a large number of security agencies.</p> <p>Weekly media talk shows creating awareness on urban safety and disaster management.</p>	<p>Limited technical and human resources.</p> <p>Inadequate capacity and insufficient staff to respond effectively to disaster.</p> <p>Inadequate community participation.</p>	<p>Availability of NGOs and CBOs that assist in creating awareness on urban safety and disaster management.</p> <p>Availability of police stations within strategic locations.</p>	<p>Diversion and embezzlement of funds meant for urban safety and urban disaster management.</p> <p>Poor resource management skills.</p> <p>Low level of awareness on disaster management.</p> <p>Poor safety precautions for disasters in residential and commercial buildings.</p>

<b>URBAN SAFETY AND URBAN DISASTER MANAGEMENT</b> Nº1	<b>Project proposal</b>
	Adequate training on health and safety issues

**LOCATION:** KMC.

**DURATION:** 24 months.

**BENEFICIARIES:** KMC.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development, NDMA, GALGA, Ministry of Local Government and Lands, Ministry of Health, Fire and Rescue Services, The Gambia Red Cross Society, and Concern Worldwide.

**ESTIMATED COST:** USD 2,000,000.

**BACKGROUND:** One of the most challenging problems in KMC is the lack of capacity to effectively deal with disasters. Annual flooding has resulted in internal displacement. Almost every month, there is a minimum of ten fire out breaks which are often fatal. Although industrial accidents are few, the fact that most of the industries that deal with highly inflammable substances are located in close vicinity to residential areas poses a great risk. The capacities of the technical staff of both the council and other development partners operating in the municipality in the area of health and safety issues have not been built. The communities also lack basic knowledge and skills in the area of health and safety.

**OBJECTIVES:** (1) To train local authorities, health workers, communities, WDCs and Ward Disaster Management Committees on health and safety issues. (2) To build the capacity of the council for the positioning of relief items. (3) To sensitize communities and CBOs on health and safety.

**ACTIVITIES:** (1) Train local authorities, health workers and communities on health and safety issues in reference to disaster. (2) Train WDCs and Ward Disaster Management Committees on health and safety issues. (3) Sensitize communities and community based organizations on health and safety.

**OUTPUTS:** (1) Local authorities and health workers trained on health and safety issues in reference to disaster. (3) WDCs and Ward Disaster Management Committees trained on health and safety issues. (4) Sub-wards and their community based organizations sensitized on health and safety.

**PROJECT IMPLEMENTATION:** The Disaster Management Committee of KMC and NDMA will take the lead role in the implementation of the above project with support from Red Cross, NEA, Fire and Rescue Services, and Concern Worldwide. International agencies such as UNICEF, UNDP, and other bilateral donor agencies will be required to support the project by providing the needed technical, material and financial resources.

**EQUIPMENT TO BE PROCURED:** (1) Communication equipment. (2) One twin cabin vehicle. (3) Radio. (4) Public Address System. (5) Laptop. (6) Flip chart stand. (7) Stationery.

**MONITORING AND EVALUATION:** The project will be monitored at two levels, national and municipal level. At the national level, a National Project Steering Committee comprising of a representative from the Ministry of Economic Planning and Industrial Development, Ministry of Health, GALGA, NDMA, NEA, Fire and Rescue Services, and ProPAG will conduct monthly monitoring of activities and review and vet quarterly plans submitted by council. At council level, the CEO will constitute a monitoring team headed by the Chairman of the Municipal Disaster Management Committee, the Community Development and Services Unit, the Disaster Management Coordinator, the Regional Health Team, Red Cross, and Fire and Rescue Services.

<b>URBAN SAFETY AND URBAN DISASTER MANAGEMENT</b> N°2	<b>Project proposal</b>
	Street widening

**LOCATION:** KMC.

**DURATION:** Five years.

**BENEFICIARIES:** KMC residents.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development, Ministry of Local Government and Lands, Ministry of Works Construction and Infrastructure, and Ministry of Finance.

**ESTIMATED COST:** USD 1,000,000.

**BACKGROUND:** KMC is faced with the challenge of providing good roads and effective drainage to ease the transportation of goods and services to major commercial points. The transportation of sick and pregnant women during labour is a big problem. Movement during the rainy season is difficult as most roads become flooded and impassable. It is anticipated that 51 streets in strategic areas will be widened to ease the movement of goods and services within the municipality.

**OBJECTIVES:** (1) To improve the road network within the municipality in order to facilitate the movement of people, goods and services. (2) To create easy access to basic social services such as schools and recreational centers. (3) To reduce maternal mortality rates among sick and pregnant mothers by facilitating easy and quick access to health facilities within the municipality. (4) To improve the provision of social services in the remote areas of the municipality by enabling easy access to service providers. (5) To reduce the chances of flooding and collapse of buildings during the rainy season.

**ACTIVITIES:** (1) Widen streets within the municipality. (2) Compensation of those who are affected in the exercise.

**OUTPUTS:** (1) 51 streets in the municipality widened. (2) Land owners compensated.

**PROJECT IMPLEMENTATION:** The project will be implemented by the Planning and Development Department of KMC with technical guidance from the Ministry of Works Construction and Infrastructure, the National Roads Authority, the Ministry of Local Government and Lands, the Ministry of Economic Planning and Industrial Development, and the Ministry of Finance.

**EQUIPMENT TO BE PROCURED:** Heavy duty materials and equipment.

**MONITORING AND EVALUATION:** The project will be monitored at two levels, national level and municipal level. At the national level, a National Project Steering Committee comprising of a representative from the Ministry of Economic Planning and Industrial Development, the Ministry of Works Construction and Infrastructure, the National Road Authority, the Ministry of Local Government and Lands, the Ministry of Economic Planning and Industrial Development, the Ministry of Finance, GALGA, KMC, and ProPAG will conduct monthly monitoring of activities and review and vet quarterly plans submitted by council. At council level, the CEO will constitute a monitoring team headed by the Director of Planning and Development Department, Representatives of the National Road Authority and representatives of the community services unit of KMC.



<b>URBAN SAFETY AND URBAN DISASTER MANAGEMENT</b> Nº3	<b>Project proposal</b>
	Provision of heavy equipment for waste disposal

**LOCATION:** KMC.

**DURATION:** 24 months.

**BENEFICIARIES:** KMC residents.

**IMPLEMENTING PARTNERS:** Ministry of Economic Planning and Industrial Development, NDMA, GALGA, Ministry of Local Government and Lands, Ministry of Health, Fire and Rescue Services, The Gambia Red Cross Society, and Concern Worldwide.

**ESTIMATED COST:** USD 1,000,000.

**BACKGROUND:** One of the most challenging problems in KMC is the lack of capacity to effectively deal with disasters. Many places experience flooding every year resulting in internal displacement. Almost every month, there is a minimum of ten fire out breaks which are often fatal. Although industrial accidents are few, the fact that most of the industries that deal with highly inflammable substances are located in close vicinity to residential areas poses an even greater risk. The capacities of technical staff of both council and other development partners operating in the municipality in the area of health and safety issues have not been built. Further, the communities lack basic knowledge and skills in the area of health and safety.

**OBJECTIVES:** (1) To build the capacity of council for the pre-positioning of relief items. (2) To sensitize communities and community based organizations on health and safety.

**ACTIVITIES:** (1) Provide equipment and machinery for waste disposal. (2) Sensitize communities and community based organizations on health and safety.

**OUTPUTS:** (1) Waste disposal equipment procured. (2) Communities sensitized on health and safety. (3) Large quantities of refuse collected and disposed in a sanitary way. (4) Improved environmental sanitation.

**PROJECT IMPLEMENTATION:** The Disaster Management Committee of KMC and NDMA will take the lead role in the implementation of the above project with support from Red Cross, NEA, Fire and Rescue Services, and Concern Worldwide. International agencies such as UNICEF, UNDP and other bilateral donor agencies will support the project by providing the needed technical, material and financial resources.

**EQUIPMENT:** (1) Graders. (2) Shovel loaders. (3) Bulldozers. (4) Heavy duty tipper trucks. (5) Compactor trucks. (6) Tipper tractor heads and trailers. (7) Skip bucket trucks. (8) Cesspit emptiers. (9) Laptops. (10) Laser jet printers. (11) Photocopiers. (12) One twin cabin toyota vehicle for monitoring and supervision. (13) Motor cycles.

**MONITORING AND EVALUATION:** The project will be monitored at two levels, national level and municipal level. At national level, a National Project Steering Committee comprising of a representative from the Ministry of Economic Planning and Industrial Development, Ministry of Health, GALGA, NDMA, NEA, Fire and Rescue Services, ProPAG, and KMC will conduct monthly monitoring of activities and review and vet quarterly plans submitted by council. At council level, the CEO will constitute a monitoring team headed by the Chairman of the Municipal Disaster Management Committee, the Community Development and Services Unit, the Disaster Management Coordinator, the Regional Health Team, Red Cross, and Fire and Rescue Services.

## ACRONYMS:

CEO	Chief Executive Officer
DCD	Department for Community Development
GALGA	Gambia Association of Local Government Authorities
Gamjobs	Gambia Priority Employment Programme
Gamtel	Gambia Telecommunications Company
GIS	Geographic Information Systems
KMC	Kanifing Municipal Council
LGA	Local Government Area
MDFT	Multi Disciplinary Facilitating Teams
NAWEC	National Water and Electricity Company
NDMA	National Disaster Management Agency
NEA	National Environment Agency
NGO	Non-governmental Organization
ProPAG	Pro-Poor Advocacy Groups
PRSP	Poverty Reduction Strategy Paper
PURA	Public Utilities Regulatory Authority
SSHFC	Social Security and Housing Finance Cooperation
SWDC	Sub-Ward Development Committees
TAC	Technical Advisory Committee
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WDCs	Ward Development Committees

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