



REPUBLIC OF THE GAMBIA

**THE GAMBIA RECOVERY FOCUSED
NATIONAL DEVELOPMENT PLAN
(2023-2027)**

FINANCING STRATEGY

Table of Contents

FOREWORD	III
ACKNOWLEDGEMENTS	ERROR! BOOKMARK NOT DEFINED
EXECUTIVE SUMMARY	V
ACRONYMS	IX
1. BACKGROUND	1
1.1 INTRODUCTION	1
1.2 CONTEXT	1
1.3 METHODOLOGY AND PROCESS	2
1.4 STRUCTURE OF DOCUMENT.....	3
2. OVERVIEW OF RF-NDP 2023-2027	4
2.1 PLAN IMPERATIVES.....	4
2.2 OVERALL GOAL OF RF-NDP 2023-2027	4
2.3 STRATEGIC OBJECTIVES	4
3. THE FUNDING REQUIREMENTS FOR IMPLEMENTING RF-NDP 2023-2027	6
3.1 FINANCING SCENARIOS.....	6
3.1.1 <i>Scenario One: Optimistic Funding Scenario</i>	6
3.1.2 <i>Scenario Two: Conservative Funding Scenario</i>	8
3.2 ASSESSMENT OF THE FINANCING OF NDP (2018-2021/22)	10
3.3 FLAGSHIP PROJECTS OF THE RF-NDP 2023-2027	11
4. DEVELOPMENT FINANCING LANDSCAPE	13
4.1 THE INTERNATIONAL LANDSCAPE	13
4.1.1 DEVELOPMENT ASSISTANCE	13
4.1.2 PRIVATE FINANCES FOR DEVELOPMENT	14
4.1.3 PHILANTHROPY.....	16
4.2 THE DEVELOPMENT FINANCE CONTEXT IN THE GAMBIA	18
4.2.1 MACROECONOMIC CONTEXT.....	18
4.2.2 FISCAL PERFORMANCE AND REFORMS.....	19
4.2.3 PUBLIC DEBT MANAGEMENT.....	20
4.2.4 EXTERNAL FINANCIAL RESOURCES FLOWS (2017-2022).....	21
4.2.4.1 <i>Bilateral Assistance</i>	21
4.2.4.2 <i>Multilateral Financial Institutions</i>	22
4.2.4.3 <i>Foreign Direct Investment</i>	23
4.2.4.4 <i>Remittances</i>	24
4.2.5 DOMESTIC PUBLIC RESOURCES FOR DEVELOPMENT	25
5. KEY STRENGTHS AND CHALLENGES OF FINANCING DEVELOPMENT IN GAMBIA	27
5.1 PROGRESS AND STRENGTHS	27
5.2 KEY OUTSTANDING CHALLENGES.....	28
6 MEASURES TO FINANCE THE RF-NDP 2023-2027	31
6.1 OVERVIEW OF MAIN SOURCES AND GENERAL MEASURES FOR FINANCING THE RF-NDP 2023-2027	31
6.2 KEY FACTORS FACILITATING RESOURCE MOBILIZATION TO FINANCE THE RF- NDP.....	31

6.3 DOMESTIC RESOURCES.....	31
6.3.1 Domestic Sources – Public.....	31
6.3.2 Domestic Resource – Private.....	34
6.4 INTERNATIONAL FINANCING SOURCES – PUBLIC, i)PIC, ETC.....	35
6.4.1 Bilateral partners.....	35
6.4.2 Multilateral Partners.....	35
6.4.3 United Nations Agencies.....	36
6.4.4 International Non-Government Organizations (NGOs) /Philanthropic/CSOs.....	37
6.4.5 Foreign Direct Investment (FDI).....	38
6.5 INNOVATIVE FINANCING APPROACHES.....	39
6.6 SOURCES AND STRATEGIES TO MOBILIZE RESOURCE AND FINANCE THE NDP 2023-2027.....	40
6.6.1 Sources & Strategies for Pillar I: Resilience to Shocks and Crises.....	40
6.6.2 Sources & Strategies for Pillar II: Governance Reforms;.....	41
6.6.3 Sources & Strategies for Pillar III: Macroeconomic Stability and Growth.....	41
6.6.4 Sources & Strategies for Pillar IV: Human Capital Development.....	42
6.6.5 Sources and Strategies for Pillar V: Agriculture, Environment, Natural Resources and Climate Change.....	43
6.6.6 Sources & Strategies for Pillar VI: Empowerment, Social Inclusion, and Leaving No One Behind.....	44
6.6.7 Sources and Strategies for Pillar VII: Energy, Infrastructure, and ICT/Digital Connectivity.....	45
7. COORDINATION FRAMEWORK FOR THE FINANCING STRATEGY.....	46
ANNEX 1: ESTIMATES OF FUNDING GAP FOR RF-NDP AT OUTCOME LEVEL– OPTIMISTIC SCENARIO	ERROR! BOOKMARK NOT DEFINED.
ANNEX 2: ESTIMATES OF FUNDING GAP AT PRIORITY LEVEL – OPTIMISTIC SCENARIO	ERROR! BOOKMARK NOT DEFINED.
ANNEX 3: ESTIMATES OF FUNDING GAP FOR RF-NDP AT OUTCOME LEVEL– CONSERVATIVE SCENARIO	ERROR! BOOKMARK NOT DEFINED.
ANNEX 4: ESTIMATES OF FUNDING GAP AT PRIORITY LEVEL – CONSERVATIVE SCENARIO. 	ERROR! BOOKMARK NOT DEFINED.
ANNEX 5: MAPPING OF POTENTIAL SOURCES OF FUNDING FOR THE VARIOUS PILLARS OF THE RF-NDP 2023-2027.....	82

Foreword



It is with great pleasure and a sense of national pride that I present to you the Financing Strategy of The Gambia's Recovery Focused-National Development Plan (RF-NDP) 2023-2027, locally branded as "YIRIWAA," meaning development in Mandinka.

This document is the culmination of meticulous efforts by the Ministry of Finance and Economic Affairs, the Sector Working Groups, and non-state actors who played instrumental roles in its development. The Financing Strategy serves as a critical framework, providing guidance for mobilizing resources and establishing partnerships essential for the effective implementation of the RF-NDP. Aligned with The Gambia's commitment to sustainable development, this strategy is anchored in the principles outlined in the 2015 Addis Ababa Action Agenda on Financing For Development.

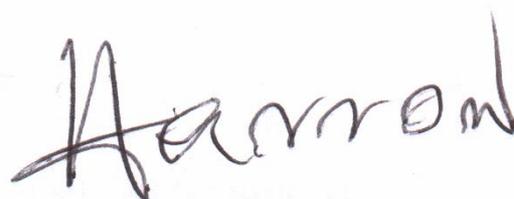
As we navigate a dynamic global economic landscape marked by challenges and uncertainties, the need for a robust financing strategy becomes indispensable. This document reflects a proactive approach, addressing potential bottlenecks in mobilizing diverse resources to propel the sustainable development priorities of The Gambia.

Recognizing the evolving nature of international and domestic economic contexts, the document explores three broad sources of funding: domestic resources, international resources, and innovative financing mechanisms. Emphasis is placed on lessons learned from previous strategies, innovative financing approaches, and targeted actions for each Pillar of the RF-NDP.

The Government's commitment to reforms, such as the passage of the Capital Market Bill and the development of the Gambia Diaspora Development Strategy underscores its dedication to fostering sustainable economic growth. These initiatives provide a solid foundation for the implementation of the RF-NDP's Financing Strategy.

To ensure effective implementation and monitoring, a Financing Strategy Coordination Task Force has been established. The Task Force comprising key government entities will diligently follow up on the outlined strategies to enhance coherence and synergy to resource mobilization efforts for the RF-NDP 2023-2027.

In conclusion, I wish to call on the citizenry both at home and abroad, multilateral, and bilateral partners, and other stakeholders to collaborate with the Government to mobilise resources needed for the implementation of the RF-NDP, which if effectively done can enhance our competitiveness, boost growth, and development, and eventually reduce poverty. This may not be an easy journey considering the national and global challenges, however, with dedication and commitment, we shall prevail. My Government shall optimally ensure value for money and leave no stone unturned in the implementation of this Plan.



His Excellency Adama Barrow
President of the Republic of The Gambia

Acknowledgements



I extend my profound appreciation to His Excellency the President and the entire Cabinet for the invaluable guidance and foresight in shaping the financing strategy. Their leadership and vision have been instrumental, particularly in identifying flagship projects that have the potential to catalyze positive impacts and contribute to the achievement of the RF-NDP priorities. I commend their steadfast support throughout the formulation period.

I would also like to express gratitude to the Consultant whose tireless efforts have culminated in the development of this Financing Strategy, outlining the country's resource needs for the crucial period of 2023-2027. Their expertise and commitment have significantly contributed to the strategy's comprehensive and strategic approach. Appreciation is further extended to staff of the Ministry of Finance and Economic Affairs, particularly the Directorate of Development Planning, for their effective coordination throughout the formulation process. Their collaboration has been essential in ensuring the coherence and alignment of the financing strategy.

My sincere thanks go to the Sector Working Group members whose valuable inputs played a crucial role in identifying priorities and their associated costs. The collective effort of this diverse group has enriched the strategy with varied perspectives and expertise.

Overall, I express gratitude to the independent team, comprising representatives from the Government, Private Sector, and Civil Society Organizations. Their collaboration was pivotal in identifying the preliminary list of flagship projects, which was later refined and reprioritized by the executive. This inclusive and consultative process reflects a commitment to transparency and responsiveness to diverse stakeholder perspectives.

A handwritten signature in blue ink, appearing to read 'S. Keita', with a stylized flourish at the end.

Seedy K.M. Keita
Honourable Minister of Finance and Economic Affairs

Executive Summary

Following the adoption by Cabinet in April 2023 of The Gambia's RF-NDP 2023-2027, the Government through the Ministry of Finance and Economic Affairs, developed a financing strategy – presented in this document - to serve as a framework for mobilizing resources and building the partnerships to implement the RF-NDP. The strategy outlines the required resource envelope to implement the plan's underlying strategic objectives, pillars, programmes, and expected outcomes.

The RF-NDP 2023-2027 financing strategy builds on the previous NDP 2018-2021 financing strategy and is part of the broader efforts towards the establishment of The Gambia's Integrated National Financing Framework (INFF) which was initiated in 2017. Anchored in the 2015 Addis Ababa Action Agenda on financing for development, INFFs build on existing national structures to drive a comprehensive process to enhance the political momentum, coherent policies, and sustainable reforms that are needed to address financing bottlenecks and to mobilize the full range of domestic, international, public, and private development resources for a country's sustainable development priorities.

Since the previous Plan was launched in February 2018, much has changed in the regional and global economic context. The challenging global and regional economic developments in 2022 and continuous uncertainties are expected to have adverse impacts on developing countries, including The Gambia. These concerns underscore the need for a robust financing strategy to ensure that the government can mobilize the required resources to achieve the goals and strategic objectives of the RF-NDP.

To develop a fully costed financing strategy for the RF-NDP, the Ministry of Finance and Economic Affairs (MoFEA) through Sector Working Groups (SWGs) undertook the following key tasks:

1. Assessment of the overall cost of implementing all the pillars, outcomes, and priorities of the RF-NDP. Based on key expected results for each priority, as reflected in the Plan's results framework, cost elements were identified, and the estimated cost of implementing the priority was determined.
2. An assessment of available funding was carried out for each priority through a mapping of existing and pipeline projects across MDAs.
3. An analysis of the financing gap was determined based on the gross cost and the available funding.
4. A detailed review and analysis of the development finance context – domestic and international – was undertaken to identify the opportunities and challenges in resource mobilization for the RF-NDP; and
5. Finally, strategies were identified for mobilizing resources for each pillar of the RF-NDP, considering domestic, external, private sector, and innovative mechanisms.

Two scenarios were developed concerning the funding gap of the RF-NDP, as presented below:

- a) **Optimistic funding scenario** – with the assumption that resources will be secured to finance all the planned actions outlined in the plan; and

- b) **Conservative funding scenario** – that considers the challenging international and domestic context and therefore envisages funding for only the top priorities of the plan.

Under the **optimistic scenario**, the gross, available, and funding gap for the RF-NDP 2023-2027 were as follows:

- a) The Estimated Total (Gross) cost of the RF-NDP without considering available funding is **US\$ 3.5 billion**
- b) Available funding based on mapping of existing and pipeline projects was estimated at **US\$ 703.134 million**.
- c) The Funding gap was estimated at **US\$ 2.80 billion**

Under this scenario, Pillar 7 - Energy Infrastructure and ICT - has the highest resource needs (32.4%), followed by Pillar 4 -Human Capital – 26.9%. These two Pillars accounted for 59.3% of the funding gap. This is followed by Pillar 5 - Agriculture, fisheries, and environment (14.3%) and Pillar 2 - Governance reforms (11.3%). The relatively high funding gap for the governance pillar relative to the rest of the pillars, is due to the need to cater for the implementation of TRRC recommendations and addressing transitional justice issues. The details are shown in Table 3.1 and the associated Figures 3.1 and 3.2 below.

Under the **conservative scenario**, the gross, available, and funding gap for the RF-NDP 2023-2027 were as follows:

- a) Gross costing of the RF-NDP without considering available funding is **US\$ 2.8 billion**
- b) Available funding based on mapping of existing and pipeline projects was estimated at **US\$ 598 million**.
- c) The funding gap was estimated at **US\$ 2.213 billion**

Under this scenario, Pillar 7 - Energy Infrastructure and ICT (30.7%), followed by Pillar 4 - Human Capital – 25.0%. Combined these two Pillars accounted for a combined 55.7% of the funding gap. This is followed by Pillar 5 - Agriculture, Fisheries, and Environment (16.6%) and Pillar 2 - Governance (13.1%). These are shown in Table 3.2 and the associated Figures 3.3 and 3.4 below.

Comparable metrics with respect to NDP 2018-2021/22, were as follows: (i) Total Cost=US\$ 2.4 billion; (ii) Available Funding US\$ 740 million; and (iii) Funding Gap=US\$1.6 billion.

A sub-set of the priorities of the RF-NDP have been identified by the government - named flagship projects - which, if successfully implemented will act as a catalyst for, and lead to, positive impacts on the realization/achievement of the rest of the priorities of the RF-NDP, as well as, most importantly, have a transformative effect on the socio-economic development of the country. These flagships will therefore be targeted for close and regular monitoring through an Executive Dashboard.

The RF-NDP 2023-2027 financing strategy is based on three broad sources of funding, namely: (i) domestic resources (public and private); (ii) International resources (public, private, and philanthropic); and (iii) Innovative mechanisms. Furthermore, the strategy has identified specific and targeted actions for each of the seven pillars of the RF-NDP.

The strategies and actions identified were based on lessons learned from implementing the resource mobilization strategy of NDP 2018-2021/22 and the prevailing context for development finance, and these were:

- The strategies for resource mobilization for NDP 2018-2021/22 were general and not specific, and they did not sufficiently explore innovative mechanisms, nor prioritize domestic resources. Furthermore, there was no functional and effective coordination and follow-up mechanism for the pledges made at the Brussels conference.
- In terms of the current context the scope of the international development finance environment has been constrained and adversely affected by recent global economic and financial crises. The Global South heavily depended on international aid from bilateral and multilateral donors to offset both domestic and international economic and financial shocks and to complement their national development efforts.
- In terms of the domestic context, the country's primary challenge to financing its economic development lies fundamentally in its economic structure. Low and unsustainable growth restricts domestic resource mobilization efforts. Notwithstanding, the Government has implemented several PFM reforms to better manage its limited resources by addressing fiscal risks emanating from weaknesses in public procurement processes and underperforming SOEs. Nonetheless, substantial fiduciary risks persist especially in areas such as transparency of public finances, budget reliability, predictability and control in budget execution, accounting and reporting, policy-based fiscal strategy and budgeting, and management of government assets and liabilities.

Given the above, the RF-NDP 2023-2027 financing strategy looks closely at innovative mechanisms to complement traditional sources of funding. For developing countries such as The Gambia, innovative financing approaches are crucial for tackling complex societal challenges, promoting sustainable development, and bridging gaps in traditional financing systems. These options foster creativity, collaboration, and efficiency in the funding ecosystem.

Consequently, financing through Diaspora Investment, Public Private Partnerships, Capital Markets, and asset recycling among others will be explored to ensure sustainability and efficiency. The Government will explore diaspora investment to fund key flagship projects such as Banjul Barra Bridge, Sting Corner- Abuko bypass, and other infrastructure projects.

The Government will pursue asset recycling initiatives such as the Africa50 project pilot on the Senegambia Bridge for efficient resource mobilization. Other financing options will be Climate funding (e.g. Green Climate Fund, adaptation fund, etc.) to support smart agriculture, green public transport, and sustainable infrastructure among other mitigation measures.

The RF-NDP 2023-2027 financing strategy therefore builds upon current reforms the government is implementing to support resource mobilization:

- A Capital Market Bill was passed by the National Assembly in 2023 and currently the government is working on a roadmap to develop the needed infrastructure and implementation procedure for the operationalization of the capital market.

- The first Gambia Diaspora Development Strategy was developed in 2018 and reviewed and validated in 2023 to provide a strong foundation for the development of national diaspora engagement and development policies as well as an opportunity to harness and consolidate their contribution to national development. The Diaspora Development Strategy is now aligned and incorporated into the RF-NDP.

Finally, to ensure effective implementation and monitoring of the financing strategy, a financing strategy coordination task force has been established consisting of key government entities. The main function of the task force is to ensure diligent follow-up on the strategies outlined in this document and bring greater coherence and synergy in resource mobilization efforts for the RF-NDP 2023-2027.

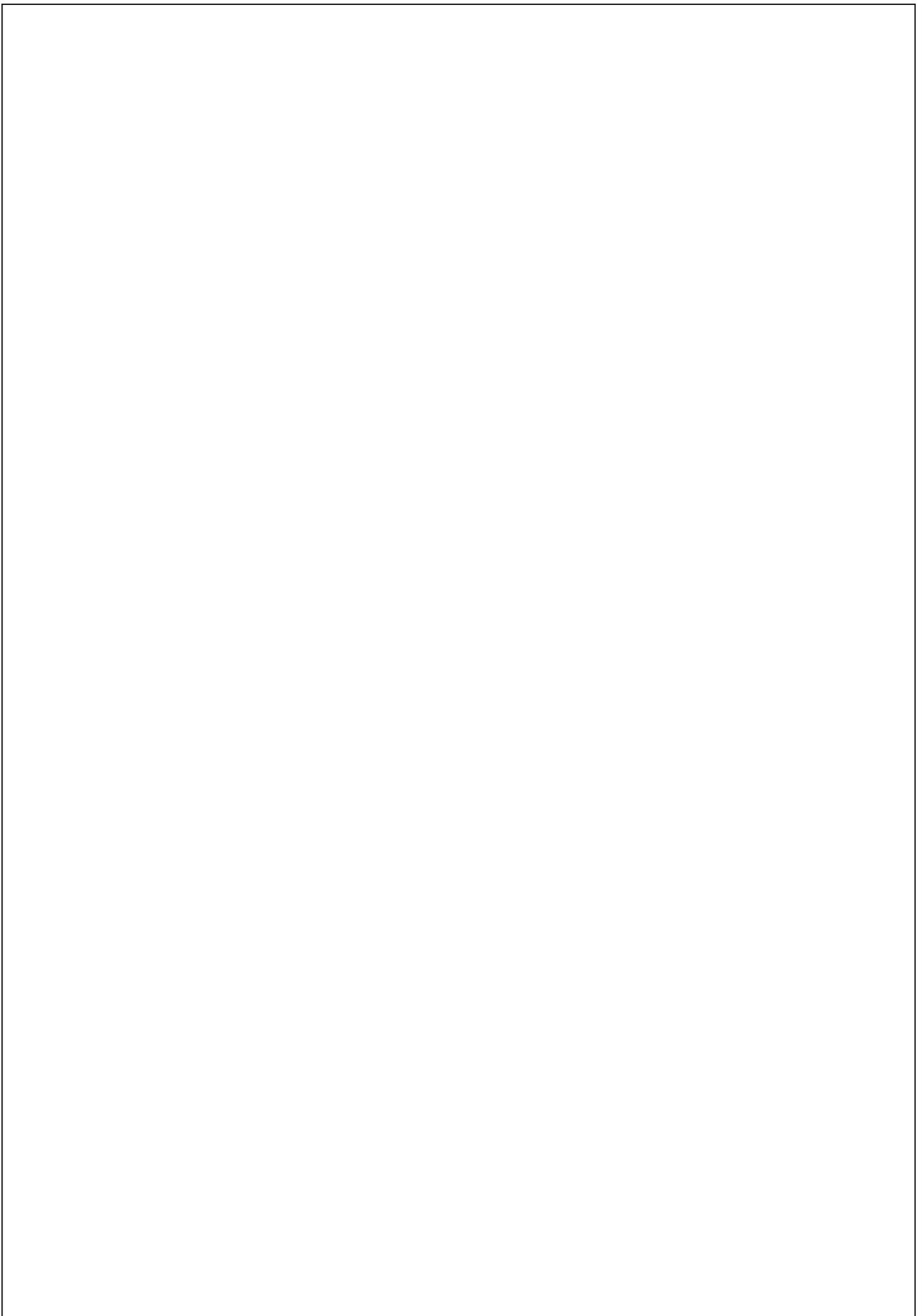
Acronyms

AAA	Addis Agenda for Action
ADB	Asian Development Bank
ADFD	Abu Dhabi Fund for Development
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
ANR	Agriculture and Natural Resources
ASYCUDA	Automated System for Custom Data
BADEA	Arab Bank for Economic Development in Africa
BFLP	Basse Freight Logistics Platform
BOP	Balance of Payment
BRICS	Brazil, Russia, India, China, and South Africa
BRT	Bus Rapid Transit
CBG	Central Bank of The Gambia
CBO	Community Base Organization
CCA	Common Country Assessment
CE	Critical Enablers
CF	Cooperative Framework
CFD	Country Programme Document
CIVs	Collective Investment Vehicles
CNY	Chinese Yuan
CRVS	Civil Registration and Vital Statistics
CSO	Civil Society Organization
DaO	Delivering as One
DCD	Department of Community Development
DFIs	Development Finance Institutions
DHS	Demographic Household Survey
DIC	Domestic Investment Certification
DLDM	Directorate of Loans and Debt Management
DOD	Disbursed Outstanding Debt
DP	Development Partner
DRM	Domestic Resource Mobilization
DRM	Disaster Risk Management
DSW	Department of Social Welfare
EBID	ECOWAS Bank for International Development
EC	Emerging Center
ECCD	Early Childhood Care and Development
ECESETE	Excellence in Science, Engineering, and Technology for Entrepreneurship
ECF	Extended Credit Facilities
ECOWAS	Economic Community of West African States
EIB	European Investment Bank
EIBC	Export-Import Bank of China
EIBI	Export-Import Bank of India
EU	European Union
EUR	Euro

FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FIs	Financial Institutions
FSCT	Financing Strategy Coordination Taskforce
FX	Foreign Exchange
GAMIRSAL	The Gambia Incentive-Based Risk Sharing System for Agricultural Lending
GAMTAXNET	Gambia Tax Management System
GBoS	Gambia Bureau of Statistics
GBP	Great Britain Pound
GCCI	Gambia Chamber of Commerce and Industry
GDP	Gross Domestic Product
GER	Gross Enrolment Rate
GIEPA	Gambia Investment and Export Promotion Agency
GLFS	Gambia Labor Force Survey
GMD	Gambian Dalasi
GNI	Gross National Income
GOTG	Government of The Gambia
GRA	Gambia Revenue Authority
GSRB	Gambia Strategic Review Board
GTSC	Gambia Transport Service Cooperation
GTTI	Gambia Technical Training Institute
HIPC	Highly Indebted Poor Countries
ICT	Information and Communication Technology
IDA	International Development Association
IEC	Independent Electoral Commission
IFAD	International Fund for Agricultural Development
IFC	The International Finance Corporation
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
INFF	Integrated National Financing Framework
IOM	International Organization for Migration
IsDB	Islamic Development Bank
ITAS	Integrated Time and Attendance System
ITFC	International Islamic Trade Finance Corporation
IWRM	Integrated Water Resources Management
JAS	Joint Assistance Strategy
JPY	Japanese Yen
JWPs	Joint Work Plans
KFAED	Kuwait Fund for Arab Economic Development
KWD	Kuwait Dinar
LDC	Least Developed Country
LGAs	Local Government Authorities
LMICs	Lower Middle-Income Countries
LICs	Low-Income Countries
MDAs	Ministries, Departments and Agencies
MDBs	Multilateral Development Banks
MFI	Microfinance Institutions

MIS	Management Information Systems
MoA	Ministry of Agriculture
MoBSE	Ministry of Basic & Secondary Education
MoFEA	Ministry of Finance and Economic Affairs
MoFEN	Ministry of Forestry and the Environment
MoFWRNAM	Ministry of Fisheries and Water Resources & National Assembly Matters
MoH&SW	Ministry of Health & Social Welfare
MoJ	Ministry of Justice
MoLG L	Ministry of Local Government and Lands
MoPS	Ministry of Public Service, Administrative Reform, Policy Coordination & Delivery
MoTIE	Ministry of Trade, Industry & Employment
MoTWI	Ministry of Transport, Works & Infrastructure
MoYS	Ministry of Youth and Sports
MSME	Micro, Small and Medium Enterprises
MTDS	Medium-Term Debt Strategy
MTEF	Medium Term Expenditure Framework
MTEFF	Medium-Term Economic and Fiscal Framework
MTOs	Money Transfer Operators
MTP	Medium Term Plan
MTRs	Mid-Term Reviews
M&E	Monitoring and Evaluation
NaLA	National Agency for Legal Aid
NAP	National Adaptation Plan
NAWEC	National Water and Electricity Company
NBC	National Business Council
NCCP	National Climate Change Policy
NCDs	Non-Communicable Diseases
NDC	Nationally Determined Contribution
NDB	New Development Bank
NDP	National Development Plan
NEA	National Environment Agency
NER	Net Enrolment Rate
NFIS	National Financial Inclusion Strategy
NGO	Non-Governmental Organization
NMT	National Multi-modal Transport System
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
NYSS	National Youth Service Scheme
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation Development
OFID	OPEC Fund for International Development
OGI	Open Government Initiative
OSS	One Stop Shop
PACD	Program for Accelerated Community Development
PCG	Programme Coordination Group
PFM	Public Finance Management
PFRAM	PPP Fiscal Risk Assessment Framework

PLR	Policy, Legal and Regulatory
PPP	Public-Private Partnerships
PRC	People’s Republic of China
RC	Resident Coordinator
RCF	Rapid Credit Facility
RF-NDP	Recovery Focused National Development Plan
R&D	Research and Development
SAR	Saudi Arabia Riyal
SAS	Sukuk-Al-Salaam
SDGs	Sustainable Development Goals
SDR	Special Drawing Right
SETE	Science, Engineering, and Technology for Entrepreneurship
SEZs	Special Economic Zones
SFD	Saudi Fund for Development
SGBV	Sexual Gender-Based Violence
SO	Strategic Objective
SOE	State-Owned Enterprise
SP	Strategic Priorities
SPVs	Special Purpose Vehicles
SSA	Sub-Saharan Africa
SWGs	Sector Working Groups
TRRC	Truth Reconciliation and Reparation Commission
TSA	Treasury Single Account
TVET	Technical Education and Training
UMICs	Upper Middle-Income Countries
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
USD	United States Dollar
USET	University of Science, Engineering Institute
UTG	University of The Gambia
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization



Background

1.1 Introduction

The Government of The Gambia recently adopted a Green Recovery Focused National Development Plan (RF-NDP) 2023-2027. The plan's overarching goal is: ***"consolidating gains in democratic governance, accelerate the green economic and social transformation and build resilience to shocks and crises"***. It mainstreams the Agenda 2030 and the African Union Agenda 2063. The RF-NDP 2023-2027 was approved by the Cabinet in April 2023. Following Cabinet approval, the Government has developed a financing strategy to serve as a framework for mobilizing resources and building partnerships to implement the RF-NDP. The strategy presented in this document clearly outlines the required resource envelope to implement the plan's underlying strategic objectives, pillars, programmes, and expected outcomes.

The RF-NDP 2023-2027 financing strategy builds on the previous NDP 2018-2021 financing strategy and is part of the broader efforts towards the establishment of The Gambia's Integrated National Financing Framework (INFF) which was initiated in 2017. Anchored in the 2015 Addis Ababa Action Agenda on financing for development, INFFs build on existing national structures to drive a comprehensive process to enhance the political momentum, coherent policies, and sustainable reforms that are needed to address financing bottlenecks and to mobilize the full range of domestic, international, public, and private development resources for a country's sustainable development priorities.

1.2 Context

Since the previous NDP 2018-2021 was launched, much has changed in the regional and global economic context. The challenging global and regional economic developments in 2022 and continuous uncertainties are expected to have adverse impacts on developing countries, including The Gambia.

- a) The contraction in economic activities in the main advanced economies and China has worsened the current and trade account balances of The Gambia through lower external demand for Gambian exported goods and services.
- b) The strengthening of the US dollar has increased the servicing cost of dollar-denominated liabilities, this in turn could put pressure on the exchange rates and the external reserves position of the country.
- c) Global inflationary pressures have put pressure on domestic prices through imported food and energy prices.
- d) The tight global financial conditions, the appreciation of the US dollar, and the tightening of monetary policy in the major advanced economies have increased the cost of debt servicing in developing countries like The Gambia.
- e) Furthermore, the tight global financial conditions have had a dampening effect on project and budget support from development partners. This has an implication on the national budget considering most of the development projects are donor funded.
- f) Finally, the overall situation is adversely affecting advances made in health, education, environmental protection, and livelihoods, as well as reversing gains in poverty reduction increasing household fragilities and vulnerabilities, and potentially undermining gains in democratic governance and respect for human rights.

These concerns underscore the need for a robust financing strategy to ensure that the Government can mobilize the required resources to achieve the goals and strategic objectives of the RF-NDP

1.3 Methodology and Process

To develop a fully costed financing strategy for the RF-NDP, the Ministry of Finance and Economic Affairs (MoFEA) through Sector Working Groups undertook the following key tasks:

1. Assessment of the overall cost of implementing all the pillars, outcomes, and priorities of the RF-NDP. Based on key expected results for each priority, as reflected in the plan's results framework, cost elements were identified, and the estimated cost of implementing the priorities was determined.
2. An assessment of available funding was carried out for each priority through a mapping of existing and pipeline projects across MDAs.
3. An analysis of the financing gap was determined based on the gross cost and the available funding.
4. A detailed review and analysis of the development finance context – domestic and international – was undertaken to identify the opportunities and challenges in resource mobilization for the RF-NDP; and
5. Finally, strategies were identified for mobilizing resources for each pillar of the RF-NDP, considering domestic, external, private sector, and innovative mechanisms.

Given the challenging development financing context; both international and domestic, the team undertook further prioritization using the criteria in Box 1.1 below. The outcome of the prioritization was subject to review by the Executive. This facilitated the construction of different funding scenarios for the RF-NDP based on certain assumptions.

Box 1.1 Prioritization Framework for Costing the RF-NDP

1. **Step 1:** For each pillar of the RF-NDP, the priorities judged most important will be selected from all the priorities falling within that pillar.
2. **Step 2:** Using the criteria provided below, review/assess, and assign a score of 1 -5 (1=lowest; 5=Highest) and calculate a total score for each potential priority. The criteria, at a minimum, would include the following four (4) broad indicative factors:
 - a) Transformative in nature – game changers (i.e., catalytic and ability to bring about significant changes in current situations and create new trajectories for the sector/sub-sector and Gambia’s development).
 - b) Readiness index/status as indicated by the following:
 - I. am technically ready to receive funding.
 - II. has the potential to secure sufficient financing.
 - III. If funded, is likely to deliver results by end-2027.
 - c) Contribute to the fulfillment of Gambia’s regional and global commitments (e.g., SDGs and Agenda 2063)
 - d) Others: e.g., be in line with government policy pronouncements and Sector/sub-sector-specific criteria
3. **Step 3:** After completing the scoring for all listed potential priorities, for each pillar select the priorities that ranked highest for the pillar.
4. **Step 4:** An additional column is provided for any comments by the task team.

1.4 Structure of Document

The financing strategy document has three core components as follows:

- **Chapter 3** presents the costing of the RF-NDP – covering all aspects, including gross costs, available funding, and the estimates of the funding gaps for all the pillars, outcomes, and priorities. The Chapter also outlines two scenarios for funding the RF-NDP;
- **Chapters 4 and 5** provide a detailed overview of the international and domestic development financing landscape. This sets the stage for an understanding of the context for the financing strategy, as well as the challenges opportunities; and
- **Chapter 6** lays out the strategies for mobilizing resources for each pillar of the RF-NDP.

2. Overview of RF-NDP 2023-2027

2.1 Plan Imperatives

The formulation process of RF-NDP was fully participatory, involving state and non-state actors, development partners, and all 120 wards across the country. The plan is articulated around seven imperatives which inform the goal, objectives, outcomes, and priorities – see Box 2.1 below.

Box 2.1: Plan Imperatives
1. Imperative 1: Address fragility, and vulnerability and build resilience of households and communities to shocks and crisis.
2. Imperative 2: Consolidate gains made in democratic governance and address the outstanding gaps.
3. Imperative 3: Vigorously pursue macroeconomic reforms to ensure stability and inclusive growth.
4. Imperative 4: Prioritize Human Capital Development for economic and social transformation.
5. Imperative 5: Strengthen productivity of, and integration and linkages within the Agriculture and Natural Resources (ANR) sector for enhanced economic growth and productivity, increased incomes, jobs, and climate action.
6. Imperative 6: Act to advance the empowerment and social inclusion of women, girls, children, youth, persons with disabilities, and older persons for a more productive, better, and fairer society.
7. Imperative 7: Build our infrastructure to boost connectivity, promote growth, and render the Gambia more competitive, especially in the context of the African Continental Free Trade Area (AfCFTA)

2.2 Overall Goal of RF-NDP 2023-2027

The overall goal of RF-NDP is to **consolidate gains in democratic governance, accelerate green economic and social transformation, and build resilience to shocks and crisis.**

2.3 Strategic Objectives

The three strategic objectives of the RF-NDP are:

1. **Strategic Objective 1 (SO1):** Build household and community resilience to address shocks and crises arising from climate change, economic volatility and to counter the effects of disease pandemics (COVID-19).
2. **Strategic Objective 2 (SO2):** Consolidate gains and address critical development gaps in governance and in economic and social transformation; and
3. **Strategic Objective 3 (SO3):** Strengthen accountability, build partnerships, and set up robust and sustainable resource mobilization strategies for enhanced delivery and development outcomes.

These strategic objectives were translated into seven (7) pillars – see Box 2.2 below.

Box 2.2 The seven (7) pillars of the RF-NDP 2023-2027

1. Pillar I: Resilience to Shocks and Crises.
2. Pillar II: Governance Reforms.
3. Pillar III: Macroeconomic Stability and Growth.
4. Pillar IV: Human Capital Development.
5. Pillar V: Agriculture, Environment, Natural Resources and Climate Change.
6. Pillar VI: Empowerment, Social Inclusion and Leaving No One Behind; and
7. Pillar VII: Energy, Infrastructure, and ICT/digital Connectivity.

Through this Plan, Government will build the resilience of our institutions and people in responding to shocks, given the likelihood they will reoccur and the need to factor them in our development planning frameworks. An overriding consideration of Government is to ensure that the transformational aspirations of Gambian citizens are addressed.

The Plan and the accompanying financing strategy take into consideration the challenging external environment triggered by the global economic, climatic, and other shocks, developments in the international development financing landscape, as well as the domestic financing context, as described in the sections that follow. The full costing of the RF-NDP under different scenarios is presented in the following Chapter (3).

3. The Funding Requirements for Implementing RF-NDP 2023-2027

This section presents the funding requirements for implementing RF-NDP 2023-2027 under two funding scenarios. It also reports on the performance with respect to the financing of the previous NDP (2018-2021/22), and finally presents selected flagship projects to be implemented under the RF-NDP 2023-2027.

3.1 Financing scenarios

Considering the context for development finance – both internally and externally – as presented in the following Chapter 4, two scenarios were developed with respect to the funding gap of the RF-NDP, as presented below:

- c) **Optimistic funding scenario** – with the assumption that resources will be secured to finance all the planned actions outlined in the plan; and
- d) **Conservative funding scenario** – that considers the challenging international and domestic context and therefore envisages funding for only the top priorities of the plan.

These two funding scenarios are presented below. A brief assessment of the results of the implementation of financing strategy for the previous NDP 2018-2021/22 are presented in section 3.3 below.

3.1.1 Scenario One: Optimistic Funding Scenario

As indicated in section 1.3 (Methodology), the funding requirements were determined by costing each priority for the respective pillar and outcome as guided by the RF-NDP results framework. The available funding was computed by mapping all ongoing and pipeline projects for each priority. Based on these elements, the funding gap for each priority of the RF-NDP was estimated.

The optimistic scenario is based on the following:

- d) Estimated Total (Gross) cost of the RF-NDP without considering available funding is **US\$ 3.5 billion**
- e) Available funding based on mapping of existing and pipeline projects was estimated at **US\$ 703.134 million**.
- f) The Funding gap was estimated at **US\$ 2.80 billion**

Pillar 7 - Energy Infrastructure and ICT has the highest resource needs (32.4%), followed by Pillar 4 -Human Capital – 26.9%. These two Pillars accounted for 59.3% of the funding gap. This is followed by Pillar 5 - Agriculture, fisheries, and environment (14.3%) and Pillar 2 - Governance reforms (11.3%). The relatively high funding gap for the governance pillar relative to the rest of the pillars is due to the need to cater for implementation of TRRC recommendations and addressing transitional justice issues. The details are shown in Table 3.1 and the associated Figures 3.1 and 3.2 below.

Table 3.1: Overall Estimates of Funding Gap of RF-NDP (Optimistic Scenario)					
PILLAR	DESCRIPTION	TOTAL ESTIMATED COST OF RF-NDP 2023-2027	TOTAL AVAILABLE FUNDING	FUNDING GAP	PERCENTAGE PROPORTION
I	Resilience to Shocks and Crises	36,110,000.00	0.00	36,110,000.00	1.3%
II	Governance Reforms	366,653,890.52	49,922,871.46	316,731,019.07	11.3%
III	Macroeconomic Stability and Inclusive Growth	294,421,498.00	60,515,319.65	233,906,178.35	8.4%
IV	Human Capital Development	1,042,617,129.83	289,817,209.34	752,799,920.49	26.9%
V	Agriculture, Fisheries, Natural Resources, Environment and Climate Change	612,846,654.01	212,943,146.30	399,903,507.71	14.3%
VI	Empowerment, Social Inclusion - Leaving No One Behind	179,272,450.00	29,800,000.00	149,472,450.00	5.3%
VII	Energy, Infrastructure and ICT Connectivity	966,481,095.77	60,135,034.81	906,346,060.96	32.4%
GRAND TOTAL		3,498,402,718.13	703,133,581.55	2,795,269,136.57	100.0%

Figure 3.1: Overview of Total Cost, Available Resources and Funding Gap (Optimistic Scenario)

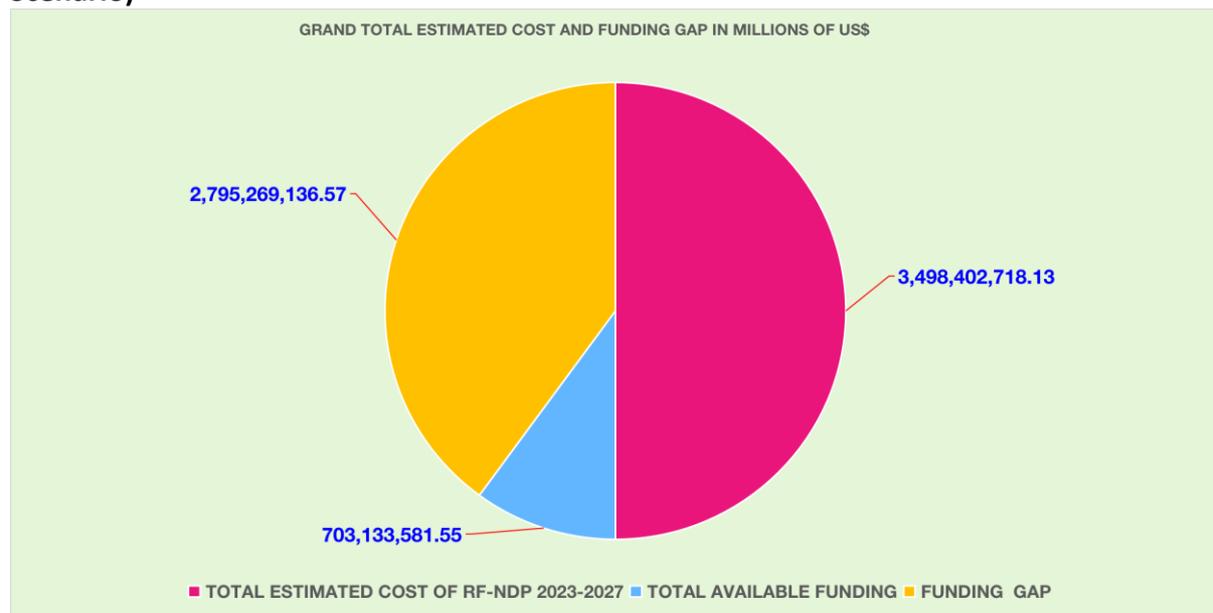
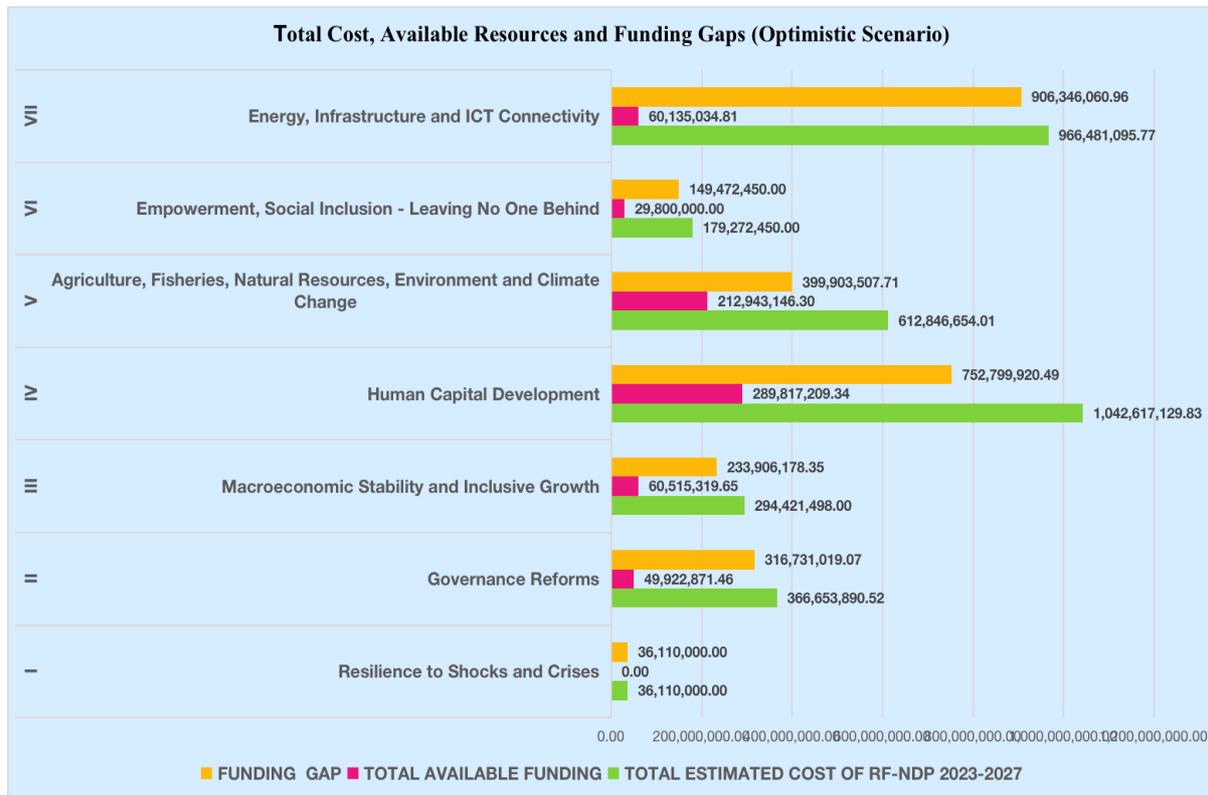


Figure 3.2: Overview of Total Cost, Available Resources and Funding Gap (Optimistic Scenario)



Annex 1 presents the estimated funding gap for each of the priorities, and Annex 2 presents the funding gap by outcome.

3.1.2 Scenario Two: Conservative Funding Scenario

To determine the conservative funding scenario, priorities were further screened and selected based on the criteria set out in section 1.3, in addition to other considerations. Annex 3 presents the gap by outcome, while Annex 4 presents the estimated funding gap for each of the priorities.

The conservative scenario is based on the following:

- d) Gross costing of the RF-NDP without considering available funding is **US\$ 2.8 billion**
- e) Available funding based on mapping of existing and pipeline projects was estimated at **US\$ 598 million**.
- f) The funding gap was estimated at **US\$ 2.213 billion**

Pillar 7 - Energy Infrastructure and ICT (30.7%), followed by Pillar 4 -Human Capital – 25.0%. Combined these two Pillars accounted for a combined 55.7% of the funding gap. This is followed by Pillar 5 - Agriculture, Fisheries, and Environment (16.6%) and Pillar 2 - Governance (13.1%). These are shown in Table 3.2 and the associated Figures 3.3 and 3.4 below.

Table 3.2: Overall Estimates of Funding Gap of RF-NDP (Conservative Scenario)					
PILLAR	Description	Total estimated Cost of RF-NDP 2023-2027	Total Available Funding	Funding Gap	% Proportion of funding gap
I	Resilience to Shocks and Crises	36,110,000.00	0.00	36,110,000.00	1.6%
II	Governance Reforms	336,867,587.99	47,922,871.46	288,944,716.53	13.1%
III	Macroeconomic Stability and Inclusive Growth	192,194,080.00	15,235,319.65	176,958,760.35	8.0%
IV	Human Capital Development	833,742,301.67	280,292,775.10	553,449,526.57	25.0%
V	Agriculture, Fisheries, Natural Resources, Environment and Climate Change	549,982,414.39	182,302,459.01	367,679,955.38	16.6%
VI	Empowerment, Social Inclusion - Leaving No One Behind	140,722,450.00	29,800,000.00	110,922,450.00	5.0%
VII	Energy, Infrastructure and ICT Connectivity	720,880,095.77	42,435,432.11	678,444,663.66	30.7%
Grand Total		2,810,498,929.82	597,988,857.32	2,212,510,072.49	100.0%

Figure 3.3: Overview of Total Cost, Available Resources and Funding Gap (Conservative Scenario)

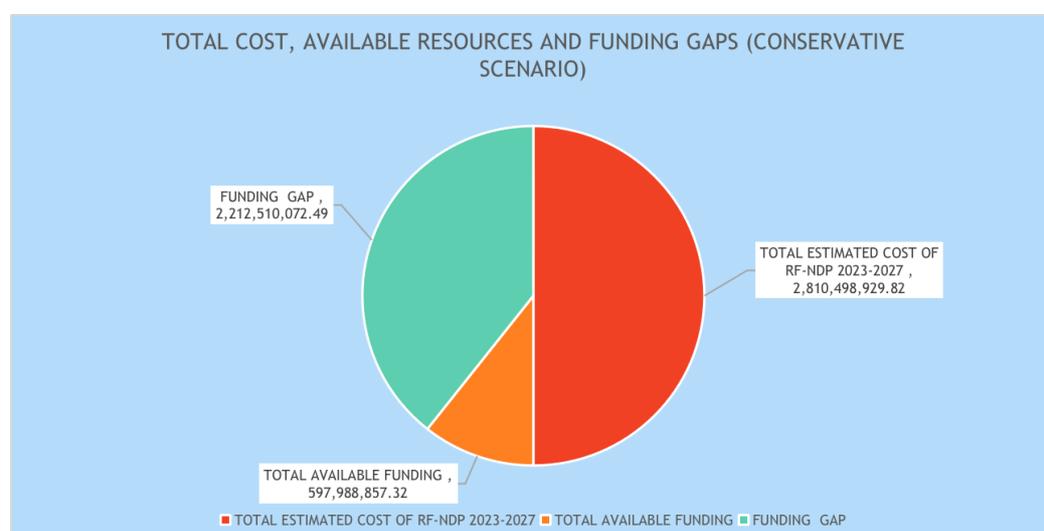
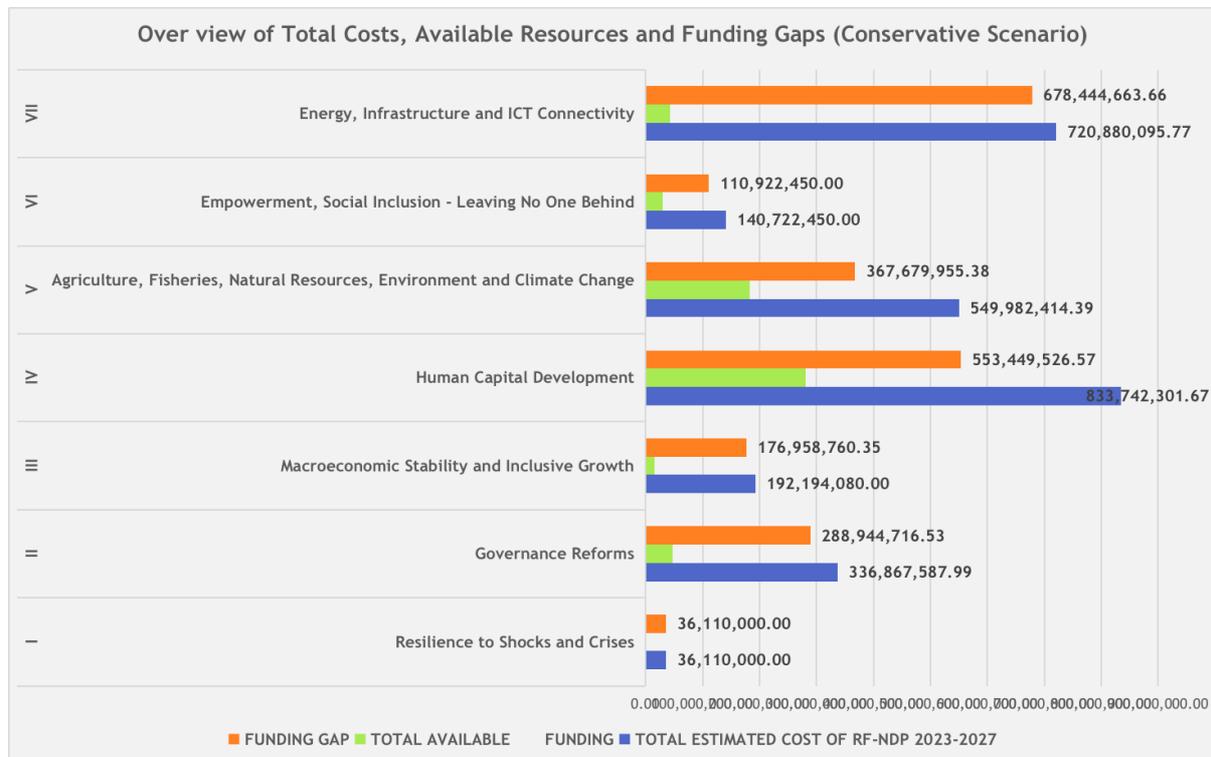


Figure 3.4: Overview of Total Costs, Available Resources and Funding Gap (Conservative Scenario)



Box 3.1 compares the two scenarios.

Box 3.1: RF-NDP Funding Gap by Scenario	
1.	Scenario One: Optimistic Funding Scenario: US\$ 2.8 billion
2.	Scenario Two: Conservative Funding Scenario: US\$ 2.2 billion

To map out strategies to secure the estimated resources required to fully implement the RF-NDP regardless of scenario, it is of vital importance to understand the context for development financing, both external and internal. This analysis of context is presented in the next Chapter.

3.2 Assessment of the Financing of NDP (2018-2021/22)

The NDP 2018-2021/22 had eight strategic priorities and seven critical enablers. The key elements with respect to its financing were as follows:

- Total Cost=US\$ 2.4 billion.
- Available Funding US\$ 740million; and
- Funding Gap=US\$1.6 billion

In terms of performance, the Mid-Term Review of the NDP highlighted the following:

- (i) The international pledging conference organized in partnership with the European Commission and held in Brussels in May 2018 was highly successful and the

country received pledges of US\$ 1.7 billion which meant that the entire funding gap was covered.

- (ii) From the available data, a total of US\$1.3 billion was committed related to Strategic Priorities (SPs) and of this amount, 34.6% are loans and 65.4% are grants. As at the mid-term, 42.1% of this amount had been disbursed.
- (iii) With respect to Critical Enablers (CEs), a total of US\$48.7 million is committed and of this amount which is a 100% grant, only 36.1% was disbursed.
- (iv) In total therefore, approximately US\$1.4 billion was committed out of the US\$ 1.7 pledged, and as at mid-term 41.9% has been disbursed.

Although no final assessment of the financing of NDP 2018-2021/22 was done, based on the performance at mid-term and considering the impact of COVID-19, overall conclusion is a positive one. Moreover, in terms of effectiveness of the NDP implementation, the MTE concluded that “at three years of implementation, NDP has already achieved some significant milestones across several SPs and CEs”.

Nonetheless, it is important to stress that resource mobilization for the NDP 2018-2021/22 took place in a favorable context, one under which, The Gambia, emerging from two decades of dictatorship, had a strong backing, support and goodwill of the international community, and the global economic environment was largely positive. That context has now changed.

Despite this largely satisfactory performance, resource mobilization for NDP 2018-2021/22 had two shortcomings:

- The strategies for resource mobilization were general and not specific, and moreover did not sufficiently explore innovative mechanisms, nor prioritize domestic resources.
- There was no functional and effective coordination and follow-up mechanism for the pledges made at the Brussels conference.

The financing strategy for RF-NDP 2023-2027 addresses both these weaknesses, respectively in section 6 (measures for financing) and section 7 (coordination framework for the financing strategy).

3.3 Flagship projects of the RF-NDP 2023-2027

The priorities of the RF-NDP, identified through an extensive consultative and selection process and approved by the Cabinet, seek to address the deep-seated challenges that are bottlenecks to the country’s development. Their successful implementation is therefore of major concern for the government, and especially the Executive.

A sub-set of these have therefore been identified by the government – named flagship projects - which, if successfully implemented will act as a catalyst for, and lead to, positive impacts on the realization/achievement of the rest of the priorities of the RF-NDP, as well as, most importantly, have a transformative socio-economic impact on the country. These flagships will therefore be targeted for close and regular monitoring through an Executive Dashboard.

Annex 6 presents the flagships, background, objectives, key components/activities, expected impact and results, funding modality, and estimated budget.

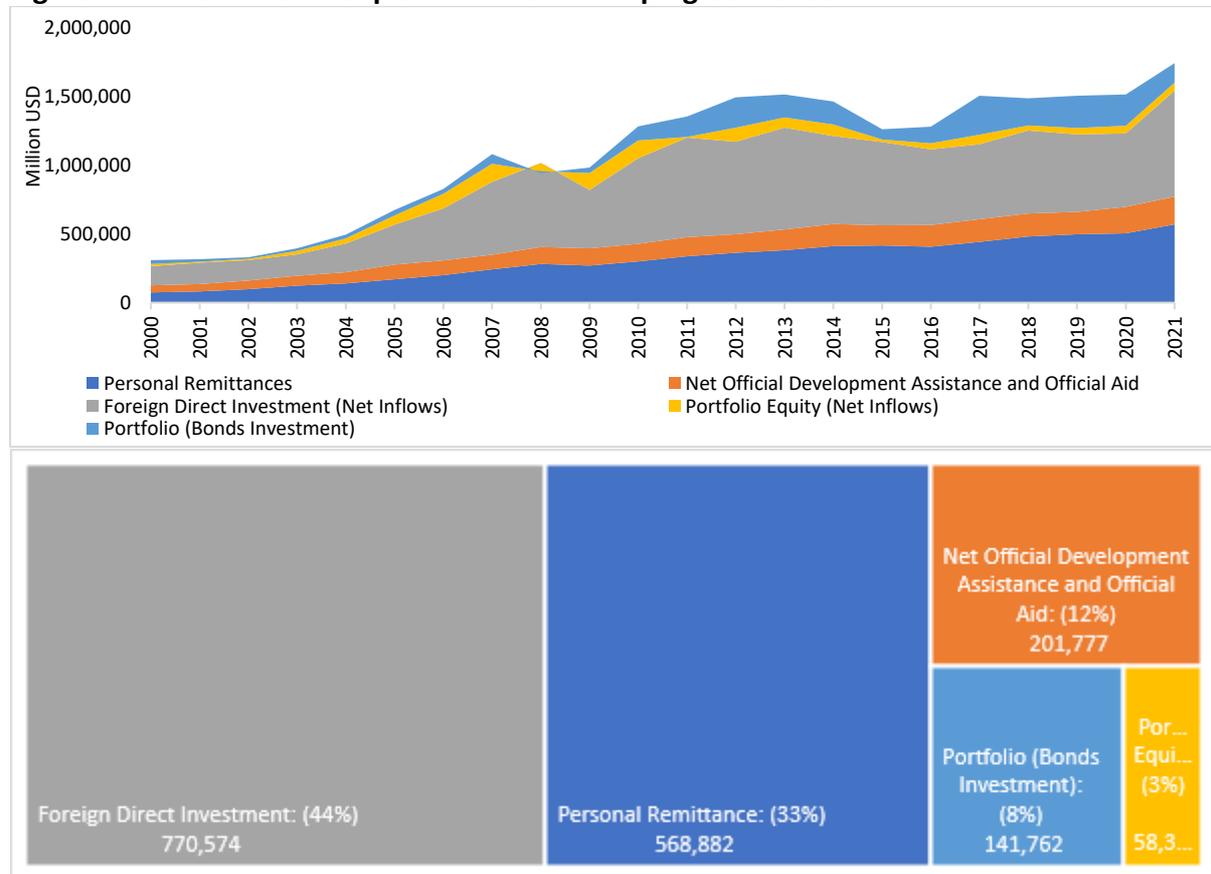
4. Development Financing Landscape

4.1 The International Landscape¹

4.1.1 Development Assistance

Official Development Assistance (ODA) is an important source of development finance for developing countries. However, its relative importance has been diminishing (see Figure 4.1). The 2008/09 Global Financial Crisis, COVID-19, and most recently the Russia-Ukraine War has not only led to donor fatigue, but they also exacerbate the fiscal constraints faced by advanced economies. Corollary, donor nations are increasingly hesitant to fulfill their development assistance pledges as they look more inward to deal with pressing domestic priorities such as heightened inflationary pressure as well as health, migration, and domestic labor market challenges.

Figure 4.1: International Capital Flow to Developing Countries



Source: World Development Indicators (WDI)

The direction and volume of ODA flows are directly affected by the geopolitics, political relations, and foreign policy interests of donor countries. Thus, recent geopolitical tensions have raised concerns about the sustainability of the current geopolitical, financial, and economic architecture. This is evidenced by the creation of new regional development financing banks and economic cooperation institutions, and the expansion of existing ones to

¹ This section discusses the flow of external financing to developing countries, external finance and ODA to the Gambia are presented in Section 4.2.4, for each source of external capital.

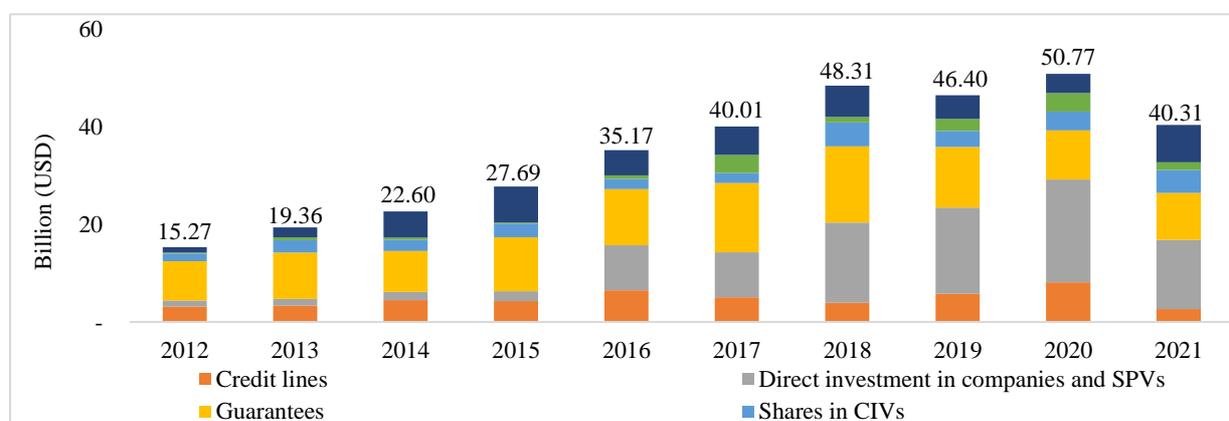
rival the northern-dominated Bretton Woods institutions. The recent expansion of BRICS (Brazil, India, China, and South Africa) countries and its New Development Bank (NDB) is a reference point indicating this re-alignment.

Given these challenges to predictable and equitable access to development assistance, developing countries are increasingly looking inward towards domestic resource mobilization (DRM) and regional development finance institutions. The evolving international development finance landscape is also driven by changing development needs, shifting priorities from untargeted budgetary support to infrastructural development, health, climate, and technology, leading to the emergence of new sources and financing tools across diversified providers. This explains the movement away from traditional grants and concessional loans from Paris Club members to Non-Paris Club members, philanthropic assistance, international sovereign bonds, foreign direct investment, remittances, domestic resource mobilization, and domestic financial market. While the future of financing for sustainable development remains uncertain and despite the challenges facing the international development finance environment, capital flows to developing countries have significantly increased in the past decades, with the growing importance of remittance and FDI.

4.1.2 Private Finances for Development

Mobilized private finance for sustainable development has been growing since 2012, with multiple financing tools including direct investment in companies, guarantees, credit lines, simple co-financing, syndicated loans, shares in Collective Investment Vehicles (CIVs), direct investment, and special purpose vehicles (SPVs). Although private capital goes where it generates the highest risk-adjusted return, catalytic credit enhancement tools provided by Development Finance Institutions (DFIs) play a central role in addressing market failures and directing private capital to developing countries. The International Finance Corporation (IFC), for example, has deployed US\$3.1 billion of concessional donor funds between 2010 to 2022 to support 369 high-impact projects in over 50 countries, leveraging US\$17.2 billion in additional financing. Regional DFIs like the Asian Development Bank (ADB) and the African Development Bank (AfDB) are increasingly playing a vital role in Africa and Asia using development capital on a non-commercial basis to de-risk otherwise risky development projects.

Figure 4.2: Total Private Finance Mobilized (by Leveraging Mechanism), 2012-2021



Data Source: OECD Data Explorer. Note: SPVs = Special Purpose Vehicles; CIVs = Collective Investment Vehicles

Given the high-perceived risk nature of investment in developing countries, international private and institutional investors sometimes shy away from investing in these countries in favor of ‘easier’ markets in developed countries. To attract this class of investors to developing countries, DFIs use catalytic credit enhancement tools, such as credit/liquidity/risk guarantees, to innovatively unlock substantial commercial capital by sharing risks or lowering costs to adjust risk–return profiles of energy projects. These protections help private investors rebalance their risk-return assessments and subsequently make development projects in developing economies more commercially attractive to equity private or institutional investors such as sovereign wealth funds, and pension funds.

Between 2018 and 2020, Africa has been the highest recipient of privately mobilized finance on average, followed by Asia (see Figure 4.3). These privately mobilized funds mostly move to Upper Middle-Income Countries (UMICs) and Lower Middle-Income Countries (LMICs) in search of high-risk-adjusted return. Low-Income Countries (LICs) have had difficulties attracting these financing flows (see Figure 4.4). Paradoxically, Mozambique, a low-income country in Africa, received the highest amount of privately mobilized finance between 2018 and 2020 most challenged in the energy sector (see Figure 4.5). The other top DFI funding recipient countries in Africa are Egypt, Morocco, South Africa, Nigeria, and Kenya. Foreign direct investment is preferred over loans and credit lines as private investment mitigates developing countries from interest rate and exchange rate risks. Blending official development assistance with the commitment of public resources to mobilize private capital in financing development priorities of developing countries provides a reliable and less concentrated development financing strategy. Moreover, the use of regional, multilateral, and bilateral DFIs to access development funding presents a diversified means of financing development in low and middle-income economies.

Figure 4.3: DFI Funding Recipients by Region

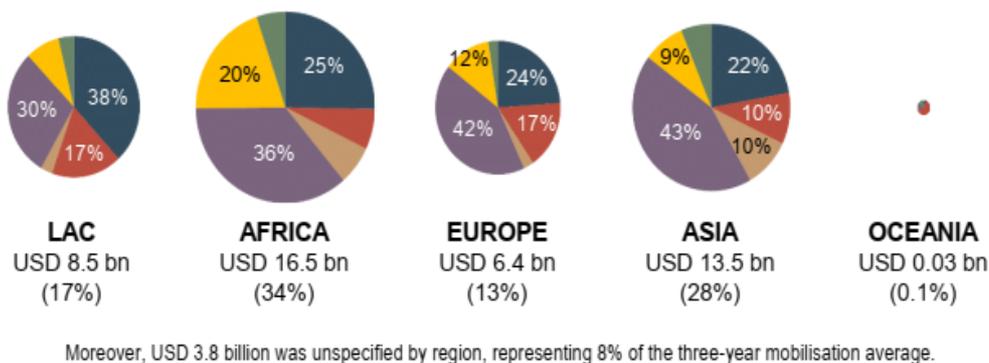
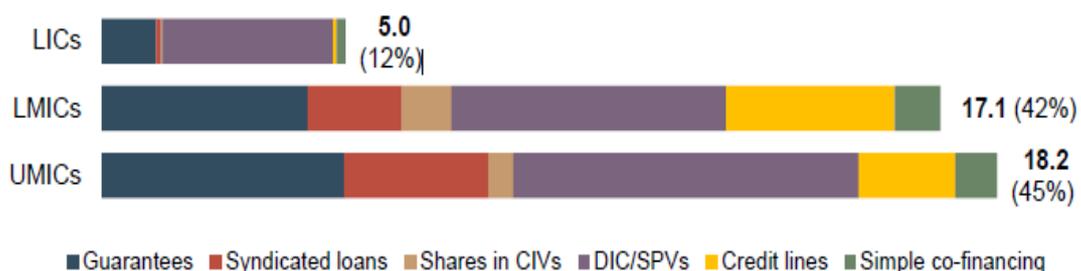
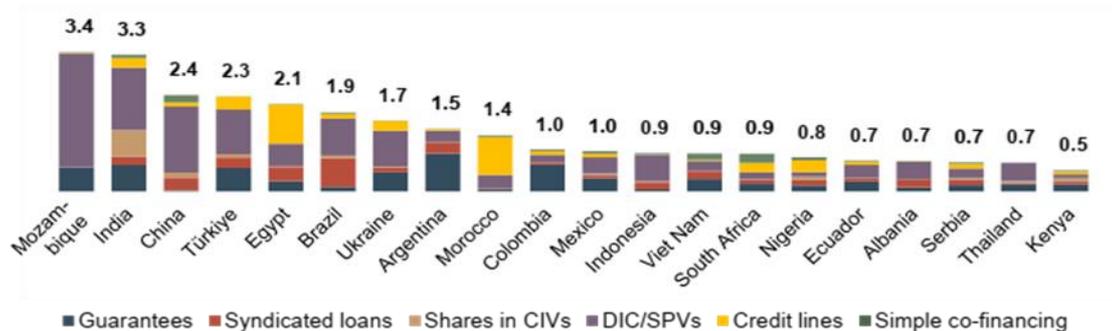


Figure 4.4: DFI Funding Recipients by Income Group



Note: USD 375 thousand was mobilised for Venezuela and Niue which are not classified on GNI per capita for 2020 flows. Additional USD 8.4 billion was unallocated by country. Source: (OECD, 2022_[12]), (TOSSD, 2022_[13]) and complementary data submissions from DEG and FMO.

Figure 4.5: Top 20 DFI funding Recipients



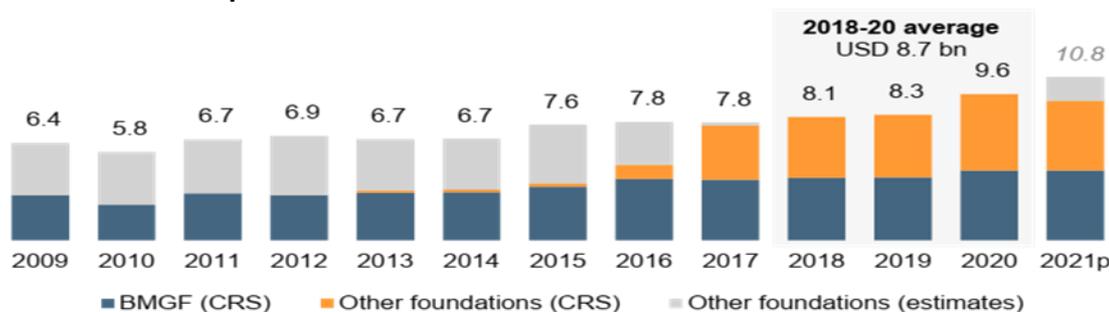
Note: LAC stands for Latin America and the Caribbean.
 Source: (OECD, 2022^[12]), (TOSSD, 2022^[13]) and complementary data submissions from DEG and FMO.

4.1.3 Philanthropy

The global economy is faced with significant headwinds that threaten to slow down its development and the gradual recovery from the COVID-19 pandemic. These challenges intensify the need for international cooperation leading to the creation and re-vitalization of numerous financial mechanisms to garner resources and pull in the same direction for the achievement of the Sustainable Development Goals (SDGs) of Agenda 2030. It is in this light, that private philanthropy foundations for development have become an increasingly vital source of development finance in addition to ODAs and private development capital. The role of philanthropic foundations in the international development finance landscape has drawn significant public attention over the past years. These are non-governmental, nonprofit organizations that possess a principal fund of their own, managed by an appointed board of trustees and directors.

Although private philanthropy is a marginal fraction of international development financing, its contribution has been growing from US\$ 6.4 billion in 2009 to an estimated US\$10.8 billion in 2021, making it an integral source of financing for sustainable development. Between 2018 and 2020, the OECD estimated that private philanthropy for development generated an annual average of US\$8.7 billion in development finance for developing countries. These philanthropic private financial flows amounted to the equivalent of 5% of official development assistance received by developing countries during the same period.

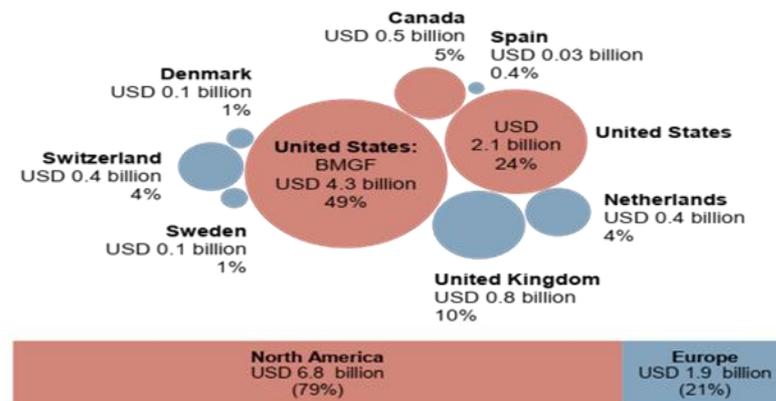
Figure 4.6: Philanthropic Financial Flows



Note: Estimates of development finance by "other foundations" in 2009-16 correspond to 90% of international giving by US-based foundations other than the BMGF (excluding flows to Israel, Canada and Europe), plus USD 0.5 billion per year from other foundations, such as those based in Europe. Annual totals are adjusted using DAC deflators. 2021 figures are preliminary (p). This figure only includes financing provided by grant-making private philanthropic foundations.
 Source: (OECD, 2022^[4]), (Foundation Center, 2003^[5]), (Foundation Center and the Council on Foundations, 2018^[6]).

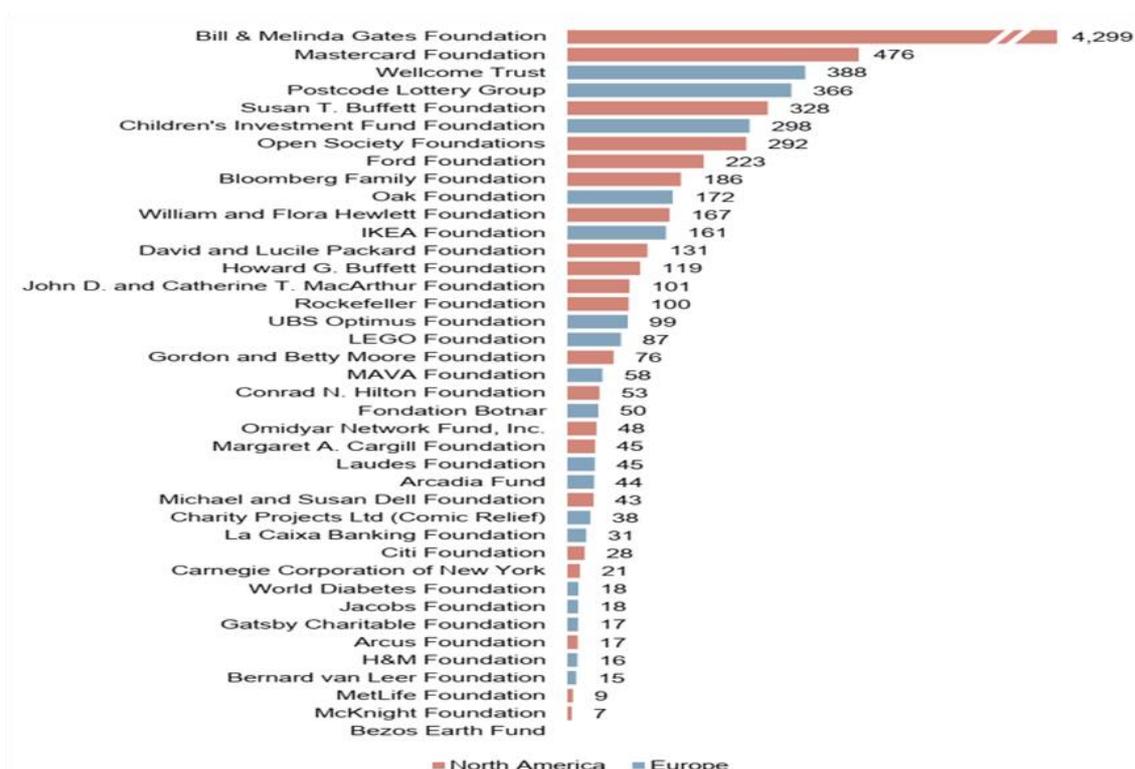
Philanthropy financing for development is mainly dominated by a few Western countries. Between 2018 and 2020, about 79% of philanthropic development financial flows to developing countries emanates from North America (73% from the United States and 5% from Canada) while philanthropic foundations in Europe account for the remaining 21%. The movements of these flows can be directly to developing countries or indirectly through global funds that subsequently channel these resources to developing countries. Philanthropy financing for sustainable development primarily targets, but not limited to, social sectors such as health and education. East Africa, West Africa, and South Asia have received the biggest chunk of philanthropic finance between 2018 and 2020.

Figure 4.7: Philanthropic Financial Flows by Country of Residence



Note: Country residence is based on the geographic location of the headquarters or main office of individual private philanthropic foundations. This figure only includes financing provided by grant-making private philanthropic foundations. Source: (OECD, 2022_[4]).

Figure 4.8: Philanthropic Financial Flows by Foundation



Note: The Bezos Earth Fund committed USD 376.7 million for sustainable development in 2020. First disbursements are expected in 2021 and are therefore not represented in this chart. This figure only lists grant-making private philanthropic foundations. Data for the Susan T. Buffett Foundation and Howard G. Buffett Foundation are estimated based on IRS 990-PF filings. Source: (OECD, 2022_[4]).

Box 4.1: Summary of International Development Finance

The scope of the international development finance environment has been hampered and altered by recent global economic and financial crises. The Global South heavily depended on international aid from bilateral and multilateral donors to offset both domestic and international economic and financial shocks and to complement their national development efforts.

4.2 The Development Finance Context in the Gambia

4.2.1 Macroeconomic Context

The Gambia's economy recorded low and volatile growth rates, averaging 2.9% between 2000 and 2019. This modest growth led to gradual reduction in poverty rates and marked improvements in access to basic education and health care services. On the onset of COVID-19 in 2020, economic activities contracted by 0.6%; reversing poverty reduction gains due to reduced employment, near-universal loss of income, and increased cost of living owing to COVID-19 lockdowns, supply chain disruptions and travel restrictions.

The economy started recovering in 2021 with a growth rate of 5.3% driven by increased agriculture production owing to a strong performance in fishing and aquaculture. However, this strong recovery was disrupted by the Russia-Ukraine War, resulting to a subdued growth rate of 4.9% in 2022. This exacerbated the rise in COVID-19-induced extreme poverty, with the poverty incidence drastically increasing from 48.3% pre-pandemic to 53.8% in 2022. In addition, climate change and extreme weather events such as droughts, floods, and irregular rainfall have substantial impacts on socioeconomic outcomes and aggravate the poverty situation in the Gambia. Unemployment and high informality especially among youth persist in the labor market. According to the latest Gambia Labor Force Survey (GLFS 2022-23), youth unemployment increased from 36.4% in 2018 to 38.6% in 2022, largely due to limited essential skills required by the private sector. Going forward, the economy is expected to grow at an annual rate of 5.6% between 2023 and 2027, during the implementation of the RF-NDP. This growth rate is expected to be driven by strong and robust performance in tourism, agriculture, construction, and electricity.

Table 4.1: GDP Forecast 2023-2027

	GBOS		Projections		Medium-term growth targets		
	2021	2022	2023	2024	2025	2026	2027
GDP Growth Rate	5.2%	4.9%	4.8%	4.9%	6.0%	6.2%	6.3%
Agriculture	13.7%	3.6%	8.3%	7.1%	7.5%	8.3%	7.2%
Crops	9%	8%	7.3%	6.7%	6.1%	7.0%	5.5%
Livestock	6%	28%	6.4%	4.5%	6.4%	4.0%	3.0%
Forestry	-4%	11%	0.1%	0.8%	1.5%	1.0%	0.5%
Fishing	21%	-6%	10.1%	8.6%	9.3%	11.0%	10.0%
Industry	3%	3%	7.4%	6.2%	5.9%	6.1%	7.3%
Mining & Quarrying	-1%	-5%	2.5%	4.8%	8.0%	2.0%	6.0%
Manufacturing	-28%	1%	0.4%	5.0%	2.0%	1.5%	2.0%
Electricity	7%	17%	9.3%	7.1%	14.0%	6.0%	7.5%
Water	-12%	-14%	3.0%	-4.7%	3.0%	1.5%	5.0%
Construction	10%	3%	8.6%	6.6%	5.5%	7.0%	8.0%
Services	3%	6%	2.5%	3.5%	5.4%	5.3%	5.4%
Wholesale & and retail trade	4%	7%	4.0%	4.5%	5.5%	5.3%	5.3%
Transport & storage	4%	-19%	1.7%	2.0%	4.5%	5.3%	5.5%
Hotels & restaurants	20%	89%	9.1%	10.6%	18.2%	14.0%	10.0%
Communication	2%	18%	3.3%	1.2%	4.5%	5.5%	5.8%
Finance & Insurance	13%	12%	1.8%	5.7%	11.8%	10.0%	13.5%

Source: 2023-2027 MTEFF, MoFEA

High food and energy prices fuelled by the war in Ukraine combined with strong domestic demand added to strengthening inflationary pressures in the country. Inflation reached a record-high level of 18.4 percent (year-on-year) in July 2023, the highest in three decades, driven by high food and non-food inflation. The Central Bank of the Gambia (CBG) increased its policy rate to 17% in August 2023 to tame inflation pressure, which is expected to remain above its targeted single-digit rate of 5% in the medium term.

Moreover, the external position remains vulnerable to external shocks as the current account deficit widened from 8.1% of GDP in 2021 to 13.1% of GDP in 2022, driven by an increased trade deficit from 26.3% to 34.4% of GDP during the same period. While exports only grew marginally, growth in imports due to higher costs of fuel and capital goods offsets these marginal gains. The combination of high food and import costs, the weaker-than-expected performance of the tourism sector, and lower remittances due to weak global economic activity generated shortages of foreign exchange reserves, weighing pressure on Dalasi. To address these, the CBG conducted FX interventions of USD139.44 million in 2022 to ease supply-side constraints and support the importation of essential commodities that reached critically low stock levels.

4.2.2 Fiscal Performance and Reforms

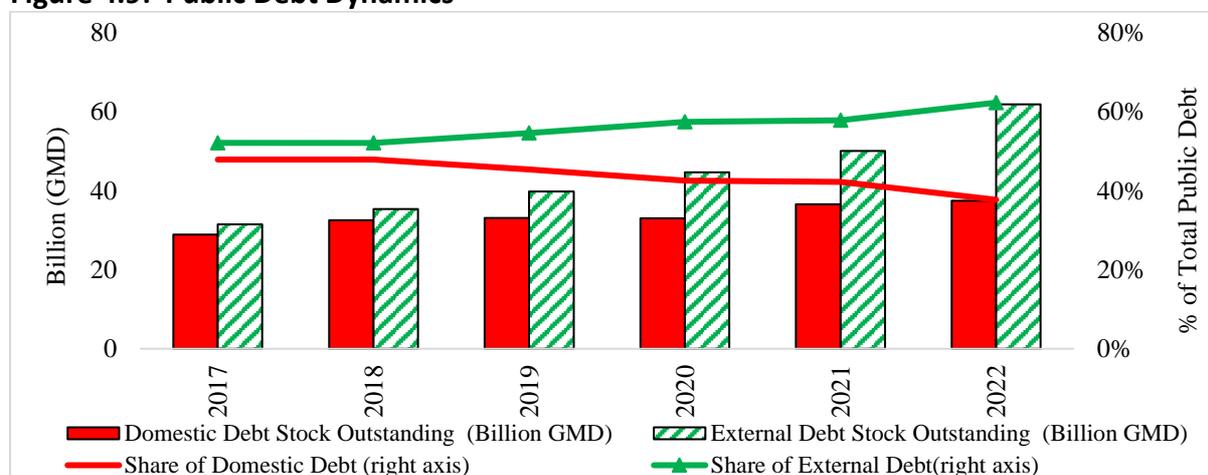
The Gambia's current macroeconomic situation makes fiscal policy management and consolidation efforts difficult, leading to deterioration in the country's fiscal position. Between 2017 and 2022, the revenue (including grants) to GDP ratio hovers around 19.5% while the expenditure remains high at 24.0% of GDP, leading to an average annual deficit of 4.5% of GDP. Post-COVID, the fiscal balance deteriorated from an overall deficit of 2.2% in 2020 to a deficit of 5.6% in 2022. Although domestic resource mobilization has significantly improved over the years, it has been significantly constraint by substantial tax-revenue losses due to tax

exemptions on fuel products, food and agriculture inputs implemented to lessen the impact of high global energy and food prices. On the expenditure side, total spending has been increasing (from D25.9 billion in 2021 to D29.8 billion in 2022) mainly driven by rising capital expenditure on especially on road projects, higher debt interest payments, and increased personnel emolument due to the 30% increase in the basic salary of civil servants to cope with rising cost of living. Nonetheless, the Government has introduced several reforms to help address rising fiscal pressures emanating from State-Owned Enterprises (SOEs) by creating an SOE Directorate at the Ministry of Finance and Economic Affairs (MoFEA) to strengthen the monitoring and efficiency of all SOEs. Similarly, a Revenue and Tax Policy Directorate has also been created to provide more strategic focus on policy design, formulation, and analysis of revenue and tax policies to reduce budget financing needs and build resilience in the country’s revenue mobilization drive.

4.2.3 Public Debt Management

The Gambia’s sovereign debt levels remain high at high risk of debt distress and continues to pose a serious challenge. The total public and publicly guaranteed debt stock decreased from 84.74% of GDP in 2021 to 81.95% of GDP in 2022 largely due to increased economic performance and increased oversight of SOEs to reduce debt vulnerabilities. The country also adopted a quantitative target under the 6th IMF ECF program to reduce its net domestic borrowing. This generated some positive results with domestic debt declining significantly from 35% of GDP in 2021 to 31% of GDP in 2022. Despite these improvements, the debt outlook remains gloomy in view of weak export earnings, tighter global financial conditions, and increasing cost of capital and debt servicing.

Figure 4.9: Public Debt Dynamics



Source: MoFEA

According to AfDB estimates, for the Gambia to achieve the debt-to-GDP sustainability target of 55% by 2027, this would require an increase in the adjustment costs from 0.9% of GDP in 2023 to 7.3% of GDP by 2027. Fiscal consolidation measures to achieve this target include containing net domestic borrowing (below 1.5% of GDP), seeking grants and highly concessional loans, and reducing the arrears of SOEs (which averaged to 0.3% of GDP in 2022 due to difficulties in finding foreign currencies to pay debt obligations related to NAWEC). The 2022-2026 Debt Management Strategy seeks to gradually increase the share of longer-dated domestic debt instruments in the debt portfolio by issuing more 3-Year and 5-Year bonds to mitigate refinancing risk and promote domestic debt market development, while raising the

financing needs of the government. The aim of this strategy is to ensure a sustainable debt path over the medium to long-term.

4.2.4 External Financial Resources Flows (2017-2022)

Inadequate domestic savings to finance capital formation and rapid economic growth had to be supplemented by foreign savings in the form of official development assistance (ODA) and foreign direct investment (FDI) as well as remittance inflows from Gambians abroad.

4.2.4.1 Bilateral Assistance

The Government of the Gambia has always tried to complement its national development efforts by mobilizing support from development partners including bilateral governments, multilateral financial institutions, and philanthropic organizations. In response, many donor agencies have provided ODA in the form of diverse projects and programs. In 2017, the GoTG organized a Donor Conference in Belgium to mobilize resources, and enhance the coordination, synergy, focus, and impact of donor-supported programs. Although the initiative did not reach its desired objectives as the envisaged additional resource flows were largely not forthcoming, ODA flows to the Gambia have been at multi-decade highs in recent years. Between 2017 and 2022, the amount of loans received from Bilateral Partners increased from D6.8 billion to D19.4 billion (see **Table 4.2**) while grant disbursements remain relatively stable, increasing by only D678 million during the same period (see **Table 4.3**).

Table 4.2: Loans from Bilateral Development Partners (in Millions of GMD)

Creditor Name	2017	2018	2019	2020	2021	2022
Abu Dabi Fund for Arab Econ. Development	442.58	552.16	679.42	871.04	893.89	1,030.84
Banco de Des. Econ. y Social Venezuela	916.63	957.83	995.41	1,007.29	1,028.55	1,186.13
Export - Import Bank of India	1,338.08	1,686.13	2,178.78	2,862.17	3,224.83	4,091.93
Export-Import bank of China	-	259.00	259.00	259.00	1,449.00	1,529.50
Government of Belgium	30.27	28.77	27.36	27.53	25.54	25.36
Kuwait Fund for Arb Economic Development	1,391.03	1,956.96	2,502.24	2,972.33	3,432.56	4,552.72
Libyan Arab Jamahiriya	187.63	195.37	202.32	204.02	208.32	240.24
Republic of China (Taiwan)	821.33	757.06	682.34	585.56	502.04	478.51
Saudi Fund for Development	1,662.32	2,076.53	3,172.73	3,982.21	4,865.96	6,301.43
TOTAL Loan Disbursement	6,789.86	8,469.81	10,699.61	12,771.15	15,630.69	19,436.67

Source: MoFEA

Although financial support from bilateral partners has increased, its effectiveness in the promotion of growth and reduction of poverty remains unclear. Studies have shown that aid can be effective when the right policy conditions prevail, and that in reforming countries, foreign aid acts as a magnet that "crowds in" private investment by a ratio of almost US\$2 to every US\$1 of aid (Ajayi, 2010). This is because effective aid complements private investment by increasing the confidence of the private sector and helping provide public services such as education and infrastructure that are needed to support private investments. The recent positive trend in private capital inflows to the Gambia makes the contribution from official development assistance more important in terms of strengthening governments' ability to make long-term investments that are vital for private sector-led economic growth.

Table 4.3: Grants from Bilateral Development Partners (in Millions of GMD)

Creditor Name	2017	2018	2019	2020	2021	2022
African Capacity Building Foundation	5	5	5	5	5	6
Japan International Cooperation Agency (JICA)	21.84	22.84	23.67	24.10	24.17	27.27
Kreditanstalt Fur Wiederaufbau	128.78	129.21	130.08	139.01	137.51	146.28
Kuwait Fund for Arb Economic Development	24.06	24.91	25.85	25.91	26.68	30.40
Republic of China (Taiwan)	297.79	310.08	321.11	323.81	330.64	381.29
Republic of France	4.19	4.19	4.19	4.19	4.19	4.19
Saudi Fund for Development	-	45.44	47.06	65.69	67.08	77.36
Commission of The European Communities	3,587.22	3,599.26	3,623.36	3,871.88	3,830.04	4,074.13
TOTAL Grant Disbursement	4,068.43	4,140.67	4,180.23	4,459.55	4,425.37	4,746.74

Source: MoFEA

4.2.4.2 Multilateral Financial Institutions

Multilateral Development Banks (MDBs) have been very active in the Gambia, providing financial assistance to promote economic and social development. This assistance mostly comes in the form of budgetary support as well as grants and concessional loans to finance government projects and programs. Between 2017 and 2022, the amount of loans provided by MDAs increased from D22.3 billion to D42.1 billion (see **Table 4.4**). During the same period, grant disbursements also increased from D28.8 billion to D56.5 billion (see **Table 4.5**).

Table 4.4: Loans from Multinational Financial Institutions (in Millions of GMD)

	2017	2018	2019	2020	2021	2022
International Development Association	4,972.01	5,657.64	5,938.13	6,673.40	6,911.65	7,667.70
International Fund for Agricultural Development (IFAD)	1,408.91	1,502.62	1,634.68	1,725.73	1,644.87	1,761.14
International Monetary Fund	1,162.49	1,188.14	1,227.83	2,408.47	4,513.97	7,991.94
Islamic Development Bank	6,976.77	7,414.35	8,474.28	8,958.15	9,314.81	11,496.24
ADB/NIGERIAN TRUST FUND	606.61	584.32	555.97	511.09	471.29	485.14
African Development Fund	2,049.37	2,149.51	2,297.57	2,500.34	2,491.13	2,725.76
Arab Bank for Economic Development in Africa (BADEA)	2,161.60	2,406.25	2,561.29	2,858.17	3,103.33	3,947.12
EUROPEAN INVESTMENT BANK	-	-	-	-	85.09	1,376.34
ECOWAS Bank for Investment and Development	1,268.91	1,691.69	1,702.32	1,685.96	1,686.59	1,854.01
OPEC Fund for International Development	1,658.99	1,979.75	2,652.73	2,807.73	2,643.71	2,752.81
GRAND TOTAL	22,265.67	24,574.26	27,044.81	30,129.04	32,866.43	42,058.20

Table 4.5: Grants from Multinational Financial Institutions (in Millions of GMD)

Creditor Name	2017	2018	2019	2020	2021	2022
European Investment Bank	-	-	-	-	-	328.23
International Bank for Reconstruction and Development (IBRD)	513.04	534.21	553.22	557.87	569.64	656.91
International Development Association	6,370.86	7,640.04	8,515.32	13,034.88	14,621.90	22,050.66
International Fund for Agricultural Development (IFAD)	1,250.10	1,554.33	1,856.06	2,035.13	2,163.95	2,627.53
Intl. Development Fund	42.11	43.84	45.40	45.78	46.75	53.91
Islamic Development Bank	52.02	53.67	55.52	58.52	60.92	75.26
African Development Bank	15,381.97	15,723.51	16,283.92	17,657.20	17,558.06	19,474.96
African Development Fund	5,059.44	6,595.36	8,386.35	9,463.13	9,723.26	11,203.82
Arab Bank for Economic Dev. in Africa	3.09	3.22	3.34	3.36	3.44	10.42
ADB/NIGERIAN TRUST FUND	123.21	123.62	124.45	133.00	131.56	139.95
GRAND TOTAL	28,795.85	32,271.81	35,823.58	42,988.87	44,879.47	56,621.66

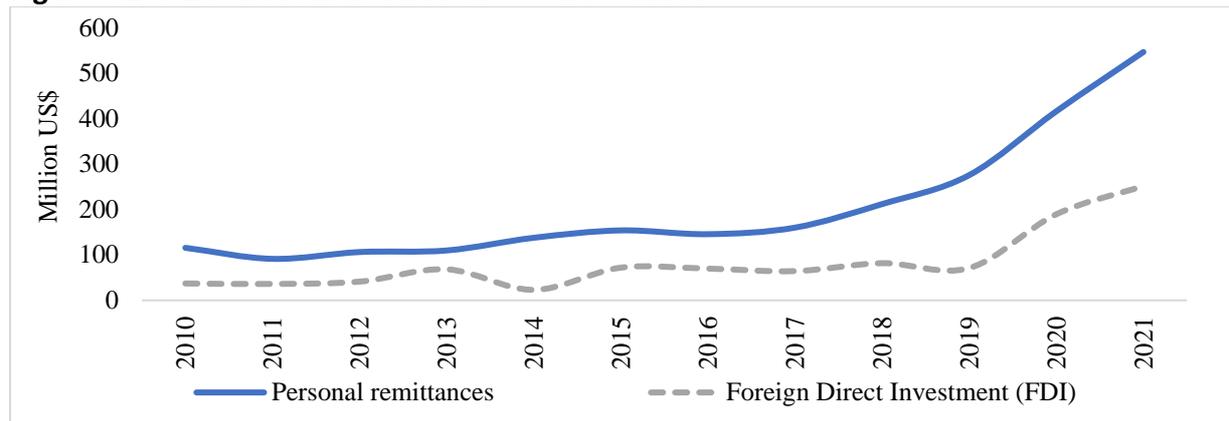
4.2.4.3 The United Nations System

The United Nations System has a long and fruitful collaborative efforts and partnership with The Gambia government and people. The UN system focus, and comparative strengths are in the areas of governance, social sectors, agriculture, environment, and climate change. The UN system also provides technical assistance and has a demonstrated capacity to leverage funding from bilateral, multilateral, and global funding windows for climate change. These contributions are far more significant than the direct core funding the UN and its agencies provide, thus making them a valued partner. For example, the UNDAF 2017-2021 resource requirements amounted to \$209 million for 11 agencies, which although comparatively small fill many important niches and gaps.

4.2.4.4 Foreign Direct Investment

According to World Bank estimates, FDI flows to the Gambia have been increasing since 2019, amounted to US\$ 251.8 million in 2021, the highest it has ever been. This is however low compared to the SSA average, representing only 0.3% of total FDI flows to SSA countries. The Gambia has not been successful to significantly attract foreign investment mainly because of several inter-related impeding factors. Among them include low levels of income and small market size; limited human, social and economic infrastructure; weak domestic private sectors; inadequate legal frameworks for the enforcement of contracts; fear of policy reversal; poor international competitiveness; and an undeveloped financial system. Surveys of foreign investors show that, private capital goes to countries with a stable political and economic environment, good infrastructure facilities, a skilled labor force, low production and transactions costs and transparent and minimal regulations. There is an urgent need to implement measures to improve the investment climate in the country to attract private capital flows. ODA flows have been volatile since 2017, and its flows is expected to decline in the medium to long-term owing to donor fatigue and increasing fiscal constraints faced by advanced economies.

Figure 4.10: External Financial Flows to The Gambia



Source: WDI

4.2.4.5 Remittances

Remittance flows to the Gambia amounted to US\$160 million in 2017, and increased to US\$615 million in 2022, according to World Bank estimates. This is equivalent to 27% of the country's GDP and was more than the sum of FDI and ODA received in the same year. Thus, making remittance inflows the most important source of net external capital flows to the country. Not only have remittance flows been substantial, but they have also been more stable than other financial inflows. As a result, there is a growing consensus on the need to pro-actively mobilize diaspora resources for development financing. Apart from the diaspora's non-commercial financial contributions in the form of direct remittances to family and collective remittances or philanthropic contributions to support community development projects, diaspora resources can also be leveraged to contribute to financing the 2023-2027 RF NDP.

Numerous countries have launched and implemented official partnership programs dedicated to mobilizing diaspora resources for development. According to a study conducted by USAID, about 14% of diaspora hometown associations in Ghana have participated in community infrastructure investment (including road construction and repair, water provision, electricity, etc.) with over 96% supporting health and education activities (USAID 2004). Thus, harnessing the opportunities presented by the financial capacity of the diaspora into long-term development projects in the country is a viable, robust, and sustainable source of development finance. This will also help to develop domestic debt markets, and to strengthen domestic financial markets. The challenge, however, is in designing effective strategies through which diasporas can be fully harnessed for national development. Some proposed measures include: the creation of a national diaspora database (through censuses and research) to draw on relevant, timely and reliable information; reaching out to diaspora groups and mainstreaming diaspora networks as formal partners in all development efforts; and creating incentives for diaspora investments.

4.2.5 Domestic Public Resources for Development

Domestic resource mobilization is one of the surest and most viable sources of financing to fund the 2023-2027 RF-NDP. Since 2010, revenues generated from tax collection have consistently increased, from D3.2 billion in 2010 to D11.2 billion in 2022. The substantial increase in tax revenue can be attributed to a combination of improved macroeconomic conditions, such as high average GDP growth, tax policy reforms to broaden tax bases, and tax administration reforms to increase collection efficiency and compliance.

Table 4.6: Resources for Development - Past Trends (in GMD million, 2017-2022)

	2017	2018	2019	2020	2021	2022
Revenue and grants	13,711.10	14,904.78	16,683.31	21,584.48	19,761.77	22,905.14
Domestic Revenue	8,106.45	10,252.31	11,849.73	13,676.99	15,330.91	14,496.05
Tax Revenue	7,070.97	8,074.43	9,961.68	10,325.65	10,832.94	11,159.04
Nontax Revenue	1,035.48	2,177.87	1,888.06	3,351.35	4,497.96	3,337.01
Grants	5,604.65	4,652.47	4,833.58	7,907.49	4,430.87	8,409.10
Program	3,009.67	777.60	2,790.29	5,284.03	504.84	2,300.41
Projects	2,594.98	3,874.87	2,043.29	2,623.46	3,926.03	6,108.69

Source: MoFEA

There are significant opportunities to improve tax administration for better domestic resource mobilization as a vehicle to finance development. The Gambia's tax-to-GDP ratio is low at 9.1% in 2022, lower than the Sub-Saharan Africa average of 16.3%, while its financing gap and public debt remain high at 5.2% and 81.95% of GDP respectively in 2022. There are several areas in tax administration that can be improved to increase tax revenues. These areas include:

- i) Broadening the tax base through incentivizing more electronic declarations and electronic payments.
- ii) Bringing the digital economy into the tax net.
- iii) Controlling and reducing tax exemptions granted in the tax laws.
- iv) Enhancing tax administration systems and human resource capacity.
- v) Improving risk-based programming and recovery action.
- vi) Improve efforts to recover tax arrears, expand the registration of taxpayers.

The Government's projected total revenue including the expected project and program grants, estimated at an annual average of D18.4 billion, is not sufficient to fully finance the new NDP. According to MoFEA estimates, the Government is expecting to annually generate on average D25.1 billion from domestic sources between 2023 and 2027, D19.2 billion from tax collections and D5.9 billion in non-tax resources. Thus, there is an urgent need to mobilize private sector capital for investment in key flagship and priority projects of the RF NDP. Thus, there is an urgent need to not only raise additional funds from non-conventional sources but to also utilize risk mitigation strategies and partnerships that mobilize private capital to finance key flagship and priority projects of the RF NDP. Risk mitigation strategies such as partial risk guarantees, and exchange rate hedging instruments can be used to increase private sector participation in financing priority projects in areas like the energy sector. The Gambia Incentive-Based Risk Sharing System for Agricultural Lending (GAMIRSAL) is an innovative approach to increase

access to lending from Financial Institutions (FIs) to actors in agricultural value chains by: increasing access of FIs to risk mitigating instruments to crowd in investments in the agricultural sector; improving FIs' knowledge of the agricultural sector and skills in analyzing, financing, and managing agricultural project portfolios, including climate risk mainstreaming in investment portfolio; and improving skills of agriculture value chains' actors in business governance (enterprise governance structure, board structuring and oversight, ownership structure, etc.), financial and credit risk management, climate risk management, as well as reporting. Innovative financing mechanisms are complements to, rather than substitutes for, the traditional ways of mobilizing funds for investment through public funding, donors and concessional loans and grants from MDBs.

Table 4.7: Resources for Development - Projections (in GMD million, 2023-2027)

	2023	2024	2025	2026	2027
Revenue	33,919	39,216	46,544	47,894	49,875
Domestic Revenue	17,447	22,386	27,351	27,478	30,821
Tax	14,520	16,528	19,003	21,453	24,316
Non-Tax	2,927	5,858	8,348	6,025	6,505
GRA	1,792	2,009	2,287	2,556	2,842
Non GRA	1,135	3,849	6,061	3,469	3,664
Grants	16,471	16,830	19,193	20,417	19,053
Program	2,971	2,830	3,224	3,489	3,616
Projects	13,500	14,000	15,969	16,927	15,438

Source: 2023-2027 MTEFF, MoFEA

Box 4.2: Development Finance Context of The Gambia

The Gambia's current economic situation reflects the downside effects of recent global economic developments. The impact of multiple and overlapping exogenous shocks created an environment that makes fiscal policy management and consolidation efforts difficult, leading to deterioration in the country's fiscal position. As a result, the country's sovereign debt levels remain at high risk of debt distress and continues to pose a serious challenge.

While some African economies have been recipients of large inflows of external private capital since the early 2000s, The Gambia lags many African countries in attracting foreign capital inflows. Between 2010 and 2016, the Gambia received an annual average of US\$49.65 million of FDI inflows every year which is far below the SSA average of US\$792.14 million during the same period. Consequently, the country relied more on ODA flows for the lion's share of capital inflows to finance its development projects and programs. Nonetheless, there are significant opportunities to improve tax administration for better domestic resource mobilization as a vehicle to finance development.

5. Key Strengths and Challenges of Financing Development in Gambia

5.1 Progress and Strengths

The Government of the Gambia has implemented several Public Finance Management (PFM) reforms to address fiscal risks emanating from weaknesses in public procurement processes and underperforming SOEs, and to free up fiscal space to finance development. Among them include: the approval of the new PFM Bill that mainstreams local governments and SOE budgeting in the PFM process, and provides a clear guidance for SOE debt contingencies management; the legislation of the Gambia Public Procurement Act 2022 to address the weaknesses in public procurement, and strengthen regulatory and oversight functions of the Procurement Authority; and the legislation of a new SOE Bill to ensure that the legal, financial and operational governance framework of SOEs respond to the country's development needs.

Nonetheless, substantial fiduciary risks persist especially in areas such as transparency of public finances, budget reliability, predictability and control in budget execution, accounting and reporting, policy-based fiscal strategy and budgeting, and management of government assets and liabilities. To bridge this gap, the MOFEA has recently prepared a four-year government spending plan – the 2023-2027 Medium-Term Economic and Fiscal Framework (MTEFF) – based on sectoral priorities in view of anticipated resource availability against planned expenditure. This medium-term fiscal policy pathway is designed to give substance to the government's commitments on reconstruction and development and to ensure that the budget reflects the economic and social activities of the government. Thus, the MTEFF provides a mechanism for economic and financial management, transparency, and accountability.

In addition, the establishment of a Treasury Single Account (TSA) and the rolling-out of the Integrated Financial Management Information System (IFMIS) to all self-accounting projects, Local Government Authorities (LGAs), foreign missions, and subvented government agencies are expected to complementarily support the creation of a more strong and robust PFM system. While the TSA will ensure effective management of aggregate government funds, the rolling-out of the IFMIS system will facilitate timely preparation and recording of government financial information as well as timely submission of financial statements to the National Audit Office for audit purpose to improve transparency and accountability of public funds.

This will improve prudent management of the government's limited resources in financing the country's development aspirations. As part of a broader scheme to extend the use of the IFMIS system to subvented agencies and LGAs, this development will enhance compliance with withholding tax obligations on contractors and service suppliers. The IFMIS system will facilitate real-time monitoring and reporting of government's financial transactions, making it easier for authorities to identify non-compliance and enforce tax obligations effectively. Additionally, IFMIS will improve transparency and reduce the likelihood of tax evasion, leading to more reliable revenue collection and better financial management within these agencies. Thus, improving domestic resource mobilization efforts to increase resource generated from domestic sources to finance the development aspirations of the country as enshrined in the RF-NDP.

Moreover, progress has been made in the use of innovative financing mechanisms such as asset recycling and other Public-Private Partnerships (PPP) to finance infrastructure development. For example, the Ministry of Finance and Economic Affairs recently signed an agreement with

Africa50, the infrastructure delivery vehicle of the AfDB, to recycle the Senegambia Bridge. If well managed, this innovative financing arrangement can help the country bridge its infrastructure funding gap.² However, there is a need to create regulatory framework on how such financing mechanisms should be implemented to maximize its development impact and provide the spurt of growth that would make economic take-off from the low-income equilibrium trap possible.

Furthermore, the recent creation of the Gambia Capital Market is an important milestone in facilitating the mobilization of private capital to finance development in the country by increasing liquidity and minimizing transaction costs and other inefficiencies. The lack of a secondary market to trade government bonds has for long restricted the government’s ability to raise long term capital to finance its development agenda in line with its Medium-Term Debt Management Strategy (MTDS 2022-2026). Thus, the creation of the capital market, if well-regulated to minimize volatility, will incentivize longer term investment and enhance government’s ability to both raise more long-term finance and to manage macroeconomic and fiscal risks. At the same time, the establishment of a domestic capital market will give companies in the country the ability to borrow domestically in local currencies, thus reducing systemic risks due to asset-liability currency mismatches. Domestic capital markets are a vital source of stable, sustainable finance and underpin a private sector associated with employment and economic growth. Development banks like the AfDB can help strengthen the development of the Gambia’s capital market through local bond issuances, partial credit guarantees, anchor investments, risk sharing and securitization assistance.

5.2 Key Outstanding Challenges

Despite its strengths and opportunities, The Gambia faces several weaknesses and challenges in financing the RF-NDP. The Gambia’s primary challenge to financing its economic development lies fundamentally on its economic structure. The Gambian economy has not registered sufficient and sustained growth to expand its tax revenue base, thus challenging domestic resource mobilization. This is compounded by a broad range of other development financing challenges such as low domestic savings rates, low rates of financial inclusion, high public debt, persistent trade deficit, regulatory bottlenecks, and restrictive business environment to attract substantial FDI inflows, capacity constraint in the civil service to leverage on innovative development financing mechanisms, and an underdeveloped financial system to provide long-term financing. Table 5.1 below, summarizes The Gambia’s key strengths, opportunities, strengths, and weaknesses.

Table 5.1 –Strengths and Opportunities, Weaknesses and Challenges

Strengths and Opportunities	Weaknesses and Challenges
<ul style="list-style-type: none"> • Strong diaspora as a great source of savings and development finance • The AfCFTA offers opportunity to boost market size through intra-regional trade 	<ul style="list-style-type: none"> • Low economic growth, high poverty, low domestic savings, and high interest rates • Low rates of financial inclusion and increasing cost of living

² Africa50 was established by African governments and the African Development Bank (AfDB) to help bridge the continent’s infrastructure funding gap by facilitating project development, mobilizing public and private sector finance, and investing in medium- to large-scale infrastructure projects with significant development impact.

<ul style="list-style-type: none"> • Potential for renewable energy development • Huge potential to attract climate finance to support climate change mitigation and adaptation actions • Strong potential for digital and green economy development • Strong potential for digital transformation, which offers new opportunities to mobilize tax revenue in the medium and long terms. • Great opportunities to harness agricultural value chains development in support of tourism and exports' growth • Young and growing population as potential source of labor and market • Strategic location to be an export hub. • The availability of the river Gambia to enhance agriculture development, transportation and logistics, and ecotourism. 	<ul style="list-style-type: none"> • High public debt and debt service payments • Persistent trade deficit and rising insecurity in the subregion • Regulatory bottlenecks and restrictive business environment • Lack of domestic long-term financing source • High currency risk for foreign investors given the instability of the Dalasi • Overreliance on ODA which is unpredictable, making development planning challenging • Limited capacity and regulations to leverage on innovative financing mechanisms • Inadequate essential skills required by the private sector • High cost of electricity • Inadequate transport and trade logistics limits global value chains and regional integration • Multi-dimensional fragility, notably, political, socio-economic, and environmental degradation and vulnerability to climate change.
---	--

International development assistance, which is the main source of development finance in the country, has many factors impacting its reliable accessibility ranging from political to economic factors. Thus, the need for higher levels of domestic resource mobilization and private sector investments to sustainably finance development in the country. To address the challenges of domestic resources mobilization and increase private sector participation in financing development projects, policy reforms need to focus on macroeconomic stability; financial deepening through digitalization, institutional reforms, and innovative savings instruments; and interest rate policy management. This needs to be complemented by supportive legal and regulatory frameworks, capital market development, and functioning social and economic infrastructure. This is essential to raise domestic savings, unlock private sector capital and link the country's financial system with its productive sectors. Counting on expanding public debt increases the risk of debt distress and exposure to interest rate and exchange rate risks. The domestic market requires deeper development in the form of secondary and capital market to attract more diversified set of investors or long-term capital providers. This is because capital markets are fundamental in attracting long-term investment, including venture capital, and portfolio investments.

Moreover, fiscal consolidation especially in the government's recurrent expenditures can also create the needed fiscal space to contribute to financing the RF-NDP. The potential for further implementation of tax reforms, cost-sharing in the provision of public goods and services, the enhancement of public expenditure productivity, and the management of the terms of trade-related booms are important policy areas to finance the county's development objectives. In this area, digital transformation, which was to some extent accelerated during the pandemic, is central to increasing tax revenue collection in the medium and long terms. Digitalization helps to improve both tax compliance and enforcement as well as reduce the burdens of tax

administration. In addition, tax reforms to simplify tax classification and administrative procedures are key to build trust in the tax system and improve the investment climate. These form part of a long list of FDI-friendly measures to attract private capital flows into the country. Therefore, a mix of actions is necessary to enhance development financing – focusing on measures to increase the development impact of ODA, attract private capital, raise domestic savings, and switch resources from debt service to development.

There is a need for structural policies to be in place, to reduce dependence on imports, increase incentives for both foreign direct investment and domestic investment. Light manufacturing should be encouraged to develop, agricultural production should be year-round instead of rainy season dependent, and tourism development should include packages for domestic tourism. Development and expansion of the export base to generate foreign currency and cushion up the value of the dalasi. Also finding alternatives to reduce imports will reduce the economic vulnerability to external shocks to build resilience.

Fixed assets are the largest component of the government assets portfolio. Thus, they need to ensure their effective management and utilization. There are a lot of deficiencies in adequately recording, accounting, and reporting the full value of assets in the Government’s balance sheet. Apart from the reporting requirements deficiency, government assets are prone to the risk of theft, loss, and misuse as there are no comprehensive records of assets. Thus, a stock taking exercise to maintain adequate records of fixed assets register for all MDAs and an Asset Management Policy aimed at increasing efficiency, improving decision-making, managing risks on loss assets, and reducing management cost are urgently needed. This will ensure proper management of assets by eliminating illegal or improper disposition of assets. The scope of the Policy should cover assets of all MDAs, subverted institutions, and projects. A significant part of government assets is in the hands of poorly managed SOEs that impose a significant fiscal burden on the government, which raised concerns about its sustainability. Since most SOEs in the country are heavily reliant on the public purse, privatizing some of them and entering on PPP arrangements on the strategic important ones is paramount to increase their development impact and free more fiscal space for development financing. Privatization and PPP are instruments to attracting foreign capital and to transition from public sector-led development to a private sector-driven partnership, where the public sector enables and supports an environment conducive to non-speculative private investment.

Box 6.1: Progress, Opportunities and Challenges in Financing Gambia’s Development

The Gambia enjoys many strengths and opportunities, but at the same time faces several weaknesses and challenges in financing the RF-NDP. The country’s primary challenge to financing its economic development lies fundamentally in its economic structure. Low and unsustainable growth restricts domestic resource mobilization efforts. Notwithstanding, the Government has implemented several PFM reforms to better manage its limited resources by addressing fiscal risks emanating from weaknesses in public procurement processes and underperforming SOEs. Nonetheless, substantial fiduciary risks persist especially in areas such as transparency of public finances, budget reliability predictability and control in budget execution, accounting and reporting, policy-based fiscal strategy and budgeting, and management of government assets and liabilities.

6 Measures to Finance the RF-NDP 2023-2027

Identifying and mapping sources of financing and related strategies to secure those resources is crucial for the implementation of the RF-NDP. This Chapter draws upon the preceding one to provide a comprehensive set of strategies to accomplish this. The strategies/measures identified are pillar-specific to ensure consistency.

6.1 Overview of Main Sources and General Measures for Financing the RF-NDP 2023-2027

Critical to the realization of the RF-NDP is the ability of the Government of The Gambia to mobilize the resources needed to finance the Plan. The Government will explore the diversification of funding sources to avoid over-reliance on a single source of funding and to mitigate risks associated with excessive exposure to specific lenders or markets. To achieve this, the Government will explore new domestic and international markets, bilateral and multilateral lenders, diaspora bonds, and capital markets among others. The following are the potential funding resources that the Government of The Gambia will explore to finance the RF-NDP.

- A. Domestic sources - Public and Private
- B. International Public, Private and Institutional Investors
- C. Innovative Mechanisms

6.2 Key Factors Facilitating Resource Mobilization to Finance the RF- NDP

It is important to note that the ability of the Government to raise funds externally and domestically depends on a lot of factors including how well the following factors are managed effectively:

1. Macroeconomic Outlook
2. External Environment
3. Debt Sustainability Level
4. Availability of concessional funding
5. National delivery capacity
6. Governance
7. Political stability among others.

6.3 Domestic Resources

6.3.1 Domestic Sources – Public

An important aspect of The Gambia's sustainable development strategy is enhancing domestic resource mobilization. This is in line with the 2015 Addis Agenda for Action (AAA) on domestic resource mobilization adopted in Ethiopia. Thus, countries recognized the critical role of development-oriented tax policies, modernized and progressive tax systems, and more efficient tax collection procedures in the drive for sustainable development.

To enhance the country's ability to finance its sustainable development agenda, the Government of The Gambia will continue to focus on enhancing its revenue collection from taxation and non-tax sources such as licenses and registration fees, revenue generated from Government assets, and dividends and profits received from State-Owned Enterprises.

In deepening the domestic market, The Gambia is committed to the Maya Declaration of reaching 70% of the adult population to increase access to a broad range of quality, innovative, and affordable financial services from formal financial institutions by the year 2025. The Central Bank of the Gambia is implementing the National Financial Inclusion Strategy (NFIS), which aims to increase financial inclusion in The Gambia through the application of innovative financial technologies to improve access, usage, quality, and welfare of our people. As an enabler, NFIS is closely aligned with the SDGs and the Government's national development priorities. The Gambia will leverage Innovation and digital technologies to create revolutionary platforms for connectivity, and introduce a digital economy with higher productivity at lower economic and social transaction costs such as mobile money to promote a culture of savings for the needed investment for sustainable development etc.

Despite COVID-19 and data challenges, domestic revenue collection mobilization improved by 21.8% to D8.4 billion (6.8% of GDP) in the first half of 2023 from D6.9 billion (5.6% of GDP) in the same period in 2022.

To sustain the gains, the Government of the Gambia will continue to implement the following reforms to free up fiscal space and improve the domestic resource mobilization needs of the RF-NDP 2023-2027; as well as address fiscal risks emanating from weaknesses in public procurement processes and underperforming SOEs.

1. Government will continue to implement the Public Finance Management (PFM) Reform Strategy 2021-2025, which aims to create transparent and accountable systems for the management of public resources. In addition to improving budget preparation and execution, the strategy will also promote informed decision-making and effective provision of public services, thus making infrastructure investment a more integral part of the overall budget process as evident in the 2021 and 2022 budget estimates.
2. Additionally, a PFM Act has also been drafted to mainstream local governments and SOE budgeting in the PFM process and provides clear guidance for SOE debt contingencies management. These reforms will be implemented to strengthen the economic governance framework of The Gambia, boost transparency of public financial management, enhance the efficiency of public spending, and reduce corruption risks.
3. The new Gambia Public Procurement Act 2022 will also be implemented to address weaknesses in public procurement and strengthen regulatory and oversight functions of the Procurement Authority.
4. Government is implementing Revenue Administration and Management reforms to improve compliance through process enhancement, strengthen intelligence, investigation, and data management to support, evidence-based decision-making, enhance revenue arrears collection and management, strengthen dispute resolution mechanism, and implement trade facilitation initiatives. GRA has successfully launched the ASYCUDA world, the new system is currently up and running also been rolled to the border areas. GRA is currently working on transitioning from GAMTAXNET to ITAS to enhance domestic revenue collection.

5. GRA in collaboration with the Revenue and Tax Policy Directorate of the MoFEA will implement the newly developed Tax Compliance Management Strategies to enhance the collection of withholding and rental income taxes.
6. An Anti-Corruption Bill has been drafted and presented to the National Assembly aiming to revamp the assets declaration framework and pave the way for the establishment of an Anti-Corruption Commission. A roadmap is being developed to implement the recommendations in the recent Governance Diagnostic Mission report. All of these will contribute to deepening the domestic debt market and create a growth multiplier effect in the economy.
7. Additionally, the Government is implementing necessary reforms for Local Government Authorities (LGAs). Following the integration of all eight LGAs on the IFMIS platform for enhanced financial management, the budget module to support the implementation of structured program-based budgeting is effective 2023. This is to ensure value for money in procurement and to increase revenue collections, through the implementation of a digital tax system. An upgraded, web-based Integrated Financial Management Information System (IFMIS) has been rolled out to all the sub-treasuries, LGAs, and some Embassies. The IFMIS will also be extended to donor-funded projects and sub-vented agencies.
8. As part of revenue reform initiatives, the Ministry of Finance has set up a Tax Expenditure Committee which is responsible for the review, recommendation, and monitoring of all duty waiver applications. As of end September 2021, revenue loss from duty remissions and exemptions stood at D1.1 billion. Compared to 2021, the Government has reduced losses relating to duty exemptions by 56 percent, generating a saving of D1.4 billion. The Ministry of Finance is currently working to finalize and implement the Tax Expenditure Policy which will be the framework for granting and monitoring tax and duty exemptions and remissions to ensure the duty exemptions are deepening the domestic market and generate revenue for the economy in the long run.
9. SOE Bill has been enacted by Parliament to strengthen financial oversight and support SOE transparency, reporting, and disclosure while levelling the playing field between SOEs and the private sector. SOE commission has been created following the adoption of the Bill to strengthen the governance and oversight of SOEs. The authorities have signed performance contracts with three more SOEs and aim to roll them out to all SOEs by the end of 2024, in line with the requirement under the new SOE Bill. The Bill will be operationalized to improve the efficient and effective governance of SOEs and monitor their performances and dividends to the Government.
10. The Government will continue to implement the Electronic Funds Transfer module payment system which allows payments to be done electronically, directly into beneficiary bank accounts. This will eliminate cash payments and the associated risks. The Ministry of Finance continues to support the Internal Audit reform efforts to further strengthen internal controls, risk management, and governance processes. Internal audit functions will be rolled out to all Ministries, and MDAs.
11. Government will continue the Treasury Single Account (TSA) implementation and support this process with a payment gateway platform to facilitate the automation and improvement of the revenue collection process implemented to further support the TSA process to enhance cash management.

However, the above reforms experienced some delays due to inadequate resources, a slow procurement process, and a lack of timely and accurate data owing to a weak statistical system. The RF-NDP plan to mitigate these challenges by:

1. Instituting a performance management system as a way of increasing productivity and output. Aligned with the aspiration of Agenda 2030 to build effective, accountable, and inclusive institutions at all levels by 2030, the MoPS plan improves and enhances work ethics, punctuality, performance metrics, transparency, and accountability in the management of public services.
2. Continue strengthening National Statistical Systems to accelerate the data collection processes. Building on the gains of the African Development Bank (AfDB) project to support the Gambia Bureau of Statistics (GBOS) to improve the collection, analysis, and dissemination of statistical data. This is in line with GBOS's recent review highlighting the need to create appropriate strategies, tools, and channels to disseminate data to stakeholders.

6.3.2 Domestic Resource – Private

The Government recognizes the private sector as a key partner for sustainable economic development and is committed to promoting private sector growth and development.

Government, through the Gambia Investment and Export Promotion Agency (GIEPA), created a vehicle to promote and facilitate private sector investment in the country. The Government also established the National Business Council (NBC) as a forum to exchange ideas, unblock challenges, and improve the ease of doing business. Although these are necessary first steps to facilitate collaborations between the private sector and the Government on national issues, they are not sufficient to effectively mobilize private sector resources to achieve the country's social and economic development aspirations.

Recently, the Government initiated series of reforms to create a conducive business environment aimed at promoting competitiveness and strengthening private sector development as key stakeholders to achieve sustainable development outcomes. In the medium term, reforms focus on improving the operating environment for the private sector through digitization and simplification of administrative processes. Reforms also include improved investment laws, clear property rights, business friendly taxation, access to finance, expanded access to services such as electricity and judicial reforms, particularly commercial courts. The reforms are coordinated by the Ministry of Trade in partnership with key stakeholders including the National Business Council.

Key among the reforms is as follows;

1. The Government will support and strengthen GIEPA as the anchor for private sector development in the country. To achieve this, GIEPA will initiate a market linkage program to help businesses in the country better link to global opportunities and more experienced and capitalized international investors. The Government will also prepare the foundations to make GIEPA a globally recognized One Stop Shop (OSS) Agency that will position The Gambia as an advantageous investment location.
2. The Central Bank of the Gambia (CBG) is taking all necessary measures to promote private sector development especially in the productive base of the economy and to ensure that exchange rate misalignments are addressed. The former is being

implemented with the recent creation of a Development Finance Department to provide the impetus needed to develop the productive sector while the latter is being implemented by making sure that the value of the Dalasi reflects market forces and fundamentals. In addition, CBG will also accelerate the implementation of the National Financial Inclusion Strategy and strengthen the oversight of the non-bank financial sector to promote financial inclusion and stability.

3. The PPP Act is enacted, and the national policy aimed at providing legal, policy, and operational guidelines on the implementation of public-private partnerships is under preparation. A PPP Fiscal Risk Assessment Framework (PFRAM) has been adopted, PPPs in priority sectors identified and Contract Management Committees for PPP projects constituted. The Government will be opening new possibilities in the country's priority investment areas through reforms of business registration processes, contracting laws, customs, and trade regulation, enabling access to finance, and supporting the provision of essential hard and soft infrastructure to restore confidence for private sector participation.

6.4 International Financing Sources – public, private, philanthropic, etc.

The Gambia continues to extend strategic bilateral and multilateral relationships with the rest of the world for the benefit of its citizens. The Government is cognizant of the fact that its development objectives cannot be achieved by working in isolation. The country invests in effective partnerships to learn from and leverage each other's experience and innovation to ensure best practices and results in program delivery.

6.4.1 Bilateral partners

Over the years, the Government has been working with other countries to promote sustainable economic growth and prosperity by focusing on maximizing the impact of geographic reach and influence on development activities. The Government will continue to pursue its bilateral creditors with more favorable terms such as the Saudi Fund for Development (SFD), Kuwaiti Fund for Arab Economic Development (KFAED), Peoples' Republic of China (PRC), Abu Dhabi among others in financing its medium-term infrastructure development priorities. The Government will equally pursue its traditional donors to give the government breathing space through rescheduling debt service payments to restore debt sustainability. This will also enable the Government to continue funding its existing pipeline development projects that support economic growth and development.

6.4.2 Multilateral Partners

Multilateral organizations are the lead development partners for the country's development aspirations, given that more than half of ODA support to the country comes from multilateral organizations. The Gambia has hugely benefited from the support of multilateral partners under the enhanced Highly Indebted Poor Countries (HIPC) initiative. The Gambia continuously benefits from multilateral reach, leverage, specialization, and other strengths that play a critical role in supporting the country's fiscal and monetary stability and poverty reduction measures.

The Government remains committed to working in partnership with multilateral organizations to strengthen and focus on poverty reduction and improve governance given the increase in the effectiveness, relevance, and efficiency of multilateral interventions.

Currently, a series of reforms are being implemented to strengthen and improve the government's approach to engaging multilateral organizations in line with the Gambia Aid Policy. The multilateral organizations' support to improve debt sustainability in The Gambia will continue especially in areas such as debt restructuring and policy dialogue on important issues such as anti-corruption, and climate change-related issues.

The Government of The Gambia will continue tapping funds from its usual multilateral creditors given their favorable borrowing terms. The Government will also continue engaging with regional and international partners that can provide access to financial resources, technical expertise, and best practices. Collaboration through platforms such as the United Nations Framework Convention on Climate Change (UNFCCC) and regional organizations like the Economic Community of West African States (ECOWAS) will facilitate cooperation and knowledge sharing.

To enhance revenue mobilization from the international partners the Government is implementing a Medium -Term Debt Strategy (MTDS) 2021-2025 which seeks to achieve the debt management objective of ensuring the Government's financing needs are met at the lowest possible cost, consistent with a prudent degree of risk. To achieve this objective, the Ministry has started publishing an Annual Borrowing Plan which is geared towards enhancing transparency in public debt management and will give the investor community guidance on investment planning. The current MTDS analysis explores the 9 various funding strategies to optimally meet the funding needs of the Government over the medium term. The gross external borrowing over the medium term is projected to be 5.8% of GDP and gross domestic borrowing is 27.0% of GDP. While the gross domestic borrowing is high, the net addition to domestic debt is expected to be as low as 0.8% of GDP over the strategy period. This is a result of contractionary fiscal policy and a gradual shift to external concessional financing to avoid crowding out the private sector in the domestic market. The projected net external borrowing over the period is 2.5% of GDP. It is expected that the Government would continue to access funds from the existing lenders, however, it would continue to expand the concessional windows and pursue a new investor base that would invest in Public Private Partnership (PPP) projects. New debt instruments would be introduced in the projected period to mitigate the cost and risk exposure of the domestic debt.

The government has set up the Gambia Strategic Review Board (GSRB) to independently review the screening, appraisal, selection, monitoring, and review of all projects to ensure the best value to aid investment in the country. The Board will also support domestically financed investment projects, including PPP candidate projects, and enhance reporting on all PPP commitments.

6.4.3 United Nations Agencies

The UN Agencies are strategic development partners in promoting democracy, human rights, sustainable development, and peacekeeping. Their contributions to the country's development have been immense and commendable, especially in the recent democratic transition.

The Government of the Gambia will continue to partner with the UN to galvanize the needed resources to reduce poverty and inequality and pave the way for the advancement of

democracy and the rule of law in the country. However, the Government faces challenges to coordinate UN interventions from the different agencies with different delivery mechanisms. The inadequate capacity in some government institutions also results in a slow rate of delivery and high transaction costs. To mitigate these challenges, Government in partnership with the UN will:

1. Work to develop the UN Cooperation Framework (CF) parallel with the National Development Plan 2023-2027 alongside agencies Country Programme Documents (CPD) to ensure the alignment of UN support to National priorities. This will ensure the CF is aligned with the RF-NDP and CPDs for smooth implementation.
2. Improve on Coordination to initiate and guide a consultative CF development process under the strategic guidance of the United Nations Country Team (UNCT) and the joint Government-UN Programme Coordination Group (PCG).
3. Strengthen the CF Framework as a key element of the UN Reform and the Joint Response Plan to realize the national priorities.
4. Commit to engaging in partnerships outside of and within the UN through the adoption of the Delivering as One (DaO) approach to realize the objectives of the UNDAF. The UNCT worked closely with The Gambia government in coordinating development efforts towards fulfilling its development aspirations for the benefit of its citizens.
5. Prepare VNRs to avail the country of the opportunity to review the progress made towards the implementation of Agenda 2030 in a manner that creates national ownership and a better understanding of the SDGs.

6.4.4 International Non-Government Organizations (NGOs) /Philanthropic/CSOs

Non-Governmental Organizations including religious missionaries are among the first donor partners to support Gambia's development aspirations. In the early years, the likes of Boys High School, St. Augustine's High Schools, and Muslim High School, etc. contributed so much to the education sector before independence and currently, a lot of support coming from the likes of Global Fund, MRC Holland, CRS, Direct Aid, Action Aid, Child Fund, Save the Children SOS the Gambia, MRC among others making a significant contribution to national development. NGOs as civil society actors are powerful agents of change, and the emergence of an informed and engaged civil society is an important development outcome. NGOs can bring valuable connections to communities and a comprehensive understanding of poverty in local contexts to The Gambia's development efforts. Complex development challenges require partnerships between governments, the private sector, and civil society organizations among others.

A key challenge in this funding source is inadequate legal frameworks to monitor and coordinate NGO intervention in the country, this led to misalignment, institutional rivalries, and duplication of efforts and hence wastage of vitally needed resources.

The Government of the Gambia through NGO Affairs Agency of the Ministry of Lands and Regional Governments is working on updating the NGO Act which will be followed by an NGO Policy to mitigate the challenges and improve resource mobilization through NGOs. These reforms will help get the best value for these resources and closely align NGOs' contributions to National priorities. The Government of the Gambia will continue to leverage NGOs to

deliver results against our objectives with strong local partnerships that support collaboration, capacity building, and sustainability.

6.4.5 Foreign Direct Investment (FDI)

One key significance of FDI to finance the RF-NDP is technology transfer, FDI brings advanced technologies and managerial skills, which help in enhancing domestic productivity and competitiveness. Digitalization reform leverages advanced technologies and benefits from the knowledge and expertise of foreign firms, leading to increased innovation and industrial upgrading.

The Gambia, like other developing countries, faces several challenges in attracting Foreign Direct Investment (FDI). Some of the key challenges include:

- A. Political instability: The Gambia has experienced periods of political instability and changes in government, which can create uncertainty for potential investors. Political stability is crucial for attracting long-term investments, as investors seek a conducive environment with consistent policies and regulations.
- B. Weak infrastructure: The Gambia has limited infrastructure, including inadequate road networks, unreliable power supply, and limited access to quality transportation and logistics services. Insufficient infrastructure can deter investors who require reliable and efficient services to conduct their business operations.
- C. Limited market size: The Gambia has a small population, limiting the potential size of the domestic market. Small markets may discourage investors who seek economies of scale and the potential for higher returns. This makes it essential for the government to focus on promoting regional integration and access to larger markets.
- D. Inadequate skilled labor: The Gambia faces challenges in terms of a skilled labor force. There is a need for investment in education and vocational training to develop a workforce with the required skills to meet the demands of potential investors. This includes technical skills, managerial expertise, and specialized knowledge.
- E. Limited access to information: The Gambia needs to actively promote itself as an investment destination by providing accurate and up-to-date information on investment opportunities, sector-specific incentives, and potential returns on investment. This can help overcome information gaps and attract the attention of potential investors.

To address these challenges and attract FDI, The Gambia will continue implementing the following reforms:

- The Gambia have presented another Peace Investment case to UN Peace Building Fund to strengthen the ongoing reforms in the Security Sector and transitional Justice Systems. With support from partners such as ECOWAS, EU, and the UN Peace Building Fund, the country will continue to make strategic investments in peacebuilding initiatives to maintain peace and stability after the democratic transition.
- The Gambia will continue to implement the Open Government Initiative (OGI) to bridge the state-citizen gap, promote freedom of speech and expand spaces for dialogue at the community level including conflict resolution and other activities that decrease the likelihood of conflict and support social cohesion.

- The Access to Information Act has been enacted, it aims to open space for more engagement between citizens and the State to promote transparency and accountability in government.
- The Gambia introduced the Single Window Systems ease of doing business by helping investors navigate through the red tape. Automated business registration will help extend the reach of the single window to the regions to promote decentralization.
- The government of The Gambia is implementing a series of reforms through the Gambia Investment and Export Promotion Agency (GIEPA). This will help support private sector investment and closer collaboration with the government on national development outcomes. GIEPA will continue to promote investment incentives such as the Special Investment Certificate (SIC) and Domestic Investment Certificates (DIC) give tax breaks and opportunities for establishing a business in certain sectors of the economy.
- As part of the revitalization of Technical and Vocational Education and Training (TVET), the Gambia Technical Training Institute (GTTI) has been transformed into a University of Science, Engineering and Technology (USET). The Emerging Center (EC) of Excellence on Science, Engineering and Technology for Entrepreneurship (ECESETE) will constitute a part of USET as a Department of Engineering. ECESETE is therefore being designed to develop students to meet internationally recognized standards in Higher Education (HE) research, teaching and learning in the areas of Science, Engineering and Technology for Entrepreneurship (SETE) to leverage on technology for sustainable development.
- GIEPA and other relevant partners such as GK Partners have established a Diaspora Desk housed at GIEPA as a One-Stop-Shop and to provides investment advice, guidance, and business support to actual and potential Gambian diaspora investors and entrepreneurs. Currently, GIEPA is actively marketing itself as an investment destination facilitating foreign investments by addressing these challenges and promoting the country's strengths and potential.

6.5 Innovative Financing Approaches

In addition to the traditional methods of financing, the Government will explore new strategies to raise capital or secure investment. For developing countries like The Gambia, innovative financing approaches are crucial for tackling complex societal challenges, promoting sustainable development, and bridging gaps in traditional financing systems. These options foster creativity, collaboration, and efficiency in the funding ecosystem.

Financing through Diaspora Investment, Public Private Partnerships, Capital Markets, and asset recycling among others will be explored to ensure sustainability and efficiency. The Government will explore diaspora investment to fund key flagship projects such as Banjul Barra Bridge, Sting Corner- Abuko bypass, and other infrastructure projects.

The Government will pursue asset recycling initiatives such as the Africa50 project pilot on the Senegambia Bridge for efficient resource mobilization. Other financing options will be Climate funding (e.g. Green Climate Fund, Adaptation Fund, etc.) to support smart agriculture, green public transport, and sustainable infrastructure among other mitigation measures.

The Government is currently implementing the following reforms to support resource mobilization from the following:

- A Capital Market Bill passed by the National Assembly in 2020 and currently the government is working on a roadmap to develop the needed infrastructure and implementation procedure for the operationalization of the capital market.
- The first Gambia Diaspora Development Strategy was developed in 2018 and reviewed and validated in 2023 to provide a strong foundation for the development of national diaspora engagement and development policies as well as an opportunity to harness and consolidate their contribution to national development. The Diaspora Development Strategy is now aligned and incorporated into the RF-NDP.

6.6 Sources and Strategies to Mobilize resource and Finance the NDP 2023-2027

To ensure successful resource mobilization targeted strategies have been designed with respect to each of the seven pillars of the RF-NDP. An overview of these potential sources is presented in Annex 5, and the details of the strategies are given below.

6.6.1 Sources & Strategies for Pillar I: Resilience to Shocks and Crises

The Gambia, like many other countries, faces various shocks and crises that can hinder its development progress. Building resilience to these shocks and crises is crucial for sustainable development. Here are proposed strategies and their potential sources of funding for resilience to shocks and crises in Gambia's development:

Domestic Public Funding

The government of The Gambia will continue to fund the Program for Accelerated Community Development (PACD) for small-scale rural infrastructure for improved access to potable water, energy, health, and education services with technical support from UNDP after a successful pilot initiated in 2020. The pilot started in March 2020 and since then a percentage of the annual budget has been allocated for the program focusing on the provision of potable drinking water, electricity, labor-saving devices and post-harvest processing equipment, exotic livestock breeds for milk production, and construction of rural access roads.

Domestic Private Funding

The government of the Gambia will continue to support local initiatives through co-matching grants such as the ROOTS project funded by IFAD complimenting the commendable contributions from local private funding to support community initiatives, families, disaster-affected areas, and school clubs with necessities such as streetlights, clean water, health post and supplies, basic infrastructures affected by climate-related shocks. For the RF-NDP a significant portion of this is coming from the Gambian in the diaspora. Through their remittances and other informal transfers, the diaspora has demonstrated their commitment to supporting families back home. In 2021 despite the Covid-19 pandemic \$ 777 million was registered as remittance flows to the Gambia for families. A roadmap is developed for the infrastructure of the Capital Market and Securities Act 2021, with the potential to transform portfolio investment in The Gambia.

To support community assets Government will continue promoting insurance schemes to help mitigate the impact of shocks, reduce poverty, and protect people's livelihoods.

International Grant Financing

Gambia will vigorously explore all international windows mostly through grants from partners such as the World Bank, ECOWAS, AfDB, EU, MCC, IsDB, IFAD, UNFCCC, and other UN Agencies to support small-scale rural infrastructure for improved access to portable water, energy, health and education services, Community food security and environment schemes and Sustainability of services and assets. The government will also continue supporting the gains from projects such as Social Protection initiatives supported by the World Bank and AfDB to strengthen social safety nets for vulnerable populations, especially during crises.

International Philanthropists

Philanthropists such as ACTION AID, DIRECT AID, CRS, Child Fund, Nova Scotia Gambia Association LEND A HAND among others will also be explored to support adaptation measures, such as improved Community food security, environmental schemes, Small-scale rural infrastructure for improved access to potable water and health promotion, etc.

6.6.2 Sources & Strategies for Pillar II: Governance Reforms

Governance reforms are crucial for peace and sustainable development in The Gambia. The Government will build on the gains of improving democracy and strengthening institutions to meet the current needs of its citizens.

Domestic Public

The Government of the Gambia will continue to finance Governance reform programs crucial for peace and sustainable development such as constitutional reforms, enhancing governance by strengthening democratic institutions, promoting the rule of law, and protecting human rights using its domestic tax revenue. Another priority area is strengthening the civil service and public sector to promote good governance through capacity building, merit-based recruitment, performance evaluation systems, and other anti-corruption measures. The government will continue to encourage transparency and accountability in the public sector for the effective delivery of services to the citizens.

International Public

The government of the Gambia will explore mainly grants and Philanthropies to support the Governance Reforms Agenda committed to maintaining peace and sustainable development in the country. The government will continue to leverage the expertise and networks of its international partners especially UN Agencies as well as other partners like IDA, AfDB, ECOWAS, and EU to support constitutional reforms, enhance governance by strengthening democratic institutions, promote the rule of law, and protecting human rights.

6.6.3 Sources & Strategies for Pillar III: Macroeconomic Stability and Growth

Achieving macroeconomic stability and sustainable economic growth in The Gambia requires a comprehensive approach that addresses various factors like maintaining sound fiscal and monetary Policy and other financial reforms to addresses to enhance Public Financial Management (PFM) for macro-fiscal stability and promote a favorable environment for business operations and financial inclusion. The government of the Gambia is planning to establish a National Local Content Board, Act, Regulations, Policy, and Strategy, strengthen

the National Quality Infrastructure that will support inclusive and sustainable industrialization to create employment and strengthen regional integration for economic development.

Domestic Public

The government of the Gambia will continue to galvanize all efforts to strengthen the Public Finance Management to create transparent and accountable systems for the management of public resources. In addition to improving budget preparation and execution, Government domestic revenue will be used to implement reforms needed to strengthen legislation, institutions, and human resources development. Promote employment, strengthen regional integration for economic development, create the right environment for tourism products and services, promote marketing, market development, and promotion, and ensure quality among other cross-cutting measures.

Domestic Private

The Government will leverage on digitalization to enhance financial inclusion by collaborating with the private sector such as Banks, MFI, insurance, and MTOs expanding banking services, promoting mobile banking and digital payments, and providing incentives for savings and investment.

International Public

The Gambia will enter an Extended Credit Facility (ECF) arrangement with the IMF to catalyze the much-needed resources from other international partners such as IDA, AfDB, and EU to enable The Gambia to fulfill its economic potential, maintain macro stability, address pressing social needs, and build on the structural reform agenda to promote growth and employment.

6.6.4 Sources & Strategies for Pillar IV: Human Capital Development

The government of the Gambia is committed to finance human capital development through the following.

Domestic Public

The Gambia will continue to fund affordable health services and quality education using its domestic revenue targeting environment and health promotion, TVET skills development, and youth and women empowerment programs vital for improving employability and promoting economic growth.

Domestic Private

Many private sector companies have corporate social responsibility initiatives that prioritize investing in human capital development in the Gambia. They provide funding for education and training programs, vocational training, and skill development. The government will continue to improve the business environment to promote private schools, hospitals universities, and business enterprises, such as SBec, Marina, American University, Gaye Njorro, Quantum Net, Afrimed, and Medicare Lamtoro, among others to complement government efforts in human capital development. We are expecting growing private sector investments in research and development (R&D) activities to foster innovation, knowledge transfer, and technological advancements, to enhance human capital development. Government will continue to promote Investments in R&D institutions, promoting public-

private partnerships, and creating incentives for innovation that can facilitate knowledge-based economic growth.

International Public

Given the multiplier effect of human capital development, many international organizations, and entities such as the World Bank, United Nations Development Programs (UNDP), International Monetary Fund (IMF), the Organization for Economic Co-operation and Development (OECD), African Development Bank, European Union, Global Fund, MRC the Gambia have been supporting this sector over the years. The government will explore grants and concessional funds from these institutions and continue to tap funds from semi-concessional windows from partners such as IsDB, BADEA, KFEAD, SFD, and OFID to complement the efforts of the government.

International Philanthropies

Numerous NGOs are dedicated to supporting human capital development in The Gambia. The likes, of MRC Holland, Save the Children, Action Aid, CRS, Direct Aid, Child Fund the Gambia, Bill, and Melinda Gates Foundation, David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International, etc. will be explored to support in providing access to education, improvements in nutrition and health care to promote child well-being, women empowerment, and other professional development opportunities, develop skills in ICT and TVET, support Adult and non-formal education, financial risk protection and equity, environment, health promotion and social determinants of health, Integrated health information systems and research, Partnerships, reduce stunting, wasting and obesity through improved nutritional and health interventions.

Innovative Mechanisms

Other sources of funding for human capital development will include insurance schemes and diaspora investments to improve healthcare infrastructure, expand healthcare facilities, and strengthen healthcare systems to ensure that the population has access to quality healthcare services, including preventive and curative care.

6.6.5 Sources and Strategies for Pillar V: Agriculture, Environment, Natural Resources and Climate Change

Agriculture, environment, natural resources, and climate change are interlinked and play a significant role in The Gambia's development. Crucial to ensuring adequate funding, implementing these strategies requires multi-stakeholder involvement, including government institutions, international partners, civil society organizations, the private sector, and local communities. Support capacity building, and monitoring and evaluation mechanisms to track progress and make necessary adjustments.

Domestic Public

The government will continue to invest in the modernization and commercialization of rice, maize, fish, and poultry, and scale up vegetable production value chains for enhanced food security and economic growth. Although below the green growth target, The Gambia's made gains in the Green Growth Index rose from 42.8% in 2010 to 44.6% in 2021 according to the African Development Bank Economic Outlook, this will improve with appropriate green

growth policies could promote economic growth while reducing vulnerability to climate change.

Domestic Private

The government will create investment incentives for public transport systems for investors such as GTSC, and others to promote green energy and transport to mitigate climate change.

International Public

The Gambia 2050 Climate Vision and sectoral green growth strategies are aligned with its Nationally Determined Contribution (NDC). NDC financing needs over 2020–30 total \$1.64 billion. The government will vigorously explore international partners mostly bilateral, and multilateral grants and concessional financing from partners like IFAD, UN, AfDB, The Green Climate Fund, IDA, EU, IsDB, MCC, and ECOWAS to finance AFOLU- land use, land use change, and forestry, Sustainable waste management – waste sector adaptation, greening energy, and transport sectors, enhanced Integrated Water Resources Management (IWRM) and Disaster risk reduction.

The government will also explore semi-concessional financing from partners like OFID, BADEA, KFEAD, PRC, and BRICS for greening energy and transport sectors and Modernization and commercialization of the rice and maize value chains for enhanced economic growth.

International Philanthropies

Gambia will continue to galvanize resources from Philanthropies like DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, and Pathfinder International to Enhance the poultry value chain to enhance food security and reduce the import bill Scale up all year-round vegetable production to support the hospitality industry, reduce the import bill and enhance nutrition status.

Innovative Mechanisms

The Gambia will explore innovative financing options that have the potential to scale up private climate finance through approaches such as green bonds, blue bonds, debt-for-nature swaps, blended financing, carbon markets, and insurance to finance aquaculture development, Strengthening capacity for fisheries management and development (inland and coastal management) and Improved artisanal value addition, post-harvest, and marketing.

6.6.6 Sources & Strategies for Pillar VI: Empowerment, Social Inclusion, and Leaving No One Behind

The government of the Gambia will continue to mainstream Empowerment and Social Inclusion and Leaving No One Behind in all its policy and decision-making processes ensuring that their voices are heard, and their needs are addressed.

Domestic Public

Gambia will fund high-quality Early Childhood Care and Development (ECCD) facilities, especially in rural communities, and ensure access to buildings, health services, and physical environment for PWD using its domestic revenue. Government will strengthen leadership,

governance, and social protection service delivery systems and resource mobilization to design and deliver effective and efficient programs.

International Public

The Government of the Gambia will explore grants and leverage the expertise and network of Multilateral and Bilateral partners such as the UN, AfDB, and IDA, to finance Women's political empowerment and end sexual Gender Based Violence (SGBV) in its institution's improvements in nutrition and health care to promote child well-being. The government will also tap from concessional windows from partners like IDA, and AfDB to enhance and advance youth entrepreneurship and employment in productive sectors such as agriculture, fisheries, technology and innovation, climate change, and related services to curb migration.

International Philanthropies

The government will explore philanthropies MRC Holland, CRS, Save the Children, DIRECT AID, ACTION AID Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, and Pathfinder International often have similar policies in place to promote empowerment, social inclusion, and leaving no one behind to reduce people's exposure to risks and vulnerabilities; and Social inclusion and equity through social protection financial schemes and safeguarding the welfare of the poorest and most vulnerable.

6.6.7 Sources and Strategies for Pillar VII: Energy, Infrastructure, and ICT/Digital Connectivity

To reduce the fiscal burden and at the same time provide the required heavy capital infrastructure investment needs of the country, the government will explore all funding sources available from international Financing, Public Private Partnerships (PPP), Capital Markets, Special Purpose Vehicles (SPV), Diaspora Bonds, FDI, and philanthropies, etc.

Domestic Funding Public

The government is committed to Green Recovery transformation and will continue using local revenue to fund road infrastructure, energy, and digitalization, and implement reforms to strengthen investor protection measures, such as enforcing property rights, improving contract enforcement, and ensuring a transparent and independent judiciary, which can enhance investor confidence.

International Public Funding

The government will explore Grants, concessional and semi-concessional loans from its traditional Multilateral partners such as AfDB, IDA, EU, OFID, BADEA, EIB, IsDB, MCC, Turkey, and EIBD to finance, universal energy access, Renewable (Solar PV) energy, Policy, Legal and Regulatory (PLR) reforms for the downstream petroleum sector, policies, legislations, and regulations, for the upstream petroleum sector, Institutional reform and capacity building, Develop mines and minerals policy framework, National Multi-modal Transport System (NMTS) and Multimodal: Bus Rapid Transit (BRT) for the GBA Inclusive digital infrastructure, Digital innovation and entrepreneurship, Digital skills, and human capital development given their expertise and interest in economic transformation, poverty reduction, and climate-smart infrastructure.

Similarly, the government will explore partners such as SFD, Abu Dhabi, PRC, KFEAD, BRICS, IDB, IBRD, ADB to finance its infrastructure projects: Sting Corner- Abuko bypass, Improvement of storm water and sewerage system in the Greater Banjul Area, Banjul-Barra Bridge, Construction of urban roads (250km), construction of rural roads, Ports and River Transport, Fourth Banjul port expansion and River Transport.

International Private and Institutional Funding

To lessen the fiscal burden and at the same time provide the infrastructure needs of the country, the government will also explore Public Private Partnerships (PPP) on heavy capital investment for the Banjul-Barra Bridge, Fourth Banjul port expansion, Sting Corner- Abuko bypass, Multimodal: Bus Rapid Transit (BRT) for the GBA from private partners.

Innovation Mechanism

Critical in the current environment with regards to development financing, the Government of The Gambia will explore Innovation Mechanism such as Special Purpose Vehicles (SPV), Capital Markets, and Diaspora Bonds, Asset recycling, to finance Barra Bridge and Sting Corner-Abuko bypass. An infrastructure fund will be set up by Government and partners such as the EU to encourage investments into the infrastructure sector.

7. Coordination Framework for the Financing Strategy

Implementation of the financing strategy requires that a robust framework for coordination is put in place, given the volume of funding being solicited, the number of partners to work with, the strategies identified and the need to achieve tangible results and demonstrate value-for-money.

The main elements of the proposed coordination framework are as follows:

1. Set up a Financing Strategy Coordination Taskforce (FSCT) composed of key entities to assume direct responsibility for follow up of all pledges, grants, etc. for the RF-NDP. The taskforce will consist of but not limited to the following:
 - a) Ministry of Finance and Economic Affairs key departments: DDP (Secretariat), Aid Coordination and Macro
 - b) Office of the President
 - c) The Ministry of Public Service
 - d) Office of the Vice President
 - e) Ministry of Foreign Affairs, International Cooperation and Gambians Abroad
 - f) Central Bank of The Gambia (CBG)
 - g) Gambia Investment and Export Promotion Agency (GIEPA)
 - h) Gambia Revenue Authority (GRA)
2. The Minister of Finance shall oversee the work of this taskforce and report to the Vice President
3. The High- Level Economic Council and Cabinet shall be regularly briefed and updated
4. The Strategic Review Board shall vet and approve all projects developed for the RF-NDP in line with its current mandate
5. Consideration be given to representation from Development Partners.

The Committee once established (administrative decree?) shall agree on modalities for its operation (ToRs), develop a work plan and an M&E framework to guide its work.

Annex 1: Estimates of Funding Gap for RF-NDP at Outcome Level– Optimistic Scenario

Pillar	OUTCOME	Total Estimated Cost of RF-NDP 2023-2027	Total Available Funding	Funding Gap	% Proportion
I	1.1: Community level resilience to shocks and crisis enhanced	36,110,000.00	0.00	36,110,000.00	1.3%
II	2.1: A new Constitution adopted and legal reforms undertaken	2,614,595.40	0.00	2,614,595.40	0.1%
	2.2: Policies and regulatory frameworks for decentralization and local governance enhanced and harmonized	23,500,000.00	12,000,000.00	11,500,000.00	0.4%
	2.3: Regular, transparent, inclusive, free and fair elections ensured	17,043,061.21	0.00	17,043,061.21	0.6%
	2.4: Policy and institutional reforms to ensure rule of law, respect for human rights and equitable access to justice	30,063,843.29	0.00	30,063,843.29	1.1%
	2.5: A reconciled society in which victims are fully paid their reparation dues and transitional justice attained	198,850,555.00	0.00	198,850,555.00	7.1%
	2.6: A reformed security sector with adequately capacitate security institutions	86,796,593.82	37,922,871.46	48,873,722.36	1.7%
	2.7: An efficient, motivated, accountable and results- oriented public service	7,785,241.80	0.00	7,785,241.80	0.3%
III	3.1: Enhanced fiscal and monetary policies, public financial management, inclusive growth, and poverty reduction.	20,200,000.00	0.00	20,200,000.00	0.7%
	3.2: A Private Sector-Led Growth with enhanced Trade, inclusive and sustainable industrialization, Services, and Employment	166,434,300.00	9,007,061.00	157,427,239.00	5.6%
	3.3: A competitive and diversified tourism sector contributing to overall Inclusive growth, job creation and poverty reduction	107,787,198.00	51,508,258.65	56,278,939.35	2.0%
IV	4.1a: Equitable access to quality and relevant education for all	167,798,526.59	31,485,228.43	136,313,298.16	4.9%
	4.1b: Equitable access to quality and relevant education for all	140,688,300.10	37,260,000.00	103,428,300.10	3.7%
	4.2: Quality, accessible and affordable health care services delivered for all.	429,527,573.81	107,787,570.00	321,740,003.81	11.5%
	4.3: Improved nutritional status of children under five years and women of child-bearing age is assured	63,556,964.13	21,900,000.00	41,656,964.13	1.5%
	4.4: Increased access to safe drinking water, proper sanitation and hygiene	117,389,038.66	89,400,283.93	27,988,754.73	1.0%
	4.5: Appropriate population policies and strategies to harness the demographic dividend	12,110,000.00	0.00	12,110,000.00	0.4%
	4.6: Socioeconomic benefits of migration to national development enhanced and adverse consequence mitigated	95,976,840.01	0.00	95,976,840.01	3.4%

Pillar	OUTCOME	Total Estimated Cost of RF-NDP 2023-2027	Total Available Funding	Funding Gap	% Proportion
	4.7: Affordable and quality housing for all and improved urban planning	15,569,886.53	1,984,126.98	13,585,759.55	0.5%
	5.1: A modern, productive, and sustainable agriculture for food and nutrition security, economic growth, and poverty reduction	360,438,975.70	107,250,000.00	253,188,975.70	9.1%
	5.2: A vibrant fisheries and aquaculture sector contributing to economic growth and employment creation	15,207,678.31	718,000.00	14,489,678.31	0.5%
	5.3: Sustainable environmental and natural resources management, disaster risk reduction attained, and adverse impacts of climate change minimized	237,000,000.00	104,975,146.30	132,024,853.70	4.7%
	6.1: Empowered Gambian Women economically, socially, and politically	17,372,450.00	1,000,000.00	16,372,450.00	0.6%
	6.2: Children are nurtured and enjoy their full rights	5,500,000.00	0.00	5,500,000.00	0.2%
	6.3: Enhanced economic opportunities and all-round social and cultural development for youth empowerment.	119,900,000.00	0.00	119,900,000.00	4.3%
	6.4: Inclusiveness and care for Persons with disabilities and Older Persons improved	3,500,000.00	0.00	3,500,000.00	0.1%
	6.5: Resilience of households and individuals strengthened, and safety nets put in place to Address Vulnerability Through Social Protection in The Gambia	33,000,000.00	28,800,000.00	4,200,000.00	0.2%
	7.1: Access and affordable energy for all and effective policies, legal and regulatory frameworks in place for sustainable development of petroleum and mining resources	150,101,000.00	0.00	150,101,000.00	5.4%
	7. 2: Land, River, Sea, and Air Transport expanded and strengthened for affordability, accessibility and competitiveness	601,323,845.77	34,218,870.70	567,104,975.07	20.3%
	7.3: Improved Management of Public Buildings and Facilities	0.00	0.00	0.00	0.0%
	7.4: An Inclusive Digital Nation	215,056,250.00	25,916,164.11	189,140,085.89	6.8%
GRAND TOTAL		3,498,202,718.13	703,133,581.55	2,795,069,136.57	100%

Annex 2: Estimates of Funding Gap at Priority Level – Optimistic Scenario

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
I: Resilience to Shocks and Crises	Outcome 1.1: Community level resilience to shocks and crisis enhanced	1. Small-scale rural infrastructure for improved access to portable water, energy (off-grid), rural access roads (not more than 5 km), causeways and bridges;	\$23,900,000.00	\$0.00	\$0.00	\$0.00	\$23,900,000.00
		2. Community food security (labour saving devices, year-round integrated food production schemes) and environment schemes; and	\$9,640,000.00	\$0.00	\$0.00	\$0.00	\$9,640,000.00
		3. Sustainability of services and assets.	\$2,570,000.00	\$0.00	\$0.00	\$0.00	\$2,570,000.00
SUB TOTAL PILLAR I			\$36,110,000.00	\$0.00	\$0.00	\$0.00	\$36,110,000.00
Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	Outcome 2.1: A new Constitution adopted,	1. Adoption of a new Constitution for The Gambia; and	\$2,531,855.04	\$0.00	\$0.00	\$0.00	\$2,531,855.04

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
II: Governance Reforms	and legal reforms undertaken	2. Legal reforms to repeal and/or amend restrictive laws.	\$82,740.36	\$0.00	\$0.00	\$0.00	\$82,740.36
	Outcome 2.2: Policies and regulatory frameworks for decentralization and local governance enhanced and harmonized	1. Strengthen human and institutional capacities of LGAs;	\$9,500,000.00	\$0.00	\$0.00	\$0.00	\$9,500,000.00
		2. Improve land governance, property valuation, physical planning, and development control; and	\$12,500,000.00	\$1,000,000.00	\$11,000,000.00	\$12,000,000.00	\$500,000.00
		3. Enhance governance and management of civil society organizations.	\$1,500,000.00	\$0.00	\$0.00	\$0.00	\$1,500,000.00
		Outcome 2.3: Regular, transparent, inclusive, free, and fair elections ensured	1. Reform the electoral regulatory framework;	\$33,096.14	\$0.00	\$0.00	\$0.00
	2. Build Institutional capacity;	\$1,429,753.43	\$0.00	\$0.00	\$0.00	\$1,429,753.43	
	3. Improve stakeholder engagements;	\$57,918.25	\$0.00	\$0.00	\$0.00	\$57,918.25	
	4. Undertake boundaries delimitation;	\$75,164.65	\$0.00	\$0.00	\$0.00	\$75,164.65	

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
		5. Enhance voter participation in the electoral process; and	\$12,137,514.30	\$0.00	\$0.00	\$0.00	\$12,137,514.30
		6. Maintain an accurate and up-to-date voter register.	\$3,309,614.43	\$0.00	\$0.00	\$0.00	\$3,309,614.43
	Outcome 2.4: Policy and institutional reforms to ensure rule of law, respect for human rights and equitable access to justice	1. Decentralize the rule of law and Justice Delivery Institutions;	\$9,928,843.29	\$0.00	\$0.00	\$0.00	\$9,928,843.29
		2. Improve Case Management Systems and access to Justice Delivery;	\$2,135,000.00	\$0.00	\$0.00	\$0.00	\$2,135,000.00
		3. Strengthen Institutional Capacity; and	\$14,000,000.00	\$0.00	\$0.00	\$0.00	\$14,000,000.00
		4. Promote Good Governance and Human Rights.	\$4,000,000.00	\$0.00	\$0.00	\$0.00	\$4,000,000.00
	Outcome 2.5: A reconciled society in which victims are fully paid their reparation	1. Developing a Post TRRC Act and a Prosecution Strategy;	\$198,850,555.00	\$0.00	\$0.00	\$0.00	\$198,850,555.00
		2. Finalizing the Victims' Bill;					
		3. Setting Up and Operationalizing a Hybrid Gambia-					

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	dues and transitional justice attained	ECOWAS Court; and 4. Promoting Reconciliation.					
	Outcome 2.6: A reformed security sector with adequately capacitated security institutions	1. Consolidate gains and finalize security sector reform	\$50,000,000.00	\$488,127.22	\$29,377,780.23	\$29,865,907.46	\$20,134,092.54
2. Improve the policy and legal frameworks and enhance institutional capacity		\$23,294,590.81	\$313,575.00	\$5,743,389.00	\$6,056,964.00	\$17,237,626.81	
3. Strengthen coordination within the Armed and Security Services and strengthen partnerships and collaborations with stakeholders (both National and International)		\$13,502,003.01	\$0.00	\$2,000,000.00	\$2,000,000.00	\$11,502,003.01	
	Outcome 2.7: An efficient, motivated, accountable and results-oriented	1. Develop a Framework for harmonization of policy formulation, implementation, monitoring, and evaluation	\$329,108.39	\$0.00	\$0.00	\$0.00	\$329,108.39

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	public service	2. Attract, retain and motivate optimal number of qualified and skilled personnel in the public service and strengthen the pension welfare scheme	\$5,788,650.90	\$0.00	\$0.00	\$0.00	\$5,788,650.90
		3. Professionalize the civil service and instil meritocracy, ethical conduct, transparency and accountability in the public service and personnel management	\$1,667,482.51	\$0.00	\$0.00	\$0.00	\$1,667,482.51
Sub Total Pillar II			\$366,653,890.52	\$1,801,702.22	\$48,121,169.23	\$49,922,871.46	\$316,731,019.07
Pillar	Outcomes	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	TOTAL AVAILABLE FUNDING	FUNDUNG GAP
III: Macroeconomic	Outcome 3.1: Enhanced fiscal and monetary policies, public financial	1. Enhance Public Financial Management (PFM) - for macro-fiscal stability;	\$100,000.00	\$0.00	\$0.00	\$0.00	\$100,000.00
		2. Prudent Monetary Policy - for exchange rate	\$100,000.00	\$0.00	\$0.00	\$0.00	\$100,000.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
Stability and Inclusive Growth	management, inclusive growth, and poverty reduction.	and price stability; and					
		3. Inclusive Growth – for poverty reduction.	\$20,000,000.00	\$0.00	\$0.00	\$0.00	\$20,000,000.00
	Outcome 3.2: A Private Sector-Led Growth with enhanced Trade, inclusive and sustainable industrialization, Services, and Employment	1. Promote an environment that is favorable to business operations;	\$4,400,000.00	\$7,061.00	\$0.00	\$7,061.00	\$4,392,939.00
		2. Enhance Financial Inclusion;	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		3. Establish National Local Content Board, Act, Regulations, Policy, Strategy, and fund;	\$1,150,000.00	\$0.00	\$0.00	\$0.00	\$1,150,000.00
		4. Strengthen the National Quality Infrastructure of the country;	\$30,000,000.00	\$0.00	\$0.00	\$0.00	\$30,000,000.00
		5. Promote inclusive and sustainable industrialization through the Development of Agropoles, Industrial Parks and Special	\$125,000,000.00	\$0.00	\$9,000,000.00	\$9,000,000.00	\$116,000,000.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
		Economic Zones (SEZs);					
		6. Promotion of Employment and Decent Work; and	\$4,384,300.00	\$0.00	\$0.00	\$0.00	\$4,384,300.00
		7. Strengthen Regional Integration for Economic Development.	\$1,500,000.00	\$0.00	\$0.00	\$0.00	\$1,500,000.00
	Outcome 3.3: A competitive and diversified tourism sector contributing to overall Inclusive growth, job creation and poverty reduction	1. Legislation, institutions, and Human Resources	\$1,006,933.00	\$280,000.00	\$0.00	\$280,000.00	\$726,933.00
		2. Tourism products and services	\$24,442,861.00	\$4,478,258.65	\$0.00	\$4,478,258.65	\$19,964,602.35
		3. Marketing, Market Development & Promotion and Ensuring Quality	\$13,766,919.00	\$1,750,000.00	\$0.00	\$1,750,000.00	\$12,016,919.00
		4. Supporting and cross-cutting measures	\$68,570,485.00	\$45,000,000.00	\$0.00	\$45,000,000.00	\$23,570,485.00
Sub Total Pillar III			\$294,421,498.00	\$51,515,319.65	\$9,000,000.00	\$60,515,319.65	\$233,906,178.35
Pillar	Outcomes	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	TOTAL AVAILABLE FUNDING	FUNDUNG GAP
IV:	Outcome 4.1a: Equitable	1. Equitable access to education,	\$77,393,092.11	\$0.00	\$21,000,000.00	\$21,000,000.00	\$56,393,092.11

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
Human Capital Development	access to quality and relevant education for all (MoHERST)	2. Quality and relevance of all education and training programmes,	\$6,302,635.12	\$2,969,921.17	\$0.00	\$2,969,921.17	\$3,332,713.95
		3. Research, innovation, and development,	\$83,695,727.00	\$6,815,307.26	\$700,000.00	\$7,515,307.26	\$76,180,419.74
		3. ICT and TVET	\$407,072.37	\$0.00	\$0.00	\$0.00	\$407,072.37
		5. Adult and non-formal education	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Outcome 4.1b: Equitable access to quality and relevant education for all (MoBSE)	1. Equitable access to education,	\$77,818,048.58	\$10,260,000.00	\$12,000,000.00	\$22,260,000.00	\$55,558,048.58
		2. Quality and relevance of all education and training programmes,	\$38,767,460.97	\$0.00	\$15,000,000.00	\$15,000,000.00	\$23,767,460.97
		3. Research, innovation, and development,	\$854,560.39	\$0.00	\$0.00	\$0.00	\$854,560.39
		4. ICT and TVET	\$20,973,300.00	\$0.00	\$0.00	\$0.00	\$20,973,300.00
		5. Adult and non-formal education	\$2,274,930.16	\$0.00	\$0.00	\$0.00	\$2,274,930.16
	Outcome 4.2: Quality, accessible and affordable	1. Achieving Universal Health Coverage through the provision of quality and equitable essential	\$350,000,000.00	\$66,820,403.00	\$40,967,167.00	\$107,787,570.00	\$242,212,430.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	health care services delivered for all.	health services for all					
		2. Financial risk protections and equity	\$75,617,202.19	\$0.00	\$0.00	\$0.00	\$75,617,202.19
		3. Environment, health promotion and social determinants of health	\$1,564,148.65	\$0.00	\$0.00	\$0.00	\$1,564,148.65
		4. Integrated health Information systems and research.	\$1,564,148.65	\$0.00	\$0.00	\$0.00	\$1,564,148.65
		5. Partnerships	\$782,074.32	\$0.00	\$0.00	\$0.00	\$782,074.32
	Outcome 4.3: Improved nutritional status of children under five years and women of child-bearing age is assured	1. Reduce stunting, wasting and obesity in children under 5 years of age through improved nutritional and health interventions	\$47,564,164.22	\$900,000.00	\$21,000,000.00	\$21,900,000.00	\$25,664,164.22
		2. Improve nutritional and health status of adolescent and women of child-bearing age	\$15,992,799.91	\$0.00	\$0.00	\$0.00	\$15,992,799.91
	Outcome 4.4: Increased	1. Improve access to safe drinking water;	\$94,031,388.39	\$89,375,283.93	\$0.00	\$89,375,283.93	\$4,656,104.46

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	access to safe drinking water, proper sanitation and hygiene	2. Improve access to sanitation facilities; and	\$9,452,150.27	\$25,000.00	\$0.00	\$25,000.00	\$9,427,150.27
		3. Improve good hygiene practices	\$13,905,500.00	\$0.00	\$0.00	\$0.00	\$13,905,500.00
	Outcome 4.5: Appropriate population policies and strategies to harness the demographic dividend	1. Accelerate the attainment of the demographic dividend	\$3,710,000.00	\$0.00	\$0.00	\$0.00	\$3,710,000.00
		2. Integrate demographic variables into sectoral plans and policies for socio-economic development	\$3,300,000.00	\$0.00	\$0.00	\$0.00	\$3,300,000.00
		3. Promote access to quality universal SRH services and information for all to make informed choices	\$1,700,000.00	\$0.00	\$0.00	\$0.00	\$1,700,000.00
		4. Manage fertility for a meaningful age structure to address the dependency burden	\$3,400,000.00	\$0.00	\$0.00	\$0.00	\$3,400,000.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	Outcome 4.6: Socioeconomic benefits of migration to national development enhanced and adverse consequence mitigated	1. Create conditions for migrants and Diasporas for full contribution to sustainable National development and enhance consular, protection assistance and cooperation throughout migration cycle	\$39,376,840.01	\$0.00	\$0.00	\$0.00	\$39,376,840.01
		2. Manage borders in an integrated, secured and coordinated manners.	\$23,000,000.00	\$0.00	\$0.00	\$0.00	\$23,000,000.00
		3. Prevent, combatting, eradicate trafficking in persons and smuggling of migrants internationally	\$21,200,000.00	\$0.00	\$0.00	\$0.00	\$21,200,000.00
		4. Minimize adverse drivers and structural factors compelling people to leave	\$12,400,000.00	\$0.00	\$0.00	\$0.00	\$12,400,000.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
		their country of origin and enhance availability and flexibility of pathways for regular migrants.					
		5. Reduce rural urban migration through decentralization of basic and social amenities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Outcome 4.7: Affordable and quality housing for all and improved urban planning	1. Provision of affordable and quality housing for low-income earners.	\$15,569,886.53	\$0.00	\$1,984,126.98	\$1,984,126.98	\$13,585,759.55
		2.Improvement of urban planning	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sub Total Pillar IV			\$1,042,617,129.83	\$177,165,915.36	\$112,651,293.98	\$289,817,209.34	\$752,799,920.49
Pillar	Outcomes	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total Available Funding	Funding Gap
V: Agriculture, Fisheries, Natural	Outcome 5.1: A modern, productive, and sustainable	1. Modernization and commercialization of the rice and maize value chains	\$135,718,201.60	\$26,630,000.00	\$13,000,000.00	\$39,630,000.00	\$96,088,201.60

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
Resources, Environment and Climate Change	agriculture for food and nutrition security, economic growth and poverty reduction	for enhanced economic growth					
		2. Enhance the poultry value chain to enhance food security and reduce the import bill	\$39,720,774.10	\$10,800,000.00	\$12,500,000.00	\$23,300,000.00	\$16,420,774.10
		3. Scale up all year-round vegetable production to support the hospitality industry, reduce the import bill and enhance nutrition status; and	\$100,000,000.00	\$33,520,000.00	\$0.00	\$33,520,000.00	\$66,480,000.00
		4. Enhance production of small ruminants.	\$85,000,000.00	\$10,800,000.00	\$0.00	\$10,800,000.00	\$74,200,000.00
	Outcome 5.2: A vibrant fisheries and aquaculture sector contributing to economic growth and	1. Management and sustainability of fisheries resources;	\$11,673,010.09	\$0.00	\$0.00	\$0.00	\$11,673,010.09
		2. Aquaculture Development;	\$1,654,807.21	\$300,000.00	\$209,000.00	\$509,000.00	\$1,145,807.21
		3. Climate change adaptation for fisheries habitat;	\$417,011.42	\$0.00	\$209,000.00	\$209,000.00	\$208,011.42

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	employment creation	4. Strengthening capacity for fisheries management and development (Inland and coastal management); and	\$453,417.18	\$0.00	\$0.00	\$0.00	\$453,417.18
		5. Improved Artisanal value addition, post-harvest, and marketing.	\$1,009,432.40	\$0.00	\$0.00	\$0.00	\$1,009,432.40
	Outcome 5.3: Sustainable environmental and natural resources management, disaster risk reduction attained, and adverse impacts of climate	1. Climate Governance	\$200,000.00	\$0.00	\$0.00	\$0.00	\$200,000.00
		2. AFOLU- Land Use, Land Use Change and Forestry;	\$20,000,000.00	\$12,708,115.74	\$4,590,170.00	\$17,298,285.74	\$2,701,714.26
		3. Sustainable Waste Management – Waste sector adaptation;	\$30,000,000.00	\$1,154,473.00	\$0.00	\$1,154,473.00	\$28,845,527.00
		4. Greening Energy and Transport Sectors;	\$50,000,000.00	\$24,300,995.20	\$0.00	\$24,300,995.20	\$25,699,004.80
		5. Enhanced Integrated Water Resources	\$10,000,000.00	\$1,182,392.09	\$4,648,300.00	\$5,830,692.09	\$4,169,307.91

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	change minimized	Management (IWRM); and					
		6. Disaster Risk Reduction.	\$127,000,000.00	\$54,787,084.27	\$1,603,616.00	\$56,390,700.27	\$70,609,299.73
Sub Total Pillar V			\$612,846,654.01	\$176,183,060.30	\$36,760,086.00	\$212,943,146.30	\$399,903,507.71
Pillar	Outcomes	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total Available Funding	Funding Gap
VI Empowerment, Social Inclusion - Leaving No One Behind	Outcome 6.1: Empowered Gambian Women economically, socially, and politically	1. Gender mainstreaming in sectoral policies and plans	\$1,350,000.00	\$0.00	\$0.00	\$0.00	\$1,350,000.00
		2. Women's economic empowerment (public procurement, Mobile-Banking)	\$10,822,450.00	\$0.00	\$1,000,000.00	\$1,000,000.00	\$9,822,450.00
		3. Women's political empowerment (participation and representation in decision making)	\$1,200,000.00	\$0.00	\$0.00	\$0.00	\$1,200,000.00
		4. Ending Sexual Gender Based Violence (SGBV)	\$2,500,000.00	\$0.00	\$0.00	\$0.00	\$2,500,000.00
		5. Engaging Women in Peace and Security.	\$1,500,000.00	\$0.00	\$0.00	\$0.00	\$1,500,000.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	Outcome 6.2: Children are nurtured and enjoy their full rights	1. Improvements in nutrition and health care to promote child well-being;	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		2. Protect children from violence and abuse and secure the rights of vulnerable and marginalized children	\$5,500,000.00	\$0.00	\$0.00	\$0.00	\$5,500,000.00
		3. Establish affordable high-quality Early Childhood Care and Development (ECCD) facilities especially in rural communities.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Outcome 6.3: Enhanced economic opportunities and all-round social and cultural development for youth	1. Enhance and advance youth entrepreneurship and employment in the productive sectors such as: agriculture, fisheries, technology and innovation, climate change and related	\$47,700,000.00	\$0.00	\$0.00	\$0.00	\$47,700,000.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
	empowerment.	services to curb migration					
		2. Promote and develop sports to improve competencies for effective participation in national and international competitions	\$23,200,000.00	\$0.00	\$0.00	\$0.00	\$23,200,000.00
		3. Drug and substance abuse and mental health rehabilitation	\$16,000,000.00	\$0.00	\$0.00	\$0.00	\$16,000,000.00
		4. Youth Empowerment and volunteerism	\$33,000,000.00	\$0.00	\$0.00	\$0.00	\$33,000,000.00
	Outcome 6.4: Inclusiveness and care for Persons with disabilities and Older Persons improved	1. Strengthen Statistics collection and support research on PWD and related services (such as inclusion in the development of eLearning or other learning platforms)	\$2,000,000.00	\$0.00	\$0.00	\$0.00	\$2,000,000.00
		2. Ensure access to buildings, health services	\$1,000,000.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
		and physical environment for PWD					
		3. Ensure inclusion of person with disability in NA and top decision making	\$500,000.00	\$0.00	\$0.00	\$0.00	\$500,000.00
	Outcome 6.5: Resilience of households and individuals strengthened, and safety nets put in place to Address Vulnerability Through Social Protection in The Gambia	1. Reduce people's exposure to risks and vulnerabilities; and social inclusion and equity through social protection financial schemes and safeguarding the welfare of the poorest and most vulnerable	\$3,000,000.00	\$0.00	\$0.00	\$0.00	\$3,000,000.00
		2. Strengthen leadership, governance and social protection service delivery systems and resource mobilization in order to design and deliver effective and efficient programs	\$30,000,000.00	\$900,000.00	\$27,900,000.00	\$28,800,000.00	\$1,200,000.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
		3. Promote food and nutrition security, Environmental, Disaster Management, Mitigate, build resilience, and respond to Climate change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sub Total Pillar VI			\$179,272,450.00	\$900,000.00	\$28,900,000.00	\$29,800,000.00	\$149,472,450.00
Pillar	Outcomes	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total Available Funding	Funding Gap
VII. Energy, Infrastructure, and ICT Connectivity	Outcome 7.1: Access and affordable energy for all and effective policies, legal and regulatory frameworks in place for sustainable development of petroleum and mining resources	1. Universal Access projects (energy)	\$150,000,000.00	\$0.00	\$0.00	\$0.00	\$150,000,000.00
		2. Renewable (Solar PV) projects (energy)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		3. Key policy, legal and regulatory reforms (energy)	\$101,000.00	\$0.00	\$0.00	\$0.00	\$101,000.00
		develop policies, legislations, and regulations, for the upstream petroleum sector	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		undertake policy, legal and regulatory (PLR) reforms for the	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
		downstream petroleum sector (petroleum)					
		institutional reform and human resource capacity building (mining)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		promoting the development of mines and minerals policy framework	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Outcome 7.2: Land, River, Sea, and Air Transport expanded and strengthened for affordability, accessibility and competitiveness	1. National Multimodal Transport System & BRT System: o National multi-modal transport system (NMTS) o Multimodal: Bus rapid transit (BRT) for the GBA	\$162,000,000.00	\$16,519,268.00	To be Determined	\$16,519,268.00	\$145,480,732.00
2. Storm water drainage and sewerage system in GBA		\$93,000,000.00	\$17,699,602.70	To be Determined	\$17,699,602.70	\$75,300,397.30	
3. Stink Corner-Abuko Bypass (Feasibility Studies)		\$5,000,000.00	\$0.00	To be Determined	\$0.00	\$5,000,000.00	
4. Banjul-Barra Bridge		\$45,000,000.00	\$0.00	To be Determined	\$0.00	\$45,000,000.00	

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
		5. Construction/ Upgrading of 1200 km of National, Urban and Rural Roads	\$1,323,845.77	\$0.00	To be Determined	\$0.00	\$1,323,845.77
		6. Ports and River Transport Fourth (4th) Banjul port expansion programme River Transport Development	\$100,000,000.00	\$0.00	To be Determined	\$0.00	\$100,000,000.00
		7. Air Transport Policy De-coupling of GCAA “regulatory” mandate from its “commercial operations”	\$150,000,000.00	\$0.00	To be Determined	\$0.00	\$150,000,000.00
		9. Establishment of a Road Safety Lead Agency	\$45,000,000.00	\$0.00	To be Determined	\$0.00	\$45,000,000.00
	Outcome 7.3: Improved Management of Public Buildings and Facilities	· Construction of New Government Offices Complex	\$0.00	\$0.00	To be Determined	\$0.00	\$0.00
		· Construction of New Embassies (Nigeria etc)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		· Construction of Governors Office	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Pillar	Outcome	RF-NDP 2024 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Budget Balance of the Existing Projects (\$'million)	Estimated Budget of the Pipeline Project (\$'million)	Total available funding	Funding Gap
		Buildings and Residences					
	Outcome 7.4: An Inclusive Digital Nation	Enabling environment, policy, and regulation	\$11,656,250.00	\$216,164.11	\$10,000,000.00	\$10,216,164.11	\$1,440,085.89
		Inclusive digital infrastructure	\$128,900,000.00	\$0.00	\$15,700,000.00	\$15,700,000.00	\$113,200,000.00
		Digital innovation and entrepreneurship	\$17,000,000.00	\$0.00	\$0.00	\$0.00	\$17,000,000.00
		Digital skills and human capital development	\$57,500,000.00	\$0.00	\$0.00	\$0.00	\$57,500,000.00
Sub Total Pillar VII			\$966,481,095.77	\$34,435,034.81	\$25,700,000.00	\$60,135,034.81	\$906,346,060.96
Grand Total			\$3,498,402,718.13	\$442,001,032.34	\$261,132,549.21	\$703,133,581.55	\$2,795,269,136.57

Annex 3: Estimates of Funding Gap for RF-NDP at Outcome Level– Conservative Scenario

Pillar	OUTCOME	Total Estimated Cost of RF-NDP 2023-2027	Total Available Funding	Funding Gap	% Proportion
I	1.1: Community level resilience to shocks and crisis enhanced	36,110,000.00	0.00	36,110,000.00	1.6%
II	2.1: A new Constitution adopted, and legal reforms undertaken	2,531,855.04	0.00	2,531,855.04	0.1%
	2.2: Policies and regulatory frameworks for decentralization and local governance enhanced and harmonized	12,500,000.00	12,000,000.00	500,000.00	0.0%
	2.3: Regular, transparent, inclusive, free and fair elections ensured	12,170,610.44	0.00	12,170,610.44	0.6%
	2.4: Policy and institutional reforms to ensure rule of law, respect for human rights and equitable access to justice	30,063,843.29	0.00	30,063,843.29	1.4%
	2.5: A reconciled society in which victims are fully paid their reparation dues and transitional justice attained	198,850,555.00	0.00	198,850,555.00	9.0%
	2.6: A reformed security sector with adequately capacitated security institutions	73,294,590.81	35,922,871.46	37,371,719.35	1.7%
	2.7: An efficient, motivated, accountable and results- oriented public service	7,456,133.41	0.00	7,456,133.41	0.3%
	III	3.1: Enhanced fiscal and monetary policies, public financial management, inclusive growth, and poverty reduction.	20,200,000.00	0.00	20,200,000.00
3.2: A Private Sector-Led Growth with enhanced Trade, inclusive and sustainable industrialization, Services, and Employment		133,784,300.00	9,007,061.00	124,777,239.00	5.6%
3.3: A competitive and diversified tourism sector contributing to overall Inclusive growth, job creation and poverty reduction		38,209,780.00	6,228,258.65	31,981,521.35	1.4%
	4.1a: Equitable access to quality and relevant education for all	84,102,799.59	23,969,921.17	60,132,878.42	2.7%

Pillar	OUTCOME	Total Estimated Cost of RF-NDP 2023-2027	Total Available Funding	Funding Gap	% Proportion
IV	4.1b: Equitable access to quality and relevant education for all	137,558,809.55	37,260,000.00	100,298,809.55	4.5%
	4.2: Quality, accessible, and affordable health care services delivered for all.	350,000,000.00	107,787,570.00	242,212,430.00	10.9%
	4.3: Improved nutritional status of children under five years and women of child-bearing age is assured	63,556,964.13	21,900,000.00	41,656,964.13	1.9%
	4.4: Increased access to safe drinking water, proper sanitation and hygiene	107,936,888.39	89,375,283.93	18,561,604.46	0.8%
	4.5: Appropriate population policies and strategies to harness the demographic dividend	7,010,000.00	0.00	7,010,000.00	0.3%
	4.6: Socioeconomic benefits of migration to national development enhanced and adverse consequence mitigated	83,576,840.01	0.00	83,576,840.01	3.8%
V	5.1: A modern, productive, and sustainable agriculture for food and nutrition security, economic growth and poverty reduction	360,438,975.70	107,250,000.00	253,188,975.70	11.4%
	5.2: A vibrant fisheries and aquaculture sector contributing to economic growth and employment creation	12,543,438.69	209,000.00	12,334,438.69	0.6%
	5.3: Sustainable environmental and natural resources management, disaster risk reduction attained, and adverse impacts of climate change minimized	177,000,000.00	74,843,459.01	102,156,540.99	4.6%
VI	6.1: Empowered Gambian Women economically, socially and politically	13,322,450.00	1,000,000.00	12,322,450.00	0.6%
	6.2: Children are nurtured and enjoy their full rights	5,500,000.00	0.00	5,500,000.00	0.2%
	6.3: Enhanced economic opportunities and all-round social and cultural development for youth empowerment.	86,900,000.00	0.00	86,900,000.00	3.9%
	6.4: Inclusiveness and care for Persons with disabilities and Older Persons improved	2,000,000.00	0.00	2,000,000.00	0.1%

Pillar	OUTCOME	Total Estimated Cost of RF-NDP 2023-2027	Total Available Funding	Funding Gap	% Proportion
	6.5: Resilience of households and individuals strengthened, and safety nets put in place to Address Vulnerability Through Social Protection in The Gambia	33,000,000.00	28,800,000.00	4,200,000.00	0.2%
	7.1: Access and affordable energy for all and effective policies, legal and regulatory frameworks in place for sustainable development of petroleum and mining resources	150,000,000.00	0.00	150,000,000.00	6.8%
VII	7.2: Land, River, Sea, and Air Transport expanded and strengthened for affordability, accessibility and competitiveness	413,323,845.77	16,519,268.00	396,804,577.77	17.9%
	7.4: An Inclusive Digital Nation	157,556,250.00	25,916,164.11	131,640,085.89	5.9%
Grand Total		2,810,498,929.82	597,988,857.32	2,212,510,072.49	100%

Annex 4: Estimates of Funding Gap at Priority Level – Conservative Scenario

Pillar	Outcomes	RF-NDP 2023 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Total Available Funding	Funding Gap
I: Resilience to Shocks and Crises	Outcome 1.1: Community level resilience to shocks and crisis enhanced	1. Small-scale rural infrastructure for improved access to portable water, energy (off-grid), rural access roads (not more than 5 km), causeways and bridges;	\$23,900,000.00	\$0.00	\$3,900,000.00
		2. Community food security (labour saving devices, year-round integrated food production schemes) and environment schemes; and	\$9,640,000.00	\$0.00	\$9,640,000.00
		3. Sustainability of services and assets.	\$2,570,000.00	\$0.00	\$2,570,000.00
Sub-Total for Pillar I			\$36,110,000.00	\$0.00	\$36,110,000.00
II: Governance Reforms	Outcome 2.1: A new Constitution adopted, and legal reforms undertaken	1. Adoption of a new Constitution for The Gambia; and	\$2,531,855.04	\$0.00	\$2,531,855.04
	Outcome 2.2: Policies and regulatory frameworks for decentralization and local governance enhanced and harmonized	2.Improve land governance, property valuation, physical planning, and development control; and	\$12,500,000.00	\$12,000,000.00	\$500,000.00
	Outcome 2.3: Regular, transparent, inclusive, free and fair elections ensured	1. Reform the electoral regulatory framework;	\$33,096.14	\$0.00	\$33,096.14
		5. Enhance voter participation in the electoral process; and	\$12,137,514.30	\$0.00	\$12,137,514.30
	Outcome 2.4: Policy and institutional reforms to ensure rule of law, respect for human rights	1. Decentralize the rule of law and Justice Delivery Institutions;	\$9,928,843.29	\$0.00	\$9,928,843.29
		2. Improve Case Management Systems and access to Justice Delivery;	\$2,135,000.00	\$0.00	\$2,135,000.00
		3. Strengthen Institutional Capacity; and	\$14,000,000.00	\$0.00	\$14,000,000.00

Pillar	Outcomes	RF-NDP 2023 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Total Available Funding	Funding Gap
	and equitable access to justice	4. Promote Good Governance and Human Rights.	\$4,000,000.00	\$0.00	\$4,000,000.00
	Outcome 2.5: A reconciled society in which victims are fully paid their reparation dues and transitional justice attained	1. Developing a Post TRRC Act and a Prosecution Strategy;	\$198,850,555.00	\$0.00	\$198,850,555.00
		2. Finalizing the Victims' Bill;			
		3. Setting Up and Operationalizing a Hybrid Gambia-ECOWAS Court; and			
		4. Promoting Reconciliation.			
	Outcome 2.6: A reformed security sector with adequately capacitated security institutions	1. Consolidate gains and finalize security sector reform	\$50,000,000.00	\$29,865,907.46	\$20,134,092.54
		2. Improve the policy and legal frameworks and enhance institutional capacity	\$23,294,590.81	\$6,056,964.00	\$17,237,626.81
	Outcome 2.7: An efficient, motivated, accountable and results-oriented public service	2. Attract, retain and motivate optimal number of qualified and skilled personnel in the public service and strengthen the pension welfare scheme	\$5,788,650.90	\$0.00	\$5,788,650.90
		3. Professionalize the civil service and instill meritocracy, ethical conduct, transparency and accountability in the public service and personnel management	\$1,667,482.51	\$0.00	\$1,667,482.51
Sub-Total for Pillar II			\$336,867,587.99	\$47,922,871.46	\$288,944,716.53
III: Macroeconomic Stability and Inclusive Growth	Outcome 3.1: Enhanced fiscal and monetary policies, public financial management, inclusive growth, and poverty reduction.	1. Enhance Public Financial Management (PFM) - for macro-fiscal stability;	\$100,000.00	\$0.00	\$100,000.00
		2. Prudent Monetary Policy - for exchange rate and price stability; and	\$100,000.00	\$0.00	\$100,000.00
		3. Inclusive Growth – for poverty reduction.	\$20,000,000.00	\$0.00	\$20,000,000.00
	Outcome 3.2: A Private Sector-Led Growth with enhanced Trade, inclusive and sustainable industrialization,	1. Promote an environment that is favorable to business operations;	\$4,400,000.00	\$7,061.00	\$4,392,939.00
		2. Enhance Financial Inclusion;	\$0.00	\$0.00	\$0.00
		5. Promote inclusive and sustainable industrialization through the Development of	\$125,000,000.00	\$9,000,000.00	\$116,000,000.00

Pillar	Outcomes	RF-NDP 2023 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Total Available Funding	Funding Gap
	Services, and Employment	Agropoles, Industrial Parks and Special Economic Zones (SEZs);			
		6. Promotion of Employment and Decent Work; and	\$4,384,300.00	\$0.00	\$4,384,300.00
	Outcome 3.3: A competitive and diversified tourism sector contributing to overall Inclusive growth, job creation and poverty reduction	2. Tourism products and services	\$24,442,861.00	\$4,478,258.65	\$19,964,602.35
		3. Marketing, Market Development & Promotion and Ensuring Quality	\$13,766,919.00	\$1,750,000.00	\$12,016,919.00
Sub-Total for Pillar III			\$192,194,080.00	\$15,235,319.65	\$176,958,760.35
IV: Human Capital Development	Outcome 4.1a : Equitable access to quality and relevant education for all (MoHERST)	1. Equitable access to education,	\$77,393,092.11	\$21,000,000.00	\$56,393,092.11
		2. Quality and relevance of all education and training programmes,	\$6,302,635.12	\$2,969,921.17	\$3,332,713.95
		4. ICT and TVET	\$407,072.37	\$0.00	\$407,072.37
	Outcome 4.1b : Equitable access to quality and relevant education for all (MoBSE)	1. Equitable access to education,	\$77,818,048.58	\$22,260,000.00	\$55,558,048.58
		2. Quality and relevance of all education and training programmes,	\$38,767,460.97	\$15,000,000.00	\$23,767,460.97
		4. ICT and TVET	\$20,973,300.00	\$0.00	\$20,973,300.00
	Outcome 4.2: Quality, accessible and affordable health care services delivered for all.	1. Achieving Universal Health Coverage through the provision of quality and equitable essential health services for all	\$350,000,000.00	\$107,787,570.00	\$242,212,430.00
	Outcome 4.3: Improved nutritional status of children under five years and women of child-bearing age is assured	1. Reduce stunting, wasting and obesity in children under 5 years of age through improved nutritional and health interventions	\$47,564,164.22	\$21,900,000.00	\$25,664,164.22
		2. Improve nutritional and health status of adolescent and women of child-bearing age	\$15,992,799.91	\$0.00	\$15,992,799.91
	Outcome 4.4: Increased access to safe drinking water, proper sanitation and hygiene	1. Improve access to safe drinking water;	\$94,031,388.39	\$89,375,283.93	\$4,656,104.46
3. Improve good hygiene practices		\$13,905,500.00	\$0.00	\$13,905,500.00	

Pillar	Outcomes	RF-NDP 2023 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Total Available Funding	Funding Gap
	Outcome 4.5: Appropriate population policies and strategies to harness the demographic dividend	1. Accelerate the attainment of the demographic dividend	\$3,710,000.00	\$0.00	\$3,710,000.00
		2. Integrate demographic variables into sectoral plans and policies for socio-economic development	\$3,300,000.00	\$0.00	\$3,300,000.00
	Outcome 4.6: Socioeconomic benefits of migration to national development enhanced and adverse consequence mitigated	1. Create conditions for migrants and Diasporas for full contribution to sustainable National development and enhance consular, protection assistance and cooperation throughout migration cycle	\$39,376,840.01	\$0.00	\$39,376,840.01
		2. Manage borders in an integrated, secured and coordinated manners.	\$23,000,000.00	\$0.00	\$23,000,000.00
		3. Prevent, combatting, eradicate trafficking in persons and smuggling of migrants internationally	\$21,200,000.00	\$0.00	\$21,200,000.00
Sub-Total for Pillar IV			\$833,742,301.67	\$280,292,775.10	\$553,449,526.57
V: Agriculture, Fisheries, Natural Resources, Environment and Climate Change	Outcome 5.1: A modern, productive and sustainable agriculture for food and nutrition security, economic growth and poverty reduction	1. Modernization and commercialization of the rice and maize value chains for enhanced economic growth	\$135,718,201.60	\$39,630,000.00	\$96,088,201.60
		2. Enhance the poultry value chain to enhance food security and reduce the import bill	\$39,720,774.10	\$23,300,000.00	\$16,420,774.10
		3. Scale up all year-round vegetable production to support the hospitality industry, reduce the import bill and enhance nutrition status; and	\$100,000,000.00	\$33,520,000.00	\$66,480,000.00
		4. Enhance production of small ruminants.	\$85,000,000.00	\$10,800,000.00	\$74,200,000.00
	Outcome 5.2: A vibrant fisheries and aquaculture sector contributing to economic growth and employment creation	1. Management and sustainability of fisheries resources;	\$11,673,010.09	\$0.00	\$11,673,010.09
		3. Climate change adaptation for fisheries habitat;	\$417,011.42	\$209,000.00	\$208,011.42
		4. Strengthening capacity for fisheries management and development (Inland and coastal management); and	\$453,417.18	\$0.00	\$453,417.18
	Outcome 5.3: Sustainable	2. AFOLU- Land Use, Land Use Change and Forestry;	\$20,000,000.00	\$17,298,285.74	\$2,701,714.26

Pillar	Outcomes	RF-NDP 2023 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Total Available Funding	Funding Gap
	environmental and natural resources management, disaster risk reduction attained and adverse impacts of climate change minimized	3. Sustainable Waste Management – Waste sector adaptation;	\$30,000,000.00	\$1,154,473.00	\$28,845,527.00
		6. Disaster Risk Reduction.	\$127,000,000.00	\$56,390,700.27	\$70,609,299.73
Sub-Total for Pillar V			\$549,982,414.39	\$182,302,459.01	\$367,679,955.38
	Outcome 6.1: Empowered Gambian Women economically, socially and politically	2. Women’s economic empowerment (public procurement, Mobile-Banking)	\$10,822,450.00	\$1,000,000.00	\$9,822,450.00
		4. Ending Sexual Gender Based Violence (SGBV)	\$2,500,000.00	\$0.00	\$2,500,000.00
	Outcome 6.2: Children are nurtured and enjoy their full rights	2. Protect children from violence and abuse and secure the rights of vulnerable and marginalized children	\$5,500,000.00	\$0.00	\$5,500,000.00
	Outcome 6.3: Enhanced economic opportunities and all-round social and cultural development for youth empowerment.	1. Enhance and advance youth entrepreneurship and employment in the productive sectors such as: agriculture, fisheries, technology and innovation, climate change and related services to curb migration	\$47,700,000.00	\$0.00	\$47,700,000.00
		2. Promote and develop sports to improve competencies for effective participation in national and international competitions	\$23,200,000.00	\$0.00	\$23,200,000.00
		3. Drug and substance abuse and mental health rehabilitation	\$16,000,000.00	\$0.00	\$16,000,000.00
	Outcome 6.4: Inclusiveness and care for Persons with disabilities and Older Persons improved	1. Strengthen Statistics collection and support research on PWD and related services (such as inclusion in the development of eLearning or other learning platforms)	\$2,000,000.00	\$0.00	\$2,000,000.00
	Outcome 6.5: Resilience of households and individuals strengthened	1. Reduce people’s exposure to risks and vulnerabilities; and Social inclusion and equity through social protection financial schemes and	\$3,000,000.00	\$0.00	\$3,000,000.00

Pillar	Outcomes	RF-NDP 2023 - 2027 Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Total Available Funding	Funding Gap
	and safety nets put in place to Address Vulnerability Through Social Protection in The Gambia	safeguarding the welfare of the poorest and most vulnerable 2. Strengthen leadership, governance and social protection service delivery systems and resource mobilization in order to design and deliver effective and efficient programs	\$30,000,000.00	\$28,800,000.00	\$1,200,000.00
Sub-Total for Pillar VI			\$140,722,450.00	\$29,800,000.00	\$110,922,450.00
VII Energy, Infrastructure and ICT Connectivity	Outcome 7.1: Access and affordable energy for all and effective policies, legal and regulatory frameworks in place for sustainable development of petroleum and mining resources	1. Universal Access projects (energy)	\$150,000,000.00	\$0.00	\$150,000,000.00
		2. Renewable (Solar PV) projects (energy)	\$0.00	\$0.00	\$0.00
	Outcome 7. 2: Land, River, Sea and Air Transport expanded and strengthened for affordability, accessibility and competitiveness	1. National Multimodal Transport System & BRT System: o National multi-modal transport system (NMTS) o Multimodal: Bus rapid transit (BRT) for the GBA	\$162,000,000.00	\$16,519,268.00	\$145,480,732.00
		6. Construction/ Upgrading of 1200 km of National, Urban and Rural Roads	\$1,323,845.77	\$0.00	\$1,323,845.77
		7. Ports and River Transport Fourth (4th) Banjul port expansion programme River Transport Development	\$100,000,000.00	\$0.00	\$100,000,000.00
		8. Air Transport Policy De-coupling of GCAA "regulatory" mandate from its "commercial operations"	\$150,000,000.00	\$0.00	\$150,000,000.00
	Outcome 7.3: Improved Management of Public Buildings and Facilities	· Construction of New Government Offices Complex	\$0.00	\$0.00	\$0.00
	Outcome 7.4: An Inclusive Digital Nation	· Enabling environment, policy and regulation	\$11,656,250.00	\$10,216,164.11	\$1,440,085.89
· Inclusive digital infrastructure		\$128,900,000.00	\$15,700,000.00	\$113,200,000.00	

Pillar	Outcomes	RF-NDP 2023 - 2027	Priority	Estimated Cost of the RF-NDP 2023 - 2027 (\$'million)	Total Available Funding	Funding Gap
		· Digital innovation and entrepreneurship		\$17,000,000.00	\$0.00	\$17,000,000.00
Sub-Total for Pillar VII				\$720,880,095.77	\$42,435,432.11	\$678,444,663.66
Grand Total				\$2,810,498,929.82	\$597,988,857.32	\$2,212,510,072.49

Annex 5: Mapping of Potential Sources of Funding for the various Pillars of the RF-NDP 2023-2027

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
1. Building Community Resilience to address Shocks and Crises	1.1 Community-wide resilience to shocks and crises enhanced	Small-scale rural infrastructure for improved access to portable water, energy, health, and education services	GLF-PACD	Community initiatives	IDA, AfDB, EU, IFAD, IsDB, UN			ACTION AID, DIRECT AID, CRS	
		Community food security and environment schemes	GLF-PACD	Remittances	IDA, AfDB, EU, IFAD, IsDB, UN			LEND A HAND,	
		Sustainability of services and assets	GLF-PACD	private investment	IDA, AfDB, EU, IFAD, IsDB, UN, ECOWAS			Nova Scotia Gambia Association	
2. Governance Reform	Outcome 2.1: A new Constitution adopted, and legal reforms undertaken	A new Constitution for The Gambia	GLF		EU, UN, PBF				
		Legal reforms to repeal and/or amend restrictive laws	GLF		IDA, AfDB, EU				
	Outcome 2.2: Policies and regulatory frameworks for decentralizati	Strengthen human and institutional capacities of LGAs	GLF		UN, IDA, AfDB, EU, PBF				
		Improve land governance, property valuation, physical	GLF		IDA, AfDB, UN, EU, PBF				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
	on and local governance enhanced and harmonized	planning, and development control							
		Enhance governance and management of civil society organizations	GLF		UN, EU, PBF				
	Outcome 2.3: Climate and Climate Change Governance enhanced.	Develop and enact Climate and Climate Change Acts	GLF		IDA, AfDB, UN, EU				
		Develop the National Adaptation Plan (NAP), and review and revise the National Climate Change Policy (NCCP 2017-2023) and the Climate Change Strategies	GLF		IDA, AfDB, UN, EU, PBF				
	Outcome 2.4: Regular, transparent, inclusive, free, and fair elections ensured	Reform of the electoral regulatory framework	GLF		UN, EU, PBF				
		IEC institutional capacity	GLF		UN, EU, PBF				
		Stakeholder engagement	GLF		UN, EU, PBF				
		Boundaries delimitation	GLF		UN, EU, PBF				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		Voter participation in the electoral process	GLF		UN, EU, PBF				
		Accurate and up-to-date voter register	GLF		UN, EU, PBF				
	Outcome 2.5: Policy and institutional reforms to ensure rule of law, respect for human rights and equitable access to justice	Decentralise the rule of law and justice delivery institutions	GLF		IDA, AfDB, UN, EU, PBF ECOWAS				
		Improve case management systems and access to justice delivery	GLF		IDA, AfDB, UN, EU, PBF, MCC				
		Strengthen institutional capacity	GLF		IDA, AfDB, UN, EU, PBF, ECOWAS				
		Promote good governance and human rights	GLF		IDA, AfDB, UN, EU, PBF, MCC, ECOWAS				
	Outcome 2.6: A reconciled society in which victims are fully paid their reparation dues and transitional	Develop a post TRRC Act and a prosecution strategy	GLF		IDA, AfDB, ECOWAS, UN, EU, PBF				
		Finalise the Victims' Bill	GLF		IDA, AfDB, ECOWAS, UN, EU, PBF				
		Set up and operationalise a hybrid Gambia-ECOWAS Court	GLF		IDA, AfDB, ECOWAS, UN, EU, PBF				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
	justice attained	Promote reconciliation	GLF		IDA, AfDB, ECOWAS, UN, EU, PBF				
	Outcome 2.7: A reformed security sector with adequately capacitated security institutions	1. Consolidate gains and achieve security sector reform	GLF		IDA, AfDB, ECOWAS, UN, EU, PBF				
		2. Improve policies and legal frameworks and enhance institutional capacity	GLF		IDA, AfDB, UN,EU, PBF				
		3. Strengthen coordination, collaborations, and partnerships	GLF		IDA, AfDB, ECOWAS, UN,EU, PBF				
	Outcome 4.6: Socioeconomic benefits of migration to national development enhanced and adverse consequence mitigated	1. Create conditions for migrants and Diasporas for full contribution to sustainable National development and enhance consular, protection assistance and cooperation	GLF		IDA, AfDB, ECOWAS, UN, EU, PBF, GKP, GIZ				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		throughout migration cycle							
		1. Manage borders in an integrated, secured, and coordinated manners.	GLF		AfDB, ECOWAS, UN, EU, PBF				
Outcome 2.8: An efficient, motivated, accountable and results-oriented public service		Develop frameworks for harmonization of policy formulation, implementation, monitoring and evaluation	GLF		AfDB, ECOWAS, UN, EU, IDA				
		Attract, retain, and motivate optimal number of qualified and skilled personnel in the public service and strengthen the pension welfare scheme	GLF						
		Professionalise and instill meritocracy, ethical conduct, transparency and accountability in the	GLF		IDA, AfDB, UN, EU, PBF				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		public service and personnel management							
3. Macroeconomic Stability and Inclusive Growth	Outcome 3.1: Enhanced fiscal and monetary policies, public financial management, inclusive growth, and poverty reduction.	Enhance Public Financial Management (PFM) for macro-fiscal stability	GLF		IDA, AfDB, IMF, EU				
		Promote a favourable environment for business operations	GLF		IDA, AfDB, UN, EU, PBF				MTOs
		Enhance Financial Inclusion	GLF		IDA, AfDB, UN, EU, IsDB				
	Outcome 3.2: A Private Sector-Led Growth with enhanced Trade, inclusive and sustainable industrialization, Services, and Employment	Promote a favourable environment for business operations	GLF		IDA, AfDB, UN, EU, IsDB, ECOWAS				
		Enhance Financial Inclusion	GLF	BANKS, MFI	IDA, AfDB, UN, EU, IsDB, ECOWAS	IDA, AfDB, IsDB			MTOs
		Establish National Local Content Board, Act, Regulations, Policy, Strategy, and fund	GLF		IDA, AfDB, UN, EU,				
		Strengthen the National Quality Infrastructure of the country	GLF		IDA, AfDB, ECOWAS UN, EU				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		Promote inclusive and sustainable industrialization through the Development of Agropolis, Industrial Parks and SEZs	GLF		IDA, AfDB, ECOWAS UN, EU, GIZ	IDA, AfDB, IFAD, IsDB		NGOs/CSO	FDI, PPP, DIASPORA INVESTMENTS
		Promote employment and decent work; and	GLF		IDA, AfDB, ECOWAS, UN, EU, GIZ	IDA, AfDB, IFAD		NGOs/CSO	PPP, DIASPORA INVESTMENTS, FDI
		Strengthen regional integration for economic development	GLF		IDA, AfDB, ECOWAS, UN, EU			NGOs/CSO	
	Outcome 3.3: A competitive and diversified tourism sector contributing to overall Inclusive growth, job creation and poverty reduction.	Legislation, institutions, and human resources	GLF		IDA, AfDB, ECOWAS, UN, EU				
		Tourism products and services	GLF		IDA, AfDB, ECOWAS UN, EU, IsDB	IDA, AfDB, IsDB	FDI		
		Marketing, market development and promotion, and ensuring quality	GLF			IDA, AfDB, IsDB			
		Supporting and cross-cutting measures	GLF		IDA, AfDB, ECOWAS, UN, EU, IsDB	IDA, AfDB, ECOWAS, IsDB			
	Outcome 4.1a: Equitable	Basic and Secondary	GLF						

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
4. Human Capital Development	access to quality and relevant education for all	Equitable access to education	GLF	PRIVATE SPONSORED SCHOOL	IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID	FDI	MRC HOLLAND, ACTION AID	
		Quality and relevance of all education and training programmes	GLF	PRIVATE SPONSORED SCHOOL	IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID		MRC HOLLAND, ACTION AID	REMITTANCES
		Research, innovation, and development	GLF	PRIVATE SPONSORED SCHOOL	IDA, AfDB, EU, IsDB, UN,	IDA, AfDB, IsDB, BADEA, OFID			DIASPORA INVESTMENT
		ICT and TVET	GLF		IDA, AfDB, EU, IsDB, UN, PRC	IDA, AfDB, IsDB, PRC, TURKEY	FDI	MRC HOLLAND, ACTION AID	
		Outcome 4.1b: Equitable access to quality and relevant education for all	Equitable access to education	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID		Oxfam, Save the Children, Child Fund, MRC Holland, Bill and Melinda Gates, The David and Lucile Packard Ford, AFIDEP, Pathfinder International
		Quality and relevance of all education and training programmes	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID		Oxfam, Save the Children, MRC Holland, Bill and Melinda Gates, The David and Lucile Packard Ford, AFIDEP,	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources			Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	
								Pathfinder International
		Research, innovation, and development	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID		Oxfam, Save the Children, MRC Holland, Bill and Melinda Gates, The David and Lucile Packard Ford, AFIDEP, Pathfinder International
		ICT and TVET	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID		Oxfam, Save the Children, MRC Holland, Bill and Melinda Gates, The David and Lucile Packard Ford, AFIDEP, Pathfinder International
		Adult and non-formal education	GLF		IDA, AfDB, EU, IsDB, UN,	IDA, AfDB, IsDB, BADEA, OFID		Oxfam, Save the Children, MRC Holland, Bill and Melinda Gates, The David and Lucile Packard Ford, AFIDEP,

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
								Pathfinder International	
		TVET (Technical and Vocational Education and Training)	GLF		IDA, AfDB, EU, IsDB, UN, PRC, TURKEY	IDA, AfDB, IsDB, BADEA, OFID		Oxfam, Save the Children, MRC Holland, Bill and Melinda Gates, The David and Lucile Packard Ford, AFIDEP, Pathfinder International	
	Outcome 4.2: Quality, accessible and affordable health care services delivered for all.	Towards universal health coverage: quality and equitable essential health services for all	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID		GLOBAL FUND, CRS, CARE, MRC	
		Financial risk protection and equity	GLF		IDA, AfDB, EU, IsDB			GLOBAL FUND, CRS, CARE, MRC	
		Environment, health promotion and social determinants of health	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID		GLOBAL FUND, CRS, CARE, MRC	
		Integrated health information systems and research	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID		GLOBAL FUND, CRS, CARE, MRC	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		Partnerships	GLF				PPP	GLOBAL FUND, CRS, MRC	INSURANCE
	Outcome 4.3: Improved nutritional status of children under five years and women of child-bearing age is assured	Reduce stunting, wasting and obesity in children under 5 years old through improved nutritional and health interventions	GLF		IDA, AfDB, EU, IDB, UN	IDA, AfDB, IsDB, BADEA, OFID, KFEAD		GLOBAL FUND, CRS, Child Fund	
		Improve nutrition and health status of women of child-bearing age	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID, KFEAD		GLOBAL FUND, CRS, Child Fund	
	Outcome 4.4: Increased access to safe drinking water, proper sanitation, and hygiene	Improve access to safe drinking water;	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID, KFEAD		DIRECT AID, ACTION AID. Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Improve access to sanitation facilities	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID, KFEAD		DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
								David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Improve good hygiene practices.	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID, KFEAD		DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
	Outcome 4.5: Appropriate population policies and strategies to harness the demographic dividend	Accelerate the attainment of the demographic dividend	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID, KFEAD		DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP,	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
								Pathfinder International	
		Integrate demographic variables into sectoral plans and policies for socio-economic development	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB			
		Promote access to quality universal SRH services and information for all to make informed choices	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID			
		Manage fertility for a meaningful age structure to address the dependency burden	GLF		IDA, AfDB, EU, IsDB, UN	IDA, AfDB, IsDB, BADEA, OFID, KFEAD			
	Outcome 4.6: Socioeconomic benefits of migration to national development enhanced and adverse consequence mitigated	Create conditions for migrants and diasporas for full contribution to sustainable national development and enhance consular, protection assistance and cooperation throughout migration cycle	GLF		EU, UN, GKP	AfDB, IsDB			

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		Manage borders in an integrated, secured, and coordinated manners.	GLF		UN, EU, ECOWAS, PBF				
		Prevent, combatting, eradicate trafficking in persons and smuggling of migrants internationally	GLF		UN, EU, ECOWAS, PBF, MCC				
		Minimize adverse drivers and structural factors compelling people to leave their country of origin and enhance availability and flexibility of pathways for regular migrants.	GLF		UN, EU, ECOWAS, PBF, MCC, AfDB,				
		Reduce rural urban migration through decentralization of basic and social amenities	GLF		IDA, AfDB, EU, IDB, UN			Bill and Melinda Gates, The David and Lucile Packard Ford, AFIDEP, Pathfinder International	
	Outcome 4.7: Quality and affordable	Provision of affordable and quality housing for low- income earners	GLF		IDA, AfDB, EU, UN				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
	housing for all and urban planning improved	Improvement of urban planning	GLF		IDA, AfDB, EU, UN				
5. Agriculture, Environment, Natural Resources and Climate Change	Outcome 5.1: A modern, productive, and sustainable agriculture for food and nutrition security, economic growth and poverty reduction	Modernisation and commercialisation of the rice and maize value chains for enhanced economic growth	GLF		IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Enhance the poultry value chain to enhance food security and reduce the import bill	GLF	SMEs	IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		Scale up all year-round vegetable production to support the hospitality industry, reduce the import bill and enhance nutrition status	GLF	SMEs	IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Enhance production of small ruminants.	GLF	SMEs	IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
	Outcome 5.2: A vibrant fisheries and aquaculture sector contributing	Management and sustainability of fisheries resources	GLF	SMEs	IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
	to economic growth and employment creation							Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Aquaculture development	GLF	SMEs	IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Climate change adaptation for fisheries habitat	GLF	SMEs	IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP,	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources			Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	
								Pathfinder International
		Strengthening capacity for fisheries management and development (inland and coastal management)	GLF	SMEs	IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International
		Improved artisanal value addition, post-harvest, and marketing	GLF	SMEs	IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
	Outcome 5.3: Sustainable environmental and natural resources management, disaster risk reduction attained, and adverse impacts of climate change minimized	AFOLU- land use, land use change and forestry	GLF		IFAD, UN, AfDB, CLIMATE FUND, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Sustainable waste management – waste sector adaptation	GLF		IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Greening energy and transport sectors	GLF		IFAD, UN, AfDB, GREEN CLIMATE FUND, IDA, EU, IsDB, MCC, ECOWAS			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources			Innovative Mechanisms	
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector		Philanthropic
								Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Enhanced Integrated Water Resources Management (IWRM)	GLF		IFAD, UN, AfDB, AFD, IDA, EU, IsDB, MCC, ECOWAS			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Disaster risk reduction	GLF		UN, AfDB, GREEN CLIMATE FUND IDA, EU, IsDB, MCC, ECOWAS, AFD, MCC			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP,	INSURANCE

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
								Pathfinder International	
6. Empowerment, Social Inclusion and Leaving No One Behind	Outcome 6.1: Empowered Gambian women economically, socially, and politically	Women's political empowerment (participation and representation in decision making)	GLF		UN, PBF, EU, MCC, ECOWAS			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Ending Sexual Gender Based Violence (SGBV)	GLF	-	UN, PBF, EU, MCC, ECOWAS			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Engaging women in peace and security	GLF		UN, PBF, EU, MCC, ECOWAS			DIRECT AID, ACTION AID, Bill and Melinda	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
								Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Improvements in nutrition and health care to promote child well-being	GLF		IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Protect children from violence and abuse and secure the rights of vulnerable and marginalised children	GLF		IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation,	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
								AFIDEP, Pathfinder International	
	Outcome 6.2: Children are nurtured and enjoy their full rights	Establish affordable high-quality Early Childhood Care and Development (ECCD) facilities especially in rural communities	GLF		IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Enhance and advance youth entrepreneurship and employment in the productive sectors such as: agriculture, fisheries, technology and innovation, climate change and related services to curb migration	GLF		IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB	IDA, AfDB, IsDB, IFAD		DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		Promote and develop sports to improve competencies for effective participation in national and international competitions	GLF		UN, AfDB, IDA, EU			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
	Outcome 6.3: Enhanced economic opportunities and all-round social and cultural development for youth	Drug and substance abuse and mental health rehabilitation	GLF		UN, AfDB, IDA, EU	IDA, AfDB, IsDB, EIB		DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Youth empowerment and volunteerism	GLF		IFAD, UN, AfDB, IDA,EU	IDA, AfDB		DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources			Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	
								Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International
		Strengthen Statistics collection and support research on PWD and related services (such as inclusion in the development of e-learning or other learning platforms)	GLF		IFAD, UN, AfDB, BADEA, OFID, IDA, EU, IsDB	IDA, AfDB		DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International
		Ensure access to buildings, health services and physical environment for PWD	GLF		UN, AfDB, IDA, EU			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP,

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
								Pathfinder International	
	Outcome 6.4: Inclusiveness and care for Persons with disabilities and Older Persons improved	Ensure inclusion of PWD in NA and top decision making	GLF		UN, AfDB, IDA, EU			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Safeguarding the rights of and increasing the knowledge base on older persons in The Gambia	GLF		UN, AfDB, IDA,EU, IsDB			DIRECT AID, ACTION AID Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		Promoting the health and social wellbeing of older persons	GLF		UN, AfDB, IDA,EU, IsDB			DIRECT AID, ACTION AID Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Increased safety and security of older persons	GLF		UN, AfDB, IDA,EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Reduce people's exposure to risks and vulnerabilities; and social inclusion and equity through social protection financial	GLF		UN, AfDB, IDA, EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile	

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		schemes and safeguarding the welfare of the poorest and most vulnerable						Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
		Increased safety and security of older persons	GLF		UN, AfDB, IDA, EU, IsDB				
	Outcome 6.5: Resilience of households and individuals strengthened, and safety nets put in place to Address Vulnerability Through Social Protection in The Gambia	Reduce people's exposure to risks and vulnerabilities; and social inclusion and equity through social protection financial schemes and safeguarding the welfare of the poorest and most vulnerable	GLF		UN, AfDB, IDA, EU, IsDB				
		Strengthen leadership, governance and social protection service delivery systems and resource mobilisation to design and deliver effective and efficient programmes	GLF		UN, AfDB, IDA,EU, PBF				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		Promote food and nutrition security, environmental, disaster management, mitigate, build resilience, and respond to climate change	GLF		UN, AfDB, IDA,EU, IsDB			DIRECT AID, ACTION AID, Bill and Melinda Gates Foundation, The David and Lucile Packard Foundation, Ford Foundation, AFIDEP, Pathfinder International	
7. Energy, Infrastructure and Connectivity	Outcome 7.1: Access and affordable energy for all and effective policies, legal and regulatory frameworks in place for sustainable development of petroleum and mining resources	Energy	GLF		UN, AfDB, IDA,EU, IsDB				
		o Universal energy access	GLF		UN, AfDB, IDA,EU, IsDB	AfDB, IDA,EIB, PRC, IsDB, KFEAD, EIDB,MCC			
		o Renewable (Solar PV) energy	GLF		UN, AfDB, IDA, EU, IsDB	AfDB, EIB, IDA, EIB, PRC, IsDB, KFEAD, EIDB, MCC			
		o Key policy, legal and regulatory reforms	GLF		UN, AfDB, IDA, EU, IsDB				
		Petroleum	GLF		UN, AfDB, IDA, EU, IsDB				

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		o Policy, Legal and Regulatory (PLR) reforms for the downstream petroleum sector	GLF		UN, AfDB, IDA, EU, IsDB				
		o Policies, legislations, and regulations, for the upstream petroleum sector	GLF		UN, AfDB, IDA, EU, IsDB				
		Mining	GLF						
		o Institutional reform and capacity building,	GLF		UN, AfDB, IDA, EU				
		o Develop mines and minerals policy framework	GLF		UN, AfDB, IDA, EU				
	Outcome 7. 2: Land, River, Sea, and Air Transport expanded and strengthened for affordability, accessibility	1. National Multimodal Transport System & BRT System	GLF		UN, AfDB, IDA, EU	AfDB, IDA, EIB, PRC, IsDB, KFEAD, EIDB, MCC, SFD, BRICS			
		o National Multimodal Transport System (NMTS)	GLF		UN, AfDB, IDA,EU, PRC, IsDB, KFEAD	AfDB, IDA, EIB, PRC, IsDB, KFEAD, EIDB, MCC, SFD, BRICS			

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
	and competitiveness	o Multimodal: Bus Rapid Transit (BRT) for the GBA	GLF		AfDB, PRC, IsDB, KFEAD	AfDB, IDA, EIB, PRC, IsDB, KFEAD, EIDB, MCC, SFD, BRICS	PPP		DIASPORA BOND, ASSET RECYCLING
		1. Roads Infrastructure Sector	GLF						
		o Sting Corner- Abuko bypass	GLF		PRC, IsDB, KFEAD, BADEA SFD, OFID	AfDB, IDA, EIB, PRC, IsDB, KFEAD, EIDB, MCC, SFD, BRICS	PPP		DIASPORA BOND
		o Improvement of storm water and sewerage system in Greater Banjul Area	GLF		AfDB, IDA, EIB, PRC, IsDB, KFEAD, EIDB	AfDB, IDA, EIB, PRC, IsDB, KFEAD, EIDB, MCC, SFD, BRICS			
		o Banjul-Barra Bridge	GLF		AU, ECOWAS, AfDB, SFD	PRC, IsDB, KFEAD, SFD, ABU DHABI, MCC, BRICS	PPP		SPV, CAPITAL MARKET, DIASPORA BOND, Asset recycling
		o Construction of urban roads (250km); construction of rural roads (514km)	GLF		AfDB, IDA, EIB, PRC, IsDB, KFEAD, EIDB, UN	EIB, PRC, IsDB, KFEAD, EIDB, MCC			
		1. Ports and River Transport	GLF						

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		o Fourth (4th) Banjul port expansion programme	GLF			EIB, PRC, IsDB, KFEAD, EIDB, MCC	PPP		
		o River transport	GLF		UN, AfDB, IDA, EU, PRC, IsDB, KFEAD	PRC, IsDB, KFEAD, EIB SFD, ABU DHABI, AfDB, BADEA, OFID, TURKEY	PPP		
		1. Air Transport	GLF						
		o Policy de-coupling of GCAA “regulatory” mandate from its “commercial operations”	GLF		IDA, AfDB, EU, IsDB				
		o Construction of parallel taxi way, turning loop and repair of runway	GLF			PRC, IsDB, KFEAD, SFD, ABU DHABI, BADEA, OFID, EIB			
	Outcome 7.3: National Public Buildings and Facilities Policy (NPBFP)	Construction of new government offices complex	GLF			PRC, IsDB, KFEAD, SFD, ABU DHABI, BADEA, OFID, EIB			
		Construction of new embassies abroad	GLF		NIGERIA, SFD	ABD-NTF, IsDB			
		Construction of Governors’ office	GLF						

Pillar	Outcome	Programme Priorities	Domestic Resources		External Resources				Innovative Mechanisms
			Public (Government)	Private	Grant	Concessionary Loans	Private Sector	Philanthropic	
		buildings and residences							
	Outcome 7.4: An Inclusive Digital Nation	Enabling environment, policy, and regulation	GLF		IDA, AfDB,				
		Inclusive digital infrastructure	GLF		IDA, AfDB, EU MCC	AfDB, IDA, EIB, PRC, IsDB, KFEAD		Jack Mac foundation	
		Digital innovation and entrepreneurship	GLF		IDA, AfDB, EU MCC	AfDB, IDA, EIB, PRC, IsDB, KFEAD,		Jack Mac foundation	
		Digital skills and human capital development	GLF		IDA, AfDB, EU MCC	AfDB, IDA, EIB, PRC, IsDB, KFEAD		Jack Mac foundation	

]

Annex 6: Flagship projects of the RF-NDP 2023-2027

Flagship Title: Programme for Accelerated Community Development (PACD) Phase 2	Lead Institution: Office of the President/DSPD
RF-NDP Pillar: Building Community Resilience to Shocks and Crises	Outcome: Community level resilience to shocks and crisis enhanced
<p>Background</p> <p>The Gambia over the last few years has been subjected to multiple shocks and crises in the form of disease epidemics (COVID-19) and the impact of food and energy crises, arising from the Russia-Ukraine war, that have had multifaceted and complex impacts on the economy and society. Government in the context of the RF-NDP 2023-2027 in collaboration with partners is committed to assisting communities and households' recover from these multiple threats and build resilience against future shocks.</p> <p>This flagship, the PACD project, is aligned with the RF-NDP, aims to improve access to portable water, rural electrification, food security, youth empowerment, and sustainability.</p>	
<p>Objectives:</p> <ol style="list-style-type: none"> 1. Increased access to basic socio-economic infrastructure and facilities, such as energy and water. 2. Increased youth participation, development, and empowerment to make them entrepreneurial, profitable and productive to curb internal and external migration. 3. Improved productivity of agriculture and livestock through improved access to production and processing equipment, and improved livestock breeds. 4. Reduced disparities in socio-economic wellbeing between rural, peri-urban, and urban communities. 	<p>Expected Impact:</p> <ol style="list-style-type: none"> 1. Improved access to Basic Socio-Economic Infrastructure and Services 2. Reduced poverty and social inequalities, 3. Enhanced environmental sustainability and household resilience

5. Reduced work burden on women and girls.	
Key Components/Activities: 1. Improving access to portable water 2. Rural Electrification. 3. Youth Empowerment 4. Food Security (Postharvest, Processing Equipment and livestock 5. Sustainability	Expected Results by 2027: 1. Improved access to small scale rural infrastructure 2. Illegal and rural-urban migration reduced 3. Food security enhanced 4. Sustainable use of services and assets enhanced
Estimated Budget: \$36,100,000.00	Funding Modality: Grant/ (Government)/Philanthropic/Private

Flagship Title: The Gambia Transitional Justice Programme	Lead Institution: Ministry of Justice
RF-NDP Pillar: Governance Reforms	Outcome: A reconciled society in which victims are fully paid their reparation dues and transitional justice attained
<p>Background</p> <p>A Truth Reconciliation and Reparations Commission (TRRC) was established in 2017 to investigate violations and human rights abuses that occurred because of the military coup in July 1994. Following submission of the TRRC report in July 2019, Government of The Gambia White Paper on the TRRC (May 2022) accepted all but 2 of the 265 recommendations of the TRRC and committed to its full implementation to achieve Transitional Justice. While much progress has been made in the quest to deliver transitional justice, there is still a long way to go with a significant gap between the pace of progress and citizens, especially victims' expectations.</p> <p>Government will therefore accelerate its efforts to achieve transitional justice and has in this regard developed a detailed roadmap for implementation of the government White Paper on the TRRC recommendations. As a sign of renewed impetus and progress in the implementation of the Government White Paper, the National Assembly recently passed, in November 2023, the Victims Reparations Bill and the bill dealing with the Ban from Public Office. This flagship is aimed at ensuring that the government White Paper is fully implemented and transitional justice attained, thereby closing a painful chapter in the country's history.</p>	
Objectives: To implement the recommendations of the TRRC	Expected Impact: A reconciled society
Key Components/Activities 1. Developing a Post TRRC Act and a Prosecution Strategy;	Expected Results by 2027: 1. A post TRRC implementation plan and prosecution strategy adopted.

2. Finalizing the Victims' Bill (achieved); 3. Setting Up and Operationalizing a Hybrid Gambia-ECOWAS Court; and 4. Promoting Reconciliation.	2. Existence of a social service mechanism for victims and victim groups 3. % of TRRC Recommendations implemented 4. Existence of a Victims' reparation fund 5. Proportion of Victims Compensated
Estimated Budget: \$198,850,555.00	Funding Modality: GLF/Grant

Flagship Title: Enhancing efficiency, professionalism and performance in the Public Service	Lead Institution: Ministry of Public Service
RF-NDP Pillar: Governance Reforms	Outcome: An efficient, motivated, accountable, and results-oriented public service
<p>Background</p> <p>The public service is the central engine to ensure that government is able to develop the right policies to foster the country's development and ensure that Government policy objectives in all sectors are fully met. Unfortunately, two decades of dictatorship has led to an inefficient and dysfunctional civil service with weak capacity, poorly motivated civil servants, low performance standards and poor delivery. Government is committed to ensuring an efficient, accountable and results oriented public service to deliver policy objectives and enhance development outcomes. It has therefore taken the step in creating for the first time a new Ministry of Public Service (MoPS), which will play a key role in advancing government priorities outlined in this plan. Government will therefore take further measures to strengthen the public service through the priorities identified in this flagship.</p> <p>The MoPs will lead government efforts to carry out strategic reforms in the civil service which are anticipated to lead to greater efficiency in delivering public service. In the context of RF-NDP 2023-2027 government is strongly committed to ensuring that a professionalized, motivated and results-oriented civil service is in place by end of the Plan period.</p>	
<p>Objectives:</p> <ol style="list-style-type: none"> To put in place a highly skilled and motivated public service Harmonize government processes Improved transparency, and accountability in the public service 	Expected Impact: Effective and efficient delivery of public services
<p>Key Components/Activities:</p> <ol style="list-style-type: none"> Develop frameworks for the harmonization of Government policy processes 	<p>Expected Results by 2027:</p> <ol style="list-style-type: none"> Existence of a standardized policy formulation framework for sectors Existence of a new pay policy

<ul style="list-style-type: none"> 2. Attract, retain and motivate qualified and skilled personnel in the public service 3. Strengthen the pension welfare scheme 4. Professionalize and instill meritocracy, ethical conduct, transparency and accountability in the public service 	<ul style="list-style-type: none"> 3. Existence of a public service performance management system 4. Existence of a Public Sector Human Resources Capacity Development Policy and plan
Estimated Budget: \$1,667,482.51	Funding Modality: GLF/Grant

Flagship Title: Improve Land Governance, physical planning, and development control	Lead Institution: Ministry of Lands, Religious Government and Religious Affairs
RF-NDP Pillar: Human Capital Development	Outcome: Policies and regulatory frameworks for decentralization and local governance enhanced and harmonized

Background

The increase in population pressure and the associated urban development is leading to increasing tensions and conflict over land in both rural and urban Gambia. The lack of a land policy and weak capacity for land administration is adding to the challenges. It is therefore imperative to improve land governance to tackle these tensions and conflict that will offer safeguards to all citizens. If this situation is left unchecked, it could serve as catalyst for conflicts. Furthermore, the uncertainty over land administration is acting as a serious disincentive for private sector investment into the economy.

Through this flagship, government aims to significantly improve land governance, strengthen land administration and resolve grey areas that are generating conflicts, hindering effective planning and development control, and dampening investor interest.

<p>Objectives:</p> <ul style="list-style-type: none"> 1. Minimize conflicts related to land administration and land ownership 2. Codify customary rights and informal land tenure system 3. Enhance compliance with land development control measures 4. Provide incentives for investments 	<p>Expected Impact:</p> <ul style="list-style-type: none"> 1. Land grabbing is significantly reduced; 2. Land administration is rationalized and conflicts related to land ownership are minimized; 3. Recognition of customary rights and informal land tenure system; Compliance with development control measures will be enhanced and reserved lands will be adequately protected;
--	--

	4. LGAs' capacity to generate income will improve resulting in higher revenue collection for the councils and accurate property assessments will ensue, and will be linked to an established data base for revenue generation.
Key Components/Activities: 1. Develop land policy and cadastral map 2. Train land administrators on land policies and regulations 3. Sensitize local communities on land regulations including communal land tenure system 4. Improve land use planning	Expected Results by 2027: 1. Developed land policy and cadastral map 2. Trained land administrators on land policies and regulations 3. Well sensitized local communities on land regulations including communal land tenure system 4. Improved land use planning
Estimated Budget: \$500,000.00	Funding Modality: GLF/Grant

Flagship Title: Macroeconomic Management	Lead Institution: Ministry of Finance and Economic Affairs
RF-NDP Pillar: Macroeconomic Stability and Inclusive Growth	Outcome: Enhanced fiscal and monetary policy, public financial management, inclusive growth, and poverty reduction.

Background

The economic growth of the Gambia has been low and volatile for many decades. The low and volatile growth is caused by low productivity in the productive sectors of the economy such as agriculture and tourism coupled with recurrent droughts. This is compounded by low private and public investments and shocks to the productive sectors, contributing to low productivity. Furthermore, decades of poor macroeconomic policy management have resulted in the deterioration of the government fiscal balances (macro-fiscal instability) which in turn has led to limited fiscal space, constraining government's ability to carry out public investments in areas such as infrastructure and human capital and the productive sectors.

Through this flagship, government will build upon ongoing efforts to ensure macroeconomic stability, such as the Gambia Fiscal Management Development Project and the reform programme with the International Monetary Fund (IMF) under the Extended Credit Facility (ECF) that aim to achieve macro-fiscal stability in The Gambia.

<p>Objectives:</p> <ol style="list-style-type: none"> 1. To achieve low and stable inflation, exchange rate stability, and a stable financial system to promote high, sustainable, and inclusive growth. 2. Create fiscal space for Government to carry out needed public investments in the productive sectors for green, sustainable, inclusive growth 3. Improved funding alignment and efficiency 	<p>Expected Impact:</p> <ol style="list-style-type: none"> 1. Macroeconomic Stability 2. Increased economic growth 3. Reduced poverty 4. Enhanced standard of living
<p>Key Components/Activities:</p> <ol style="list-style-type: none"> 1. Enhance Public Financial Management (PFM) - for macro-fiscal stability; 2. Prudent Monetary Policy - for exchange rate and price stability; and 3. Inclusive Growth – for poverty reduction. 	<p>Expected Results by 2027:</p> <ol style="list-style-type: none"> 1. Low and stable inflation, 2. Exchange rate stability 3. A stable financial system to promote high, sustainable, and inclusive growth 4. Enhanced Public Financial Management (PFM) - for macro-fiscal stability 5. Improved coordination and cohesiveness in allocation of funding 6. Increased domestic resourcing and fiscal space 7. Green Public Financial Management ensured
<p>Estimated Budget: \$200,000.00</p>	<p>Funding Modality: GLF/Grant, Budget Support</p>

<p>Flagship Title: Achieving Universal Health coverage/Construction/ Renovation of health facilities</p>	<p>Lead Institution: Ministry of Health</p>
<p>PILLAR IV: Human Capital Development</p>	<p>Outcome: Quality, accessible, and affordable health care services delivered for all</p>
<p>Background</p> <p>The Gambia’s National Health Sector Policy 2021-2030 and the National Health Sector Strategic Plan 2021-2025 provide clear cut guidance on the country’s health priorities to reduce morbidity and mortality of major diseases, promote healthy lifestyle, and reduce health risks and exposures associated with negative environmental consequences.</p> <p>Key gaps and challenges to improving quality of care and providing a strong foundation for improving quality across the health system include: (i) Health care services during pregnancy, childbirth and after delivery; (ii) communicable and non-communicable diseases- the country is currently experiencing a double burden of the diseases as in many Low - and Middle-Income Countries; and (iii) at the institutional and operational level,</p>	

health care delivery is hampered by several factors such as: low Implementation of PHC Roadmap; lack of quality testing of medical product; weak patient safety monitoring (pharmacovigilance; interruption of supply system; inadequate storage conditions for health products; unregulated traditional medicine practices; and inadequate human resource capacity and lack of a functional Human Resource for Health database for the Ministry culpable with inadequate infrastructures.

To this end, Government, under this flagship, will continue the work to improve the dilapidated state of the health infrastructure with a view to improving access to services, and implement programmes in the following areas: Maternal health; Neonatal, infant and child health; and Prevention and control of NCDs (cardiovascular diseases, diabetes, cancers, chronic respiratory diseases, road traffic injuries). In addition to the above, Government will also consolidate the programmes in the following areas: HIV/AIDS, TB and malaria; Neglected Tropical Disease (NTD); Improve immunization coverage for the Boosters (Penta3, Measles/Rubeola2 and DPT); and Strengthen organizational and operational capacities.

Objectives: Ensure Affordable Health Care for All	Expected Impacts: Improve and affordable health services for all
Key Components/Activities: <ol style="list-style-type: none"> 1. Improve maternal health, neonate, infant and child health services; 2. Significantly expand activities to influence appropriate lifestyles behaviour to reduce the risk of NCDs; 3. Eliminate mother-to-child transmission of HIV and enhance uptake of ART; 4. Reduce transmission rate of tuberculosis and reduce the incidence of malaria; and 5. Strengthen organisational and operational capacity of MoH in order to achieve improved health care outcomes. 	Expected Results by 2027: <ol style="list-style-type: none"> 1. Life expectancy improved 2. Reduce Life Expectancy (National) to 66.3% <ol style="list-style-type: none"> a. Women to 68.9% b. Men to 63.6% 3. Under 5 Mortality Rate to 34/1000 4. Infant Mortality Rate to 21/1000 5. Neonatal Mortality Rate to 17/1000 6. Maternal Mortality rate to 135/100,00 7. % of mothers receiving antenatal care from a skilled provider to 100% 8. % of live births delivered in a health facility to 95%
Estimated Budget: \$242,212,430.00	Funding Modality: Concessionary Loan Philanthropic

Flagship Title: Promoting TVET Education	Lead Institution: Ministry of Basic and Secondary Education and Ministry of Higher Education
PILLAR IV: Human Capital Development	Outcome: Equitable access to quality and relevant education for all.

Background

An emerging priority of government is the recognition that Technical Vocational Education and Training (TVET) education at all levels – basic, secondary, tertiary and madrassa – is of vital and strategic importance in the quest to address youth unemployment and economic transformation.

Despite its potential, TVET continues to have inadequate infrastructure, small number of TVET graduates, non-responsive TVET training to meet the labour market needs and inadequate number of scholarships for TVET teachers, instructors and students. It also suffers from a perception that TVET is a second option for most students.

Consequently, Government is committed to integrating TVET education throughout the educational system through this flagship project.

Objectives: Promote TVET education to provide relevant skills to the job market at all levels of the education system.	Expected Impact: TVET education strengthened resulting in improved youth employment and an education system more responsive to the demands of the labour market
Key Components/Activities: <ol style="list-style-type: none"> 1. Formulate and implement a TVET operational policy at all levels. 2. Establish pre-vocational structures with equipped labs/workshops and build TVET centres in all regions of the country 3. Provide internet facilities and computers in schools for pedagogy and building of schools with strong focus on agricultural training. 4. Enhance synergy among TVET institutions 	Expected Results by 2027: <ol style="list-style-type: none"> 1. TVET operational policy formulated and implemented 2. Established pre-vocational structures with equipped labs/workshops and TVET centers country-wide 3. Internet facilities and computers in schools for pedagogy and building of schools with strong focus on agricultural training provided 4. Enhanced synergy among TVET institutions 5. Improved jobs and youth employment
Estimated Budget: Total: \$21,380,372 - \$20,973,300.00 (Basic) and \$407,072.37 (Tertiary)	Funding Modality: GLF/Grant/Concessionary loans/Philanthropic

Flagship Title: Rice Self-Sufficiency – Rice Value Chain Development	Lead Institution: Ministry of Agriculture
RF-NDP Pillar: Agriculture, Fisheries, Natural Resources, Environment and Climate Change	Outcome: A modern, productive, and sustainable agriculture for food and nutrition security, economic growth and poverty reduction

Background

Despite substantial investments in agriculture, the country remains a net importer of basic food commodities. However, the Government with the support of partners intends to change this situation by implementing strategies and programmes to support transformation, modernization and sustainable commercialization of the agricultural sector.

Rice self-sufficiency and food security for all” is a major target for this government and administration. The Ministry of Agriculture and development partners have a cross section of projects targeting the development of rice value chains within the country. In as much as the sector has faced challenges in the coordination of its efforts, there are opportunities to consolidate gains through greater cohesion.

Food products, including rice, account for a large volume of the country’s importation cost. In the third quarter of 2022 rice imports accounted for GMD561.2 million, followed by wheat or Meslin flour at GMD250.4 million. Improved productivity in the sector could reduce the importation bill for rice over time. The Ministry of Trade announced in 2022 intentions to reduce the importation of American rice by \$50 Million year on year, through greater support to local farmers. The Ministry of Agriculture is expected to continue efforts to develop and modernize the sector including making greater efforts in yielding investments for the sector.

Through this flagship government will consolidate ongoing efforts, improve efficiency and boost rice production in order to gain self sufficiency and reduce the food import bill, while ensuring a healthy and well-nourished citizenry.

Objectives:	Expected Impact:
<ol style="list-style-type: none"> 1. Increase access, coverage and affordable electricity 2. Promote the use renewables and enhance its share in the energy-mix 3. Conduct legal and regulatory reform to ensure attainment of Universal Energy Access by 2025 	<ol style="list-style-type: none"> 1. Food self-sufficiency enhanced 2. Increased income for SMEs and local farmers 3. Improved livelihood for local farmers

<p>Key Components/Activities:</p> <ol style="list-style-type: none"> 1. Transform the production, processing, packaging and marketing of rice and maize to enhance food self-sufficiency 2. Develop and implement a land utilization strategy that supports the transformation of rice production from subsistence to commercial 3. Support/engage smallholder farmers to partner with commercial farmers through leasing arrangements to increase the land size under cultivation of rice for local consumption and export and for maize to serve as raw material for the poultry industry. 4. Increase irrigation schemes in irrigable lands with emphasis on tidal irrigation 5. Introduce fortified short-cycle high-yielding varieties that are resistant to adverse effects of climate change (erratic rainfall and salinity) 6. Establish a centralized laboratory for the ANR sector. 7. Implement the seed policy and scale-up interventions that support existing/established seed growers' centres 8. Support local SMEs engaged in grains processing 	<p>Expected Results by 2027:</p> <ol style="list-style-type: none"> 1. Transformed production, processing, packaging and marketing of rice and maize to enhance food self-sufficiency 2. Land utilization strategy that supports the transformation of rice production from subsistence to commercial developed 3. Smallholder farmers supported to partner with commercial farmers through leasing arrangements to increase the land size under cultivation of rice for local consumption and export and for maize to serve as raw material for the poultry industry. 4. Increased irrigation schemes in irrigable lands with emphasis on tidal irrigation 5. Fortified short-cycle high-yielding varieties that are resistant to adverse effects of climate change (erratic rainfall and salinity) introduced 6. Centralized laboratory for the ANR sector established. 7. Implemented seed policy and scale-up interventions that support existing/established seed growers' centers 8. Local SMEs engaged in grains processing supported
<p>Estimated Budget: \$96,088,201.60</p>	<p>Funding Modality: Public (Government) /Grant/ Philanthropic</p>

Flagship Title: Youth Empowerment and Entrepreneurship	Lead Institution: Ministry of Youth and Sports
RF-NDP Pillar: Empowerment, Social Inclusion - Leaving No One Behind	Outcome: Enhanced economic opportunities and all-round social and cultural development for youth
<p>Background</p> <p>The Gambia is blessed with a growing youth population that can yield positive demographic dividends if properly harnessed and managed. Government is therefore committed that harnessing this potential for growth and development, as well as a strategy for minimizing and eliminating risky and irregular migration.</p> <p>Given the transformative potential of technology, Government will encourage youth participation in e-commerce and other digital platforms - such as service delivery in food services, accommodation, and other sectors – to make it easier to sell goods and services, lower costs of entry to markets and costs of doing business, and boost youth employment productivity and profits. Government will invest in modern ICTs such as mobile phones and improved internet availability for facilitating access to information to enhance productivity on the farm; enabling agricultural innovation; and providing access to financial services and markets; promote the use of “made in the Gambia” products and provide coaching and mentorship for youth in business and skills in packaging, processing, labelling, marketing and branding through training.</p> <p>Through this flagship, government during the planned period, will build upon past and ongoing initiatives such as YEP, to facilitate market access for young people working with businesses, innovators, and to identify, design and scale up specific, proven solutions that can meet their needs. Emphasis will be placed on training on value addition, standards and certification, market price information and consistency of supply.</p>	
Objectives: Develop the capacity of youth to enhance their participation in productive sectors and acquire gainful employment.	Expected Impact: Youth entrepreneurship and employment in the productive sectors enhanced
Key Components/Activities:	Expected Results by 2027:
<ol style="list-style-type: none"> 1. Establish business incubators to promote youth entrepreneurship 2. Promote e-commerce and promote e-commerce platforms 3. Facilitation of on-the-job training and access to finance for youth 4. Enhance youth entrepreneurship and employment in the productive sectors such as: agriculture, fisheries, 	<ol style="list-style-type: none"> 1. Increased employment opportunities for youth 2. Reduction in irregular migration

technology and innovation, climate change and related services to curb migration.	
Estimated Budget: \$72,200,000.00	Funding Modality: GLF/Grant/Philanthropic

Flagship Title: Universal Energy Access and Renewable Energy	Lead Institution: Ministry of Petroleum and Energy, NAWEC
RF-NDP Pillar: Energy, Infrastructure, and ICT Connectivity	Outcome: Accessible and affordable energy for all and effective policies, legal and regulatory frameworks in place for sustainable development of petroleum and mining resources
<p>Background</p> <p>The Gambia is faced with low access to electricity and insecurity of supply. Electricity access in The Gambia on average, is estimated at 60%, mainly in the GBA while access in the rural areas is less than 30%; hence, the goal of the Government is to achieve universal access to electricity, of 80% coverage, nation-wide by 2025.</p> <p>To achieve this, Government will prioritize the generation and access projects through the following measures and strategies: extension of 225kV T&D line from Soma OMVG sub-station to Basse; deployment of Green Mini Grid Electrification through PPPs; promotion of improved cooking stoves, and the use of alternative cooking energy sources such as LPG, and biogas; expansion of T&D infrastructure in other areas; and provision of community cooling systems (i.e., multifunctional platforms).</p> <p>Electricity generation of the country is entirely dependent on fossil fuel, which is unsustainable and more so, contributes to climate change effects, due to high GHG emissions. To avert such negative externalities to the environment, Government will prioritize renewable energy sources (i.e., solar PV, wind, small hydro, biomass/biogas, etc.), which are sustainable and cleaner than fossil fuel.</p> <p>This flagship aims to ensure that the country meets its target of universal energy access by 2025, while at the same time boosting the share of renewable energy and contributing to climate mitigation and adaptation.</p>	
<p>Objectives</p> <ol style="list-style-type: none"> 1. Increase access, coverage and affordable electricity 2. Promote the use renewables and enhance its share in the energy-mix 3. Conduct legal and regulatory reform to ensure attainment of Universal Energy Access by 2025 	<p>Expected Impact:</p> <ol style="list-style-type: none"> 1. Availability of uninterrupted electricity supply 2. Increased investments and industrialization 3. Enhanced standard of living 4. Contribute to climate mitigation and adaptation

Key Components/Activities: 1. Implement the universal access projects (energy) 2. Enhance renewable (Solar PV) projects (energy)	Expected Results by 2027: 1. Extension of 225kV T&D line from Soma OMVG sub-station to Basse 2. 50 MW power generation in Kotu 3. 150MW Regional Solar PV power plant in Soma (IPP) 4. 20MW Jambur solar PV project 5. 10.5MW NAMA solar PV project
Estimated Budget: \$150,101,000.00	Funding Modality: Public (Government) /Grant/Concessionary Loan/PPP

Flagship Title: Rural and Urban Road Construction	Lead Institution: Ministry of Transport, Works, and Infrastructure
RF-NDP Pillar: Energy, Infrastructure, and ICT Connectivity	Outcome: Land, River, Sea, and Air Transport expanded and strengthened for affordability, accessibility and competitiveness

Background

The road transport network is the major artery and conduit of the national transport system – interconnecting and facilitating intermodal transfers. Without a fully functioning road transport network – economic and social activities will be negatively impacted with great costs to the economy (GDP) and society at large. There is an estimated 4500Km of road network in The Gambia. The primary network consists of 848km, the secondary network, 359km and the tertiary network, 3225km. This road network is vital for development of the productive sectors of the economy (agriculture, tourism, etc), trade and regional interconnectedness, and for ensuring that citizens of the country can access educational and health and other facilities.

Government has made much progress in recent years in improving the country’s road network. Government under this flagship, will build upon the progress made by allocating resources from the national budget, soliciting development partner support and encouraging private sector participation through public-private partnerships.

Objectives: 1. Support the productive sectors of the economy – agriculture and tourism 2. Facilitate easy access to facilities such as education, health, market etc 3. Facilitate interconnectedness and local regional trade	Expected Impact: Improved socio-economic wellbeing and development and infrastructural structural transformation
Key Components/Activities:	Expected Results by 2027:

<ul style="list-style-type: none"> • Construction of Sting Corner- Abuko Bypass (Feasibility studies) • Construction/Upgrading of 1200 km of National, Urban and Rural Roads (Feasibility studies) • Establishment of a Road Safety Lead Agency 	<ol style="list-style-type: none"> 1. 1200 km of rural and urban roads built (Feasibility studies) 2. Sting Corner - Abuko bypass constructed (Feasibility studies) 3. Road Safety Lead Agency established
Estimated Budget: \$51,323,845.77	Funding Modality: GLF/Grant/Concessionary Loans/PPP/Diaspora bond

Flagship Title: Inclusive Digital Infrastructure	Lead Institution: Ministry of Communications and Digital Economy
Pillar: Energy, Infrastructure and Connectivity	Outcome: An Inclusive Digital Nation
<p>Background</p> <p>The ICT sector has emerged as one of the main pillars of the Gambia’s economy over the past decade or so. The landing of the ACE Submarine cable in 2012 and the roll out of the ECOWAN fibre optic Backbone in 2013 were transformative endeavors that added much needed value in ICT service provision. However, the ICT sector is still grappling with an array of challenges that have hindered efforts to fully harness the huge potential in the market. These include an inadequate ICT governance and management framework and slow policy and regulatory reform processes.</p> <p>To address these constraints, the GOTG took the strategic decision to decouple MOICI and create a dedicated Ministry of Communications and Digital Economy. This will help ensure the proper harnessing of ICT for growth and transformation by building an inclusive digital infrastructure as a key part of the digital transformation process.</p> <p>This flagship will be the vehicle that will ensure that the country will achieve the goal of establishing a digital economy.</p>	
<p>Objectives</p> <ol style="list-style-type: none"> 1. Create enabling environment for the digital economy to flourish, create jobs and provide quality service to citizens 2. Strengthen the regulatory framework for the ICT sector 	Expected Impact: Fully transformed and functional Digital Economy
<p>Key Components/Activities</p> <ol style="list-style-type: none"> 1. Enabling environment, policy, and regulation 2. Inclusive digital infrastructure. 	<p>Expected Results by 2027</p> <ol style="list-style-type: none"> 1. Fast and reliable internet connectivity 2. Quick turnaround time for operations

3. Digital innovation and entrepreneurship	
4. Digital skills and human capital development	
Estimated Budget: \$ 131,640,085	Funding Modality: GLF/Grant/Concessionary loans/Philanthropic