



UN HABITAT

Regional and Technical Cooperation Division



THE GAMBIA: BRIKAMA URBAN PROFILE



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

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FOREWORDS



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

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

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

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

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

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

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

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

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

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

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

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

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

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

Dr. Joan Clos
Executive Director, UN-HABITAT



The overall goal of the Participatory Slum Upgrading Programme is to positively contribute to the realization of the Millennium Development Goals and by extension to urban poverty alleviation. To this end, the urban profiling exercise in Brikama attracted the participation of all potential

actors and stakeholders in the development process of the town. Additionally, the approach involved urban residents in helping to define their most pressing needs in tackling sustainable urban development.

The urban profiling is based on the analysis of existing data and a series of interviews with all relevant urban stakeholders. These include local communities, civil society organizations, the private sector, and development partners within the town. The Brikama City Consultation resulted in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at reducing poverty within the town of Brikama.

Brikama town is cosmopolitan and many economic activities take place in the town. Having many inhabitants, it also serves as the urban center for surrounding communities. Majority of the poor are women and gender disparities in access to livelihood skills and economic resources are among the fundamental causes of poverty in Brikama. With the coming of the Participatory Slum Upgrading Programme, there is hope that these challenges will be addressed.

Additionally, the Local Government Act of 2002 has also been established to lay a solid foundation for actual decentralization of not only transfer of power and authority, but where necessary, to lay a framework to regulate a decentralized standard of rural development. It is therefore important to note that our vision is to improve economic growth and the living standards of the people.

Finally I want to thank the UN-HABITAT and all those who in one way or the other contributed to the success of the urban profiling exercise in Brikama.

Alh. Lamin Sanneh
Governor

BACKGROUND

INTRODUCTION

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

METHODOLOGY

The Participatory Slum Upgrading Programme consists of three phases:

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

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

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

This report presents the outcomes of Urban Profiling Phase One at the national level in Brikama.

URBAN PROFILING IN THE GAMBIA

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

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

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

REPORT STRUCTURE

This report consists of:

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

DEMOGRAPHY OF BRIKAMA

According to the Atlas of the 2003 Population and housing Census, the population of The Gambia in the year 2003 was 1,360,681. Reports clearly showed that between 1993 and 2003 census the national population grew by 31 percent from 1,038,145 to 1,360,681. (Population and housing census, 2003, p.11)

Brikama's population in 2003 was 389,594 which accounts for 29 percent of the population covering a land area of 1,764km² followed by Kanifing Municipal Council at 24 percent within 76km² land area (same reference as above).

Brikama Local Government Area is the most populous local government area in the country. Between 1993 and 2003, growth in population by 66 percent made Brikama the fastest growing Local Government Area, surpassing Kanifing.

At the district level, Kombo north had the fastest growing population with a 106 percent increase between 1993 and 2003, which is high, driven by the rapid expansion of settlements along the recently constructed Kombo coastal road and the establishment of the Brusibi housing estate. (Source of data: Population and Housing census 2003, Page 11.)

Mortality rates in The Gambia are one of the highest in the sub region despite the great achievements made at the national level. With a nation wide coverage of maternal health services, the maternal mortality ratio (MMR) has over the years declined significantly from 1,050 to 730 per 100,000 live births between 1990 and 2001 (DOSH) and further reduced to 556 per 100,000 live births in 2006. The improvement in maternal mortality ratio over the years can be attributed to the impact of public health interventions that were put in place by government. Through these measures, significant reductions have been achieved in the burden of maternal morbidity due to anemia and malaria. It is important to note that anemia is one of the leading causes of maternal deaths in The Gambia. In addition, improved access to reproductive health services, appropriate case management and timely referrals have also contributed to the reduction of maternal deaths.

(Source: Fertility Determinants and Contraceptive Prevalence Survey, 1990, Census, 1993; Maternal, Peri-natal, Neonatal, Infant Mortality and Contraceptive Prevalence Survey, 2001; Census, 2003; Multiple Indicator Cluster Study III, 2006; Fistula Study, 2006 and HMIS Report, 2008 – MDG Status Report 2009 pp.37; 1993 and 2003 Census and Maternal, Peri-natal, Infant Mortality and Contraceptive Prevalence Survey, 2001).

TABLE 1: POPULATION BY SEX, NUMBER OF HOUSEHOLDS, LOCAL GOVERNMENT AREA 2003

LOCAL GOVERNMENT AREA	DIVISION / MUNICIPALITY	MALE	FEMALE	BOTH SEXES	NUMBER OF HOUSEHOLDS
Banjul	Banjul City Council	18,906	15,922	34,828	6,744
Kanifing	Kanifing Municipal Council	164,054	158,536	322,410	49,564
Brikama	Western Region	197,566	195,421	392,978	45,396
Mansakonko	Lower River Region	34,689	37,857	72,546	8,474
Kerewan	North Bank Region	83,386	89,420	172,806	18,458
Kuntaur	Central River Region	38,313	40,785	79,098	7,155
Janjangbureh	Central River Region	51,698	55,103	106,799	10,244
Basse	Upper River Region	88,116	94,917	183,033	12,454
THE GAMBIA		676,726	687,781	1,364,507	158,489

Adapted from the 2003 population and housing census

THE SOCIO-ECONOMIC DEVELOPMENT

The population figures for Brikama are rapidly growing due to the pattern of migration (rural - urban), where people migrate to urban areas in search of jobs. The rapid increase in urban population has brought with it several environmental and socio-economic problems including deforestation, soil erosion, pollution, waste generation, and stress on health, education, and employment services. The protected forests in Brikama have survived the expansion of agricultural land and the use of trees for fuel. Decrease in rainfall over the last 30 years has increased the rate of desertification in the region.

Brikama town is cosmopolitan and has been endowed with many business activities such as horticulture and fishing products. Having many inhabitants, it also serves as the urban center for surrounding communities. Majority of the poor are women. Gender disparities and inequalities in access to education and employment are among the fundamental causes of poverty in Brikama.

ECONOMY

There is only one major market in Brikama. The market needs to be upgraded and expanded to accommodate more traders. Most of the goods from surrounding villages and communities are brought to the market for selling. It serves as the trading hub for the region. Petty trading, soap making and tie and dye are the major livelihood activities practiced in this town. Farming, horticulture and fishing are also major significant activities in the region that generate employment.

The region is faced with daunting problems such as inadequate infrastructure (energy, transport, roads, and telecommunications), and a hostile business environment (high taxation, high interest rates and lack of access to long term financing). The Social Development Fund (SDF) and Gambia Women's Finance Association (GAWFA) have been referred to as very helpful financial institutions, but members argued that their interest rates are too high for small and medium sized enterprises.

Entrepreneurship Promotion and Micro-finance Development Project (EPMDP), Community Skill Improvement Project (CSIP) and SDF are all meant for economic empowerment. They aim to enhance competitiveness and the economic situation by encouraging sustainable growth that is inclusive and builds the economic capacity of the people. The main operators in the economy are Micro, Small and Medium Enterprises (MSMEs) operating in the trading, manufacturing (cottage industry), and services industries (tourism, communication and transport).

POVERTY LEVEL

According to the Millennium Development Goals Status report of 2007, three poverty studies were conducted. The first study conducted in 1992 showed that 31 percent of the population was poor.

The second study conducted in 1998 showed that the level of poverty increased from 31 percent (1992) to 69 percent. Studies also showed a widening disparity between Urban and rural populations with 60 percent of the Rural population being poor compared to only 13 percent of those living in urban areas.

TABLE 2: REGIONAL DISPARITIES: OVERALL POVERTY RATES AND MDG TARGETS BY REGION (1992-2003)

REGION	1992 (%)	1998 (%)	2003 (%)	DIFFERENCE WITH MDG TARGET
Banjul	0.0	50.0	7.6	-7.4
Kanifing	15.0	53.0	37.6	22.6
Brikama (western region)	35.0	69.0	56.7	41.7
Lower River Region	40.0	80.0	62.6	47.6
North Bank Region	36.0	80.0	69.8	54.8
Central River North	39.0	74.0	94	79.9
Central River South	-	-	75.7	60.7
Upper River	50.0	80.0	67.9	52.9
National Average	31.0	69.0	58.0	-

Source: MDG status Report 2007, p.17

The third poverty study carried out in 2003 put the poverty head count index at 58 percent indicating a downward trend in poverty.

The likelihood of being poor is much higher in rural households: 34 percent for Banjul and Kanifing combined, 56 percent in other urban areas and 67.8 percent for predominantly rural areas (MDG Status Report, 2007, p.17).

The regional variations in poverty are associated with variations in income levels, with income levels much higher in the urban areas. Table 3 below shows the percentage of the Population that live in Extreme Poverty.

According to the Millennium Development Goals Status Report 2009 (results of the 2003 poverty survey), poverty in The Gambia is a rural phenomenon as 67.8 percent of the poor are living in the rural areas. As shown in Table 3, the level of extreme poverty has declined in all regions from 1998 - 2003. (Source: GoTG 2000; 1998 Poverty Survey; Census 2003 & Integrated Household Survey (IHS), 2003 – MDG Status Report 2009))

TRANSPORT

The transport situation in the region is quite good due to the development of main trunk roads and feeder roads enabling movement of people and goods from one place to another. However, it is difficult to access public transport due to the low number of public motor vehicles available. Animal transport is therefore used as an alternative.

HEALTH

There is a major health centre serving the whole region in addition to minor health facilities and health posts in the region. The nearest hospital is in Banjul, the capital city, which is 33 kilometers away. The major health centre in Brikama town is equipped with trained medical personnel and support staff.

The major constraints are retention and attrition rates of nurses and other medical personnel. The capacity needs include human resources, equipment and upgrading of the facility to accommodate the inflow of patients in the region.

EDUCATION/LITERACY RATE

The Regional Education Office is located in Brikama town and is headed by a director. The town has lower basic and upper basic schools. There are also nursing schools and kindergartens.

There are many adult literacy programmes being conducted in Brikama through the CSIP funded by Africa Development Bank (ADB) and implemented by the Department of Basic Education.

TABLE 3: PERCENTAGE OF THE POPULATION THAT LIVES IN EXTREME POVERTY

REGION	1992 (%)	1998 (%)	2003 POVERTY SEVERITY (%)	MDG DIFFERENCE
Banjul	0.0	19.0	0.8	-6.7
Kanifing	4	18.0	6.8	-0.7
Brikama	10.0	50.0	13.7	6.2
Lower River	26.0	71.0	10.0	2.5
North Bank	15.0	71.0	21.6	14.1
Central Bank North	21.0	62.0	30.5	23
Central Bank South	-		14.4	6.9
Upper River	32.0	73.0	15.0	7.5
National Average	15.0	51.0	25.1	-

Source: MDG status Report 2007, p.17

ENROLLMENT

An improvement in enrollment, as shown in Table 4, is attributed to improved access to schools with the construction of new schools in many parts of the country. Increase in the enrollment of girls is hugely due to the formulation of the Girls Scholarship Trust Fund which has encouraged parents to enroll their daughters in school. If the current trend in enrollment is maintained, the country will meet the millennium development goals target by the year 2015 (MDG Status Report 2009, p.19).

Brikama recorded the lowest enrollment rate in schools at 73 percent of school age going children in 2008.

According to the Millennium Development Goals Status report of 2009, net enrollment rates have improved considerably over the years, with the gender gap in enrollment across the sexes narrowing as shown in Table 5. Net enrollment rates for both sexes was estimated at 46.3 percent in 1991/1992 which gradually increased to 77 percent in 2008/2009. In 1991/1992, male net enrolment was 54 percent compared to 38.5 percent for females. Corresponding estimates for 2008/2009 were 75 percent for males and 78 percent for females, showing that not only has the gender gap in enrollment been bridged but female enrolment has surpassed that of males. (Source: EMIS 2007, MICS2005/6, Census 2003 – MDG Status Report 2009 pp. 18).

TABLE 4: ENROLMENT RATES BY REGION BETWEEN 1991-2009

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

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

TABLE 5: ENROLMENT RATES BY REGION BETWEEN 1991-2009

INDICATORS	PERCENTAGE AND YEAR	CURRENT STATUS	MDG TARGETS
Net enrollment in primary education	46.3% in 1991	77% in 2008	100%
Proportion of pupils starting grade 1 who reach the final grade of primary school	88.1% in 1992	96.6% in 2006	100%
Literacy rate of 15-24 year old men and women	48% in 1991	62.9% in 2003	72%

(Source: EMIS 2007, MICS2005/6, Census 2003 – MDG Status Report 2009 pp. 18)

GOVERNANCE



The Gambia adopted a policy on decentralization of local government systems in response to section 193 and 194 of the constitution of the Republic of The Gambia (1997). Current local government legislation in The Gambia provides for the self-administration of local governments by elected councils.

In Brikama, reforms exist in a functioning and decentralized administrative structure headed by a Governor with regional, district and community structures. Within the wards are Ward Development Committees (WDCs) and Village Development Committees (VDCs). The Community/Ward/Municipal Authority has the following institutional arrangement:

- Brikama town is divided into three wards each headed by an elected ward councillor.
- The WDC is an entry point for development in the area and is composed of democratically elected members from the VDCs. All plans at ward level are presented in the WDC meetings for further transmission to the municipal council (local authority) for possible funding.

- The VDC is composed of elected members from the various village cells responsible for existing development activities of the village. The selection of VDC members is based on gender equality giving equal representation to both males and females. The VDC is also represented in the WDC.

INSTITUTIONAL SET-UP

- The Western Region (Brikama) has a well-articulated decentralization program to ensure appropriate local actions towards achieving the MDGs and Poverty Reduction Strategy Papers (PRSPs).
- Under the administrative structure of development, there exists a Governor that has established a Technical Advisory Committee (TAC) Taskforce comprising of heads of institutions, sectors within the region, NGOs, and CSOs chaired by the Chairperson of the Municipal Council, which is an indication of the government's commitment to implement a good governance strategy at all levels in The Gambia.

- The TAC has a big role in coordinating regional programmes respective of sectors and finally endorsing program implementation, resource allocation and monitoring.
- The municipal authority is structured in the following hierarchy: Chairman - Vice Chairman - Chief Executive Officer - Director of Finance - Chief Security Officer - Manager Cleaning Service - Director of Planning - Development Officer - Public Relations Officer - Procurement Officer - Deputy Director of Finance - Deputy Security Officer - Manager Rates and Taxes - Manager Licenses - Health Labourers - Marketing Manager - Audit Officer.
- The chairperson is elected through a democratic process and chairs all meetings. His/her term of office is four years.
- Majority of councillors are elected and serve as chairpersons of their wards while some are nominated and their term of office is also four years.
- Transfer of competencies from central government to regions as a way of decentralization has occurred in education, agriculture, health, water resources, roads, decentralized planning, and monitoring and evaluation through support from government and partners.

REGULATORY FRAMEWORK

- The Western Region (Brikama) has a well-articulated decentralization program to ensure appropriate local actions towards achieving the MDGs and PRSPs.
- Under the administrative structure of development, the Governor has established a TAC Taskforce comprising of heads of institutions, sectors within the region, NGOs, and CSOs. The TAC is chaired by the Chairperson of the Municipal Council which is an indication of government commitment to implement a good governance strategy at all levels in The Gambia.
- The TAC plays a big role in coordinating regional programmes respective of sectors and finally endorsing program implementation, resource allocation and monitoring.
- There is a national policy on crime prevention implemented by the government law enforcement agencies.
- There is a national policy that protects women from violence.
- There is a coordinated and a cordial working relationship between the municipal police and the government police.

- The Gamworks Agency in The Gambia (December 2008) is a good sign of the promotion of good governance and accountability. This Agency intends to improve the management of budgeting, procurement and financial accounting of the Local Government Authorities as well as promote a participatory approach to development at the local government level in the country.

RESOURCE MOBILIZATION AND CAPACITY BUILDING

- The council gets its revenue from the following main sources; daily market fees, car park fees, business trade licenses and fees, and land rates.
- Conflicting fees and taxes with central government and the council limits investment in the area.
- Current local government legislation in The Gambia provides for the self-administration of local governments by elected councils.
- Regional and district /local level data can be collected, and program and resource allocations targeted.
- The municipality has a policy on resource mobilization, but it is not effective. Absence of capacity is as a result of the general lack of understanding about transactions pertaining to the use of grants from the central government.
- The only system used for assigning taxation between the central government and municipality is through the car park fees collection, which is done by the government police.
- The human and institutional capacity of Local Government Authorities needs to be strengthened to enable them to effectively carry out their routine functions and service delivery.
- Management of financial resources and Local Government Authorities needs to be addressed in order to improve the performance of the Local Government Authorities.
- There is a need for a more efficient revenue collection system and a better functioning municipal council.
- There is a lack of adequate capacity to implement the strategic plan owing to shortage of staff.
- Lack of enough funding in the council is a major concern because without enough resources, the municipality is not able to translate its strategies into concrete actions.

- The Ministry of Local Government had provided some capacity building training in decentralization and governance with the support of the Commonwealth Secretariat. The training supported by the local government, Gamworks and European Commission (EC) was effective in improving financial management and communication.
- There are weaknesses and capacity gaps in the area of planning and implementation of projects.
- The main threat at the municipal authority is the capacity to develop and manage programmes and to ensure that policies are translated into development activities and plans at council and regional levels.

CHALLENGES

- The revenue allocations by the central government to municipal authorities are not publicly reported.
- The need for capacity building for the leadership of both VDCs and WDCs is a priority. They need training in project development and management as well as to understand the whole process of the government decentralization reform programme on the roles and responsibilities of VDC and WDC members.
- The greatest challenges to current resource mobilization efforts is lack of capacity, weak accountability and weak involvement of citizens in the use and management of council revenue.
- Ineffective revenue collection is also a major challenge.
- In the area of policy, there is need for awareness creation. Special attention should be paid to implementing institutions for them to have better understanding about management issues and policies in the context of urban governance.
- Though in the wards there is awareness about the existing national policy issues and documents such as governance, decentralization and Local Government Acts, there is need for greater sensitization on policies.
- The ward/community needs sensitization on the existing government documents which are mainly known at top level but not at the grass root level.

AGREED PRIORITIES	
•	There is need for more market construction (extra markets).
•	There is need for roads construction with proper drainage.
•	There is need for capacity building at all levels of the council.

GOVERNANCE	Project proposal	Page 29
N°1	Training of VDC, WDC, ward councillors, and council staff to comprehend sectoral policies	
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N°2	Awareness creation on decentralization policies and urban services	
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N°3	Construction of skills training centre	

SLUMS, SHELTER AND LAND



Land administration and land information. The Municipal Authorities keep records only without maps, while the Department of Physical Planning, Housing, Lands, and Survey relies on maps. The city plans are outdated and need to be updated. The land records are efficient but it takes an average of three years to secure a title deed. The cost involved is too high particularly at the transfer stake, where D 4,000 is paid to the Municipal Authorities per transfer and an average of D 40,000 as capital gains tax.

Land-use and physical planning. The land use plans, better known as physical development plans were prepared to ease land administration. The maps are zoned into different land uses, for example residential, commercial and agricultural. The maps are outdated because the last revisions were done in 1989, even though they should be updated every five years. Land is obtained mainly through inheritance or purchase. In addition, the wards are not planned because they lack social amenities and infrastructure development.

THE INSTITUTIONAL SET-UP

- Under the municipality exists Physical Planning and Development Control for preparation and approval of physical development plans and control of developments (including buildings), and for creating a better environment and proper use of land in Brikama Region.

REGULATORY FRAMEWORK

- The Ministry of Local Government and Lands through the National Assembly passed the following Acts and Regulations for the two departments in 1991 and 1995 respectively; Physical Planning and Development Council Act 1991, Lands Acquisition and Compensation Act 1991, State Lands Act 1991, Survey Act 1991, Development Control Regulation in 1995, and the Land Regulation in 1995.

SECURITY OF TENURE

- Within Brikama, land is secured through purchase and inheritance.
- Municipal authorities do not allocate land, thus they don't have land use policies.
- When there is eviction slum owners are not protected, thus, no compensation. In a nut shell, there is no security for slum dwellers. It is generally agreed that municipal authorities do not evict people. Eviction is usually ordered by the courts and other times by the Ministry of Local Government and Lands. No record is kept for such evictions; usually notices are served before eviction.

RESOURCE MOBILIZATION AND CAPACITY BUILDING

- As stated above, very little service is given to slum dwellers, even though the slum dwellers pay rates and other taxes to the municipal authorities. No organization gives assistance (financial or technical) to upgrade slums. Very little credit opportunities are available for the poor slum inhabitants.

CHALLENGES

- The objectives of land registration have not been met because many people decline to register their plots due to the high cost.
- The difficulties of the current land administration are numerous, for example the master plans are outdated and people are not well sensitized with regard to land registration and land acquisition.
- Land encroachment has become uncontrollable, even though there is a State Land Act.
- Land is not affordable because it is very expensive. Where evictions are carried out, no compensation is given.
- Lack of financial support for proper infrastructure development in the wards.
- Lack of capacity in the area of leadership to control and manage some development activities at ward level.
- Processing title deeds takes a long time and is too bureaucratic.

AGREED PRIORITIES

- Training of WDCs and VDCs on the government reform programme and the process of leadership and project management.
- The construction of the multi-purpose centre for community development activities and office space for the wards.
- The need for more market construction.
- The need for more health centre constructions.
- Improved electricity supply in the wards.
- Housing schemes.
- Sub-dividing bigger plots into smaller plots and building on them.
- An improved drainage system.
- Provision of social amenities and infrastructure development.

SLUMS, SHELTER AND LAND N°1	Project proposal	Page 32
	Improvement of the drainage system	
SLUMS, SHELTER AND LAND N°2	Project proposal	Page 32
	Improvement and expansion of the electricity supply	
SLUMS, SHELTER AND LAND N°3	Project proposal	Page 33
	Social amenities and infrastructure development	

GENDER AND HIV/AIDS



Most women in Brikama are engaged in informal activities such as vegetable gardening, fish smoking and selling, petty trading, and cottage industries. The women activities are support by SDF, CSIP, GAWFA, and other micro-finance associations operating in Brikama.

With the collaboration of other stakeholders and development partners, massive sensitization campaigns and training on HIV/AIDS prevention and control were conducted for the women of Brikama. Some of these training and sensitization programmes were conducted by the municipal and city councils. This needs to be continued for effective control of the pandemic.

THE INSTITUTIONAL SET-UP

- The National AIDS Control Programme and the National AIDS Secretariat are responsible for sensitization, training and advocacy in a bid to control the spread of HIV/AIDS.
- There is no gender unit established at the regional level. However, the Women's Bureau which takes care of women's issues and programs facilitating women in development in all spheres of socio-economic advancement is located in Banjul. The efforts of the bureau are supplemented by NGOs and Community Based Organizations (CBOs) which operate more closely at community and grass root levels and at the regions.

- Most women in Brikama are engaged in informal sector activities such as vegetable gardening, fish smoking and selling, petty trading, and cottage industries.
- Municipal Gender Policies do not exist in The Gambia for gender mainstreaming. A Gender Focal Points Network responsible for implementation of the gender policy was established at the national level only.
- In terms of politics, women in Brikama are more politically active than in other parts of The Gambia. However there an urgent need for more women representation in parliament as the male representatives far outnumber the women.
- There are many NGOs and CBOs actively working to increase HIV/AIDS awareness in Brikama.

REGULATORY FRAMEWORK

- In response to recommendations adopted at the International Women's Conference held in Mexico in 1975, the National Women's Council and Bureau was established by an Act of Parliament in 1980. The Act mandates the Women's Bureau to serve as the executive arm and assist the council in reviewing bills, legislations, policies, programmes, and new technology as well as provide information and address issues affecting women.

- The first National Policy for Advancement of Gambian Women (1999-2009) was adopted by the government of The Gambia in 1999. The goal of the policy is to improve the quality of life of all Gambians particularly women through mainstreaming of gender in national development and the elimination of all forms of discrimination. It reaffirms the governments' commitment to achieve gender equality and women's empowerment. The policy is also against gender based violence and advocates for improved access to land by women.
- The 1997 Constitution of The Gambia supports the rights and freedoms of individuals. Article 17 of the Constitution states that "Every person in The Gambia, whatever race, colour and gender... or status, shall be entitled to fundamental human rights and freedoms...." This is a clear indication that the constitution is against all forms of discrimination based on gender.
- Women have the opportunity to participate in governance and development.

RESOURCE MOBILIZATION AND CAPACITY BUILDING

- The Gambia's formal employment sector is very small, employing just over 10 percent of the labour force.

CHALLENGES

- Access to micro credit and land ownership are the main obstacles for women especially where land is under customary tenure.
- The high interest rates by some of the micro finance institutions can hinder business activities.

GENDER AND HIV/AIDS N°1	Project proposal	Page 35
	Skills training centre	
GENDER AND HIV/AIDS N°2	Project proposal	Page 35
	Food processing and storage centre	
GENDER AND HIV/AIDS N°3	Project proposal	Page 36
	Capacity building on gender	

AGREED PRIORITIES

- There is need to make the office environment conducive for women by introducing benefits such as maternity leave.
- Although the patriarchal nature of society is being addressed through sensitization, training and advocacy, there is a need to address behavioural change by introducing gender equality in the thinking of society.
- Programme design, implementation, monitoring and evaluation should be informed by data disaggregated by gender at national and municipal / regional levels.
- Mainstream gender in all municipal / regional programmes.
- Develop and implement diversified poverty eradication projects.
- Establish gender units and gender focal point networks at municipal and regional levels.
- Increase efforts for formal and non-formal education among girls and women.
- Intensify awareness and sensitization campaigns on HIV/AIDS and other health issues affecting women.
- Develop and implement policies safe guarding women against all forms of violence.
- Increase women's productivity by providing labour saving devices which will result in increased farm inputs.
- Train women in modern farming technologies.
- Increase access to credit for women entrepreneurs in addition to capacity building and skill training for women entrepreneurs.
- To review policies concerning women in governance.

- The absence of entrepreneurial skills and innovative livelihood skills is another obstacle faced by women, making them unable to explore viable markets for their produce.
- One of the major social, cultural and traditional obstacles to women's advancement is patriarchy, which limits women and girls' participation in taking decisions at the individual, household and community levels.
- Consultations have revealed that the existence of the Women's Bureau is not known to some women. It is imperative therefore, to have a gender unit within the municipality and make it functionally effective.
- Access to micro credit and land ownership are the main obstacles for women entrepreneurs.
- Lack of market outlet for agricultural produce is also a major challenge for women farmers.
- The lack of documented institutionalized gender policies and the ineffective implementation of gender laws protecting women from incidences such as domestic violence women has increased the vulnerability of women.

ENVIRONMENT



Focus Group Discussions were conducted in Brikama within three wards (Kembujeh ward, Suba ward and Nyambai ward). In all cases, it was found that environment policies were not clear enough to most people and as a result they were not very effective.

The outcomes of the FGD have strengthened and enhanced the awareness levels of the communities within the wards covered and in general created awareness on their right to environmental protection and natural resource conservation for sustainable livelihood development. The discussions enlightened the people of their roles in complementing government's efforts in nation building through the best practices in conservation and their entitlements in respect of the council's support to environmental issues.

The key institutions responsible for disseminating information on environmental matters are National Environment Agency (NEA) and The Gambia Radio and Television. The method of dissemination is mostly through drama shows, community meetings and "Kafo" meetings.

INSTITUTIONAL SET-UP

- The Government has a key role in creating a more enabling environment for the private sector. This begins with the adoption policies, along with programs and projects that encourage the development of new markets, accelerate the use of new technologies, and improve the managerial skills for business men and women at all levels and all sizes particularly small and medium size enterprises within the region.
- The Environment Impact Assessment (EIA) regulations and guidelines aim to integrate environmental concerns into all development planning including roads, agriculture and construction.
- The host municipality's Monitoring and Enforcement Unit is responsible for monitoring environmental quality at the regional level and the Public Health Act (1990) grants wider powers to public health inspectors to inspect premises, and close down premises deemed to be public hazards.

REGULATORY FRAMEWORK

- The National Environment Management Act (NEMA) and NEA together with the Ministry of Health Services (Public Health Services) are the three most important institutions in respect to the enactment of environment legislation.
- The formulation and implementation of environmental legislation, the setting of national standards and monitoring of compliance with environmental regulations in general and solid waste management in particular to be implemented in the region.

RESOURCE MOBILIZATION AND CAPACITY BUILDING

- Current local government legislation in The Gambia provides for the self-administration of local governments by elected councils who play a key role in assisting funds for their wards.
- NEA proposed that the council forms environment committees responsible for environment issues and waste management.
- Donations to the monthly cleaning exercises from the city council, companies and government.

CHALLENGES

- Lack of adequate financial resources for environment protection and natural resources conservation.
- Limited technical and human resource capacities in the councils to assist in the coordination, monitoring and enforcement of environment regulations.
- Absence of monitoring and reporting systems and lack of clear guidelines and bench marks for certain areas.
- Lack of municipal desk officers responsible for liaison with the department of public health.
- Lack of comprehensive waste management, treatment and disposal systems for urban centers.
- Rapid urbanization, pollution, and inappropriate waste disposal are some of the factors affecting environmental quality and productivity.

- The environment needs to be managed in a more sustainable manner.
- Lack of comprehensive waste management, treatment and disposal systems for Brikama town.

AGREED PRIORITIES

- There is need to control littering in the town by enacting policies and laws that prohibit littering.
- There is a need for creation of awareness on environmental conservation through the media, NGOs and community radio stations. The area council needs to ensure that this programme is implemented through sensitization.
- NEA needs to partner with the municipality on behalf of the ward on the issues of awareness creation.
- There is need for community leaders to be provided with training on environment issues.
- There is need for training VDCs and WDCs on their roles and responsibilities in creating environmental awareness.
- There is need for a strategic site for dumping of waste.

ENVIRONMENT N°1	Project proposal	Page 38
	Establishment of waste dumping sites	
ENVIRONMENT N°2	Project proposal	Page 38
	Food processing and storage centre	
ENVIRONMENT N°3	Project proposal	Page 39
	Training of VDC, WDC, ward councillors, and council staff on the environment policies	

LOCAL ECONOMIC DEVELOPMENT



Petty trading, soap making and tie and dye are the major livelihood activities practiced in Brikama. Just as in other cities, inhabitants complained about the lack of financial support to expand their businesses. Although the SDF and GAWFA have been referred to as very helpful financial institutions, members argued that their interest rates are too high for the small and medium sized enterprises.

One fundamental reason for high interest rates on loans is the issue of sub-lending as each of the credit agencies would like to have a share of the interest as profit.

Like the Kanifing Municipal Council (KMC), Brikama has experienced high population growth over the years, leading to a high demand for jobs and basic urban services. Business is hampered by the poor transport network which makes it difficult to transport goods and services from one point to another.

INSTITUTIONAL SET-UP

- The Entrepreneurship Promotion and Micro finance Development Project which is a five year project (January 2007 - December 2011) funded by the ADB is in support of micro and small enterprise development, which emphasizes the need to address poverty and livelihood security issues by empowering communities to diversify economic activities and generate income in the most sustainable manner.

- Existence of Rural Finance Project (2008-2014) funded by the International Fund for Agricultural Development (IFAD) offers a range of financial services to the poorest members of the society who have difficulty in accessing credit from financial institutions.
- The SDF funded by the ADB also supports entrepreneurship and micro finance activities including skill development and capacity building programmes.

REGULATORY FRAMEWORK

- Flexible macroeconomic policy regime to facilitate access to credit for productive investments, particularly those targeting labour-intensive productivity that provides a chance for the poor to benefit financially.
- The Government has a key role in creating a more enabling environment for the private sector. This begins with the adoption policies, along with programmes and projects that encourage the development of new markets, accelerate the use of new technologies, and improve the managerial skills for businessmen and women across all sectors of the economy.

- The Gambia Public Utilities Regulatory Authority (PURA) Act of 2001, provides for the establishment of the PURA to regulate the activities of providers of certain public utilities in the various economic sectors. Among them in Brikama are energy services (electricity, petroleum and gas), communications services (telecommunications, broadcasting and postal services), water services, and transport services.

RESOURCE MOBILIZATION AND CAPACITY BUILDING

- Lack of special incentive schemes to attract investors and industries.
- Donor support through sector intervention, private sector and NGOs in line with the PRSP implementation (2007 - 2011) plans and programmes.
- Quite a significant number of NGOs are involved in the development of the region and provide not only resources but also implement relevant activities.
- Acute unemployment and poverty among the youth results in them resorting to desperate measures, such as dangerous sea-borne attempts to migrate to Europe.

CHALLENGES

- Promoting the use of local goods over imported goods in order to accelerate local economic development.
- Strengthen capabilities of the poor to cope with changing economic conditions by providing skills training and entrepreneurship development among the poor.
- Ensure that adequate systems are in place to support emerging entrepreneurs such as credit facilities with low interest rates.

AGREED PRIORITIES

- Construction of multipurpose skills and entrepreneurship training center.
- Introduction of a micro-finance credit scheme which has low interest rates to assist entrepreneurs to start up their businesses.
- Rehabilitation and expansion of the market place to create more outlets for traders.
- Establishment of poultry production.
- Improving the quality and performance of the horticultural industry, for example, through the provision of adequate storage facilities for horticultural produce.
- Provision of labour saving devices for farmers.
- Capacity building and skills training for entrepreneurs.
- Promotion of local goods and services in order to facilitate local economic development.
- Introduction of a regulatory framework to guide the operations of all micro finance institutions, to prevent them from exploiting their customers.

LOCAL ECONOMIC DEVELOPMENT N°1	Project proposal	Page 41
	Multi-purpose skill centre for entrepreneurship training	
LOCAL ECONOMIC DEVELOPMENT N°2	Project proposal	Page 41
	Poultry production schemes	
LOCAL ECONOMIC DEVELOPMENT N°3	Project proposal	Page 42
	Training on food processing and labour saving devices	

BASIC URBAN SERVICES



Past Services. Studies reveal that Brikama municipality had in the past bought some tractors for waste management collection, in order to meet the increased demand for equipment needed to collect the high amount of waste generated daily in the municipality. The municipality also received D 5,000 for development work which enabled the construction of a proper water control system in the area.

Present Situation. The municipality in its bid to improve its service delivery systems held some meetings with the local business community in order to build partnerships with a view to improving the provision of basic urban services in the area and extending the provision of these services to more parts of Brikama.

Future Plans. In order to improve the provision of basic urban services, the municipality intends to do the following;

- Acquire more tractors for waste collection.
- Recruit more labour to assist in waste collection and management.
- Establish a new dumping site and recycling plant.

INSTITUTIONAL SET-UP

- The municipality has established an administrative framework for the delivery of basic urban services through the Director of Planning who coordinates issues related to development, the Director of Finance who deals with financial matters, and the Chief Executive Officer who coordinates all technical issues and provides advice.
- The whole system of authority is endorsed on a decentralized approach to participatory development based on the Local Government Act and reform programmes.
- The municipality's role in the provision of services through the cleaning services unit is; to provide waste collection and dumping services, to provide financial support and empty septic tanks, and cleaning of markets and other public places.
- The National Water and Electricity Company (NAWEC) supplies water and electricity to the municipality.

REGULATORY FRAMEWORK

- NAWEC, which is a major partner in the area of water and electricity in the country, has standard procedures/guidelines and provides water and electricity to the municipalities. NAWEC is also responsible for monitoring the quality of water that is supplied to the urban areas.

RESOURCE MOBILIZATION AND CAPACITY DEVELOPMENT

- Resources are collected from tax payer's money. Some short falls being encountered in obtaining resources for basic urban services are delay in payment - the service users do not pay on time.
- At the municipal level, in order to improve the service delivery and programme formulation and implementation of regulations, the municipality has sponsored a cleaning service manager at the University of The Gambia, with support from the European Commission (EC) through the Gambia Association of Local Government Authorities (GALGA) intervention. It is anticipated that the official's training will enhance the municipality's capacity in the management of service delivery.
- Inadequate provision and maintenance of municipal infrastructure and shortfalls in public service delivery is largely due to the rapid increase in urban population and poor urban planning on the part of the government and local authorities.

CHALLENGES

- Shortage of human resources to assist in the delivery of basic urban services in the municipality.
- Poor state of the urban infrastructure.
- Shortage of trained personnel to assist in basic urban services delivery and management.

AGREED PRIORITIES

- There is need for expansion of the existing water network in order to provide water to more residents of Brikama.
- There is need for the rehabilitation of the electricity system in the town.
- There is need for water testing to be carried to check its quality before distribution to residential and commercial users.
- There is need for the rehabilitation of the electricity system in the town.
- There is need for a better waste collection and management system.

BASIC URBAN SERVICES N°1	Project proposal	Page 44
	Provision of access roads	
BASIC URBAN SERVICES N°2	Project proposal	Page 44
	Expansion of water supply	
BASIC URBAN SERVICES N°3	Project proposal	Page 45
	Increase vehicle fleet for waste collection	

URBAN SAFETY AND URBAN DISASTER MANAGEMENT



In Brikama, like other parts of the country, it is the state that provides security mainly through the Gambia Police Force. The Focus Group Discussion in Brikama indicates a general perception that crime is on the increase in the community. The perceived increase in crime is attributed to high levels of youth unemployment, increasing drug and alcohol abuse among the youth and poverty.

In Brikama, the main safety and security risks include drug and alcohol abuse among the youth, unemployment, poverty, and unruly behaviour and indiscipline among the youth. The most common crimes are burglary, mugging and homicide.

Brikama faces urban disaster risks such as floods, fire, illegal dumping of hazardous waste, construction of houses in flood prone valleys and other low lying areas, and poorly planned and/or non-enforcement of urban planning, housing and road plans.

INSTITUTIONAL SET-UP

- The establishment of a police station serving the entire region whose key role is to maintain internal security and defense and to create safety measures, for example regular patrols by the community police in order to react faster to incidences of crime.
- The development of the National Disaster Management Policy legal and institutional framework in 2008 provides a basis for the prevention and control of disaster with its coordinating body present in Brikama.

- Under the municipality exists Physical Planning and Development Control for preparation and approval of Physical Development Plans and control of developments (including buildings) and for the creation of a better environment and proper use of land in Brikama region.
- Gamjobs seeks to operationalize the National Employment Action Plan (NEAP), and to support the creation of employment opportunities for young Gambians.

REGULATORY FRAMEWORK

- The government needs to develop an efficient response mechanism to disaster management and avail the necessary resources.
- Development of an institutional framework and structures capable of preventing, preparing for and responding to disasters at national and local levels.

RESOURCE MOBILIZATION AND CAPACITY BUILDING

- Lack of adequate capacity to implement the strategic plan owing to the weak agency staffing in quality and quantity.

CHALLENGES

- No community police officers on patrol and slow response to incidences of crime by the police.
- Poor transport infrastructure and system in place.
- Inadequate coverage of electricity, mainly street lights at night.

AGREED PRIORITIES

- Open counselling centers and offer counselling services to the deprived and socially and economically excluded in the community.
- Set up community needs driven skills training centers and train youth and women in skills that will enable them to become self-reliant.
- Construct more police stations, preferably one in each ward and introduction of community policing.
- Introduce more youth employment and income generating schemes and projects.
- The police in the Western Region should provide or extend their police patrols to wider areas of Brikama.
- Institutionalize frequent night-time police patrols.
- Establish a training center on disaster risk reduction and management.
- Upgrade the drainage and road network.
- Rehabilitation of street lights for increased security.

URBAN SAFETY AND URBAN DISASTER MANAGEMENT N°1	Project proposal	Page 47
	Provision of street lights and increased supply of electricity	

URBAN SAFETY AND URBAN DISASTER MANAGEMENT N°2	Project proposal	Page 47
	Provision of proper drainage and upgrading of roads	

URBAN SAFETY AND URBAN DISASTER MANAGEMENT N°3	Project proposal	Page 48
	Increased police patrols	

GOVERNANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
GOVERNANCE AND DECENTRALIZATION				
<p>VDC and WDC already in place.</p> <p>Existence of the TAC at regional level and Multi Disciplinary Facilitation Teams (MDFTs) at ward level.</p> <p>Amendment of the Local Government Act 2002.</p> <p>Regular monthly meeting of councillors and wards members.</p> <p>Presence of Ant-littering Act.</p>	<p>Lack of a local service commission in the appointment of area council staff.</p> <p>Inadequate training of VDCs, WDCs and TAC members.</p> <p>Inadequate financial resources.</p> <p>Monitoring and evaluation unit not in the council.</p> <p>Lack of development plans in the council.</p>	<p>NGO and donor support.</p> <p>VDC and WDC training.</p> <p>Water and electricity supply projects have been initiated.</p>	<p>High unemployment rate.</p> <p>Land boundary disputes.</p> <p>High population growth.</p> <p>Lack of town plans.</p> <p>Poor enforcement of Ant-littering Act.</p>	<p>Update the town plan.</p>
PERFORMANCE AND ACCOUNTABILITY				
	<p>Lack of awareness among community members.</p>	<p>Political will exists.</p> <p>Presence of the accounting and financial manual.</p> <p>Computerization of the accounting system.</p>	<p>Lack of application of the financial manual.</p> <p>Non-compliance to financial rules.</p>	
RESOURCE MOBILIZATION AND CAPACITY BUILDING				
<p>Pro-Poor Advocacy Group (PROPAG) and the European Commission provides training for councillors, VDCs and WDCs.</p> <p>Presence of Micro Finance Institutions in Brikama (CSIP, GAWFA, SDF, and AFET).</p> <p>Existence of the National council on civic education which provides training for the communities.</p> <p>The council collaborates with NGOs in training the communities.</p>	<p>Inadequate funding to carry out more training.</p> <p>High interest rates for credit.</p> <p>Inadequate training on micro finance management.</p>	<p>Emerging Micro Finance Institutions and other banks in Brikama.</p> <p>Establishment of new market facilities.</p> <p>Availability of donor support for resource allocation and capacity building.</p> <p>Availability of human resources who can be trained.</p>	<p>Poor sustainability of projects.</p> <p>Loss of trained staff who move to other areas in search of better livelihood opportunities.</p> <p>Slow implementation of the decentralization and local government reform programmes.</p>	

	Project proposal
GOVERNANCE N°1	Training of VDC, WDC, ward councillors, and council staff to comprehend sectoral policies

	Project proposal
GOVERNANCE N°2	Awareness creation on decentralization policies and urban services

LOCATION: Brikama.

DURATION: 12 months.

BENEFICIARIES: Local Communities.

IMPLEMENTING PARTNERS: Brikama Area Council, WDCs, VDC, Brikama Communities, and NEA.

PROJECT COST: USD 30,000.

BACKGROUND: Local authorities do not have the full understanding of sector policies needed to deliver the desired outcome. Training and awareness creation will enhance the knowledge and participation of the council staff.

OBJECTIVE: (1) To enable local authorities to effectively take part in the implementation of government policies. (2) To effectively monitor and coordinate the implementation of sector programmes.

ACTIVITIES: (1) Training sessions carried out for civil servants in the implementation of government policies. (2) Greater involvement of trainees in monitoring and advocating for implementation of effective policy measures.

OUTPUTS: (1) Better development, planning and enforcement of policies. (2) Enhanced capacities of the WDCs, VDCs and municipal councils on programme implementations.

PROJECT IMPLEMENTATION: The project will be implemented by the Brikama Area Council in collaboration with the Ward Development Committee.

LOCATION: Brikama.

DURATION: 12 months.

BENEFICIARIES: The entire community of Brikama.

IMPLEMENTING PARTNERS: Brikama Area Council and Brikama Community Radio.

ESTIMATED COST: USD 60,000.

BACKGROUND: Sustainable development is a prerequisite for effective decentralization. Efforts are in place to fully decentralize governance in The Gambia which will in turn lead to further development in the country. Decentralization will also strengthen the local authorities' ability to deliver on their mandate and manage local resources.

OBJECTIVES: (1) To sensitize local authorities and community members on the decentralization policy. (2) To encourage the full participation of local authorities in the development of the country and management of resources.

ACTIVITIES: (1) Conducting workshops on the importance of the decentralization policy. (2) Radio and TV programmes educating the public on the environment policy.

OUTPUTS: (1) An awareness on decentralization policies and their implementation. (2) Broader and more effective council management and participation in local development. (3) Establishment of local development initiatives and effective participation mechanisms.

PROJECT IMPLEMENTATION: The project will be implemented by the Brikama Area Council, WDC and VDCs through the process of sensitization and management trainings.

EQUIPMENT TO BE PROCURED: (1) Stationery. (2) Loud speakers. (3) Public Announcement System.

GOVERNANCE

Nº3

Project proposal

Construction of skills training centre

LOCATION: Brikama.

DURATION: 12 months.

BENEFICIARIES: Residents of Brikama, especially women and youth.

IMPLEMENTING PARTNERS: WDC and Local Contractors.

ESTIMATED COST: USD 700,000.

BACKGROUND: Brikama has a population of over 50,000 inhabitants, many of whom are unemployed. Therefore the construction of a skills training center that will impart entrepreneurial skills and knowledge will enable residents to start their own businesses and become self-reliant.

OBJECTIVES: (1) Provision of skills to women and youth. (2) Promotion of business and entrepreneurship. (3) Employment creation opportunities for women and youth.

ACTIVITIES: (1) Identification of a suitable site for constructing the skills training center. (2) Identification of a suitable building contractor and awarding of contract. (3) Construction and opening up of the skills training center.

OUTPUT: (1) More job creation and businesses established. (2) Increased economic growth and local economic development. (3) Reduction in poverty levels.

PROJECT IMPLEMENTATION: The project will be implemented by the Ward Development Committee and a local contractor.

EQUIPMENT TO BE PROCURED: Upon completion of the feasibility studies, the contractor will identify the equipment to be procured.

SLUMS, SHELTER AND LAND

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP AND REGULATORY FRAMEWORK				
Local Government Act. Reform Act. Physical Planning and Development Council Act.	Low enforcement of Acts. Low level of commitment by government to implement housing reforms. Limited capacity and man-power. Low remuneration of city council staff.	Sensitization on various Acts. Review of Acts and master plan. Strengthened institutional cooperation.	Mismanagement of land by the government. Limited resources to implement Acts.	Construction of affordable housing schemes. Upgrading all roads. Upgrading the drainage system.
SECURITY OF TENURE				
Availability of land.	Poor management of land. Land is too expensive for the poor. Lack of information on the existing slums.	Local ownership of land. Introduction of housing schemes. Capacity building for the communities. Availability of funding for data collection on slums.	Political interference in land allocation and management. Lack of technical capacity and human resources to implement land and housing reforms.	
RESOURCE MOBILIZATION AND CAPACITY BUILDING				
Availability of donor funds to assist in the implementation of land and housing reforms.	Lack of technical capacity and human resources to implement land and housing reforms.	Capacity building programmes for the communities. Availability of funding for data collection in slums.	Departure of well trained and qualified staff in search of greener pastures.	

SLUMS, SHELTER AND LAND N°1	Project proposal
	Improvement of the drainage system

SLUMS, SHELTER AND LAND N°2	Project proposal
	Improvement and expansion of the electricity supply

LOCATION: Brikama.

DURATION: One year.

BENEFICIARIES: The community.

ESTIMATED COST: USD 1,700,000.

BACKGROUND: Brikama faces constants flooding during the rainy season which destroys houses and other social infrastructure and results in soil erosion and road degradation. Constructing a new drainage system will help in improving the living conditions of the community.

OBJECTIVES: (1) To minimize destruction of houses and other social infrastructure due to flooding. (3) To reduce water logging.

ACTIVITIES: (1) Consultation and identification of suitable contractors to carry out the upgrading of the drainage system. (2) Awarding of contracts. (3) Construction of drainage system.

OUTPUTS: (1) Better drainage system in place. (2) Reduced water logging and flooding that leads to the destruction of houses and other social infrastructure.

PROJECT IMPLEMENTATION: This project shall be implemented by the WDC and local contractors.

EQUIPMENT TO BE PROCURED: The contractor, after his feasibility studies, will advice on the equipment to be procured.

LOCATION: Brikama.

DURATION: Two years.

BENEFICIARIES: The community.

ESTIMATED COST: USD 100,000.

BACKGROUND: Brikama is a busy town with over 50,000 inhabitants and vast development projects. Therefore, the re-distribution and expansion of the electricity network will contribute greatly to national development.

OBJECTIVES: (1) Improve the performance of industries. (2) Improve street lighting in the city of Brikama. (3) Ensure the constant provision of electricity to residential houses.

ACTIVITIES: Rehabilitation of the electricity network.

OUTPUTS: (1) Electricity supplied to all parts of Brikama. (2) Growth of industries which will be able to function better with the constant supply of electricity. (3) Improved street lighting in the town and residential areas.

PROJECT IMPLEMENTATION: The project shall be implemented by NAWEC and local contractors will be sourced.

EQUIPMENT TO BE PROCURED: The contractor, after his feasibility studies, will advice on the equipment to be procured.

SLUMS, SHELTER AND LAND Nº3	Project proposal
	Social amenities and infrastructure development

LOCATION: Brikama town.

DURATION: 24 months.

BENEFICIARIES: The community of Brikama.

IMPLEMENTING PARTNERS: TAC members and the Department of Community Development.

ESTIMATED COST: USD 2,500,000.

BACKGROUND: Brikama urgently needs to improve its social amenities and infrastructure if it is to compete with other towns in the country and acquire city status.

OBJECTIVES: (1) To improve the standards of living for the people in Brikama. (2) To create job opportunities for the unemployed especially women and youth. (3) To create sustainable development projects that will generate income. (4) To construct recreational facilities that will promote the social development of the community.

ACTIVITIES: (1) Site identification. (2) Awarding of contracts. (3) Involvement of the community in the design and implementation of the project.

OUTPUTS: (1) The community will feel a sense of ownership of the project. (2) The lives of the people in the community will be improved.

PROJECT IMPLEMENTATION: This project shall be implemented and coordinated by the TAC and the Department of Community Development.

PURCHASE OF EQUIPMENT: This will depend on the results of the research and survey to be conducted.

GENDER AND HIV/AIDS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP				
<p>Existence of women groups which are advocating for the rights of women.</p> <p>Existence of women councillors in the municipalities.</p> <p>Existence of regional HIV/AIDS committee.</p> <p>Existence of HIV/AIDS support groups.</p> <p>Existence of a national AIDS secretariat.</p> <p>Assembly select committee on women and children.</p>	<p>High illiteracy rates.</p> <p>Limited awareness among the public on issues regarding gender and HIV/AIDS.</p> <p>No gender focal point in the region.</p> <p>Limited capacity in the implementation of gender policies.</p> <p>Denial about the existence of HIV/AIDS.</p> <p>Ineffectiveness of mainstreaming gender into sector policies.</p>	<p>Existence of institutions that support gender equality and women's empowerment e.g. Community Skills Improvement Project (CSIP) and SDF.</p> <p>Existence of Brikama Community Radio to assist in gender and HIV/AIDS awareness creation.</p> <p>Availability of donor funds for gender and HIV/AIDS awareness and sensitization.</p>	<p>Higher illiteracy rates among women.</p> <p>Cultural, traditional and religious influence.</p> <p>Misinterpretation of gender roles and responsibilities.</p> <p>Stigmatization of people living with HIV/AIDS.</p>	<p>Horticultural development.</p> <p>Promote National HIV/AIDS Response.</p> <p>Capacity building on gender mainstreaming at all levels.</p>
REGULATORY FRAMEWORK				
<p>Development of a National Policy for the advancement of Gambian women.</p> <p>Increased women's participation in local governance.</p> <p>Gender mainstreaming across all sectors of the economy.</p> <p>Women's Bill enacted.</p> <p>Existence of Women's Bureau and Council.</p> <p>Existence of Gender and HIV/AIDS strategic frameworks.</p>	<p>Denial of the existence of HIV/AIDS.</p> <p>Limited awareness on gender equality among the public.</p> <p>Stigmatization of people living with HIV/AIDS.</p> <p>Limited advocacy and dissemination campaigns on Gender and HIV/AIDS.</p>	<p>The media can be used as a tool for gender and HIV/AIDS awareness creation.</p> <p>Increased women participation in local governance and politics.</p> <p>Increase in literacy rate among girls.</p> <p>Existence of the National Women's Policy.</p> <p>Adoption and ratification of CEDAW.</p>	<p>High poverty levels.</p> <p>Inadequate knowledge on HIV/AIDS.</p> <p>Donor fatigue.</p>	<p>Carrying out sensitization and awareness campaigns.</p>
RESOURCE MOBILIZATION AND CAPACITY BUILDING				
<p>Increase in the number of income generating activities.</p> <p>Availability of financial institutions that provide low interest loans to women entrepreneurs e.g. GAWFA, NACOFAG, SDF, and Women's Bureau.</p> <p>Existence of National AIDS Secretariat / Regional AIDS Committee.</p> <p>Availability of donor funds for gender and HIV/AIDS awareness and sensitization.</p>	<p>The government has not allocated funds for gender awareness and mainstreaming in the budget.</p> <p>Mismanagement of funds meant for HIV/AIDS awareness and sensitization exercises.</p> <p>Inadequate capacity on gender budgeting.</p>	<p>Capacity building programme for women exists.</p> <p>Existence of training on leadership roles for women.</p> <p>The media can be used as a tool for gender and HIV/AIDS awareness creation and resource mobilization.</p>	<p>Donor fatigue.</p> <p>High unemployment rates among women and discrimination against people living with HIV/AIDS, especially in the workplace.</p>	<p>Training on gender budgeting.</p>

GENDER HIV/AIDS N°1	Project proposal
	Skills training centre

GENDER HIV/AIDS N°2	Project proposal
	Food processing and storage centre

LOCATION: Brikama town.

DURATION: 18 months.

BENEFICIARIES: The residents of Brikama.

IMPLEMENTING PARTNERS: NACOFAG and Regional AIDS Committee.

ESTIMATED COST: USD 25,000.

BACKGROUND: The creation of the skill training centre will help to promote self-reliance projects for the youth by imparting them with skills that will enable them to start their own businesses. The centre intends to cater for various activities ranging from carpentry, welding, tailoring, and hair dressing among others.

OBJECTIVES: (1) To train young men and women especially school dropouts in certain skills that will enable them to be self-employed. (2) To generate income for the sustainability of the centre.

ACTIVITIES: (1) Consultation meeting within the three wards. (2) Site identification for building of the centres. (3) Awarding of contract to a suitable construction firm.

OUTPUT: (1) Well trained young men and women produced by the skills training centre who then become self-employed. (2) Reduction of the unemployment rate. (3) Reduction in the migration of labour in search of better livelihood opportunities.

PROJECT IMPLEMENTATION: NACOFAG and Regional AIDS Committee.

EQUIPMENT TO BE PROCURED: This will depend on the final feasibility findings.

LOCATION: Brikama.

DURATION: 3 years.

BENEFICIARIES: The residents of Brikama.

IMPLEMENTING PARTNERS: This project shall be implemented by NACOFAG and National Agricultural Research Institute (NARI).

ESTIMATED COST: USD 500,000.

BACKGROUND: Proper food processing and storage facilities is critical for the many farmers in Brikama who need proper facilities to store their produce after harvest.

OBJECTIVES: (1) To process and store food in a safe and secure place. (2) To ensure constant supply of food in Brikama and avoid food shortages. (3) Create employment for young people in Brikama. (4) To supply Brikama market, consumer shops and restaurants with processed, safe and good quality food.

ACTIVITIES: (1) Conduct community awareness workshop. (2) Identification of project sites. (3) Capacity building and training on food processing and storage. (4) Construction of the centres. (5) Conduct back to farm sensitization workshop. (6) Hand over the project to the communities. (7) Appoint staff to work at the centre.

OUTPUTS: (1) A proper food processing and storage centre in place. (2) To ensure constant supply of food in Brikama. (3) Creation of employment as the centre will create many jobs. (4) Brikama market, consumer shops and restaurants will be supplied with safe and good quality processed food. (5) Farm production will be improved.

PROJECT IMPLEMENTATION: This project shall be implemented by NACOFAG.

PURCHASE OF EQUIPMENT: (1) Stationery. (2) Building materials. (3) Machines. (4) Seeds.

**GENDER
HIV/AIDS
N°3**

Project proposal

Capacity building on gender

LOCATION: Brikama.

DURATION: 12 months.

BENEFICIARIES: The community.

IMPLEMENTING PARTNERS: This project shall be implemented by NACOFAG.

ESTIMATE COST: USD 30,000.

BACKGROUND: Women have fewer advantages in the workplace and work longer hours than men. In addition, their inputs at the workplace are not fully appreciated. Furthermore, women are prevented from owning land and face numerous obstacles when it comes to holding positions of authority. Women are also left out of the planning and decision making processes.

OBJECTIVES: (1) To sensitize the community on the importance of gender equality in development. (2) To enable women to take part in the planning and decision-making process. (3) To advocate for women empowerment in all sectors of the economy. (5) To conduct radio talk shows and panel discussions on the importance of gender equality in the development process.

ACTIVITIES: Shall be centred mainly on sensitization programmes and trainings.

OUTPUTS: (1) An informed community that places importance on women. (2) Increased development as more women will be able to actively take part in the development of the economy.

PROJECT IMPLEMENTATION: This project shall be implemented by NACOFAG in collaboration with the WDC.

EQUIPMENT TO BE PROCURED: Training materials.

ENVIRONMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP				
<p>Availability of cleaning services.</p> <p>Existence of drainage infrastructure.</p>	<p>A dilapidated drainage system.</p> <p>Lack of designated dumping sites for solid waste.</p> <p>Few refuse collection sites.</p>	<p>Ongoing exercise to rehabilitate and expand street lights in the town and residential areas.</p> <p>Ongoing construction and rehabilitation of roads.</p>	<p>Increased crime rate.</p> <p>Indiscriminate logging of trees and bush fires.</p> <p>Frequent flooding when it rains due to the poor drainage system in place.</p> <p>Inaccessibility and transportation difficulties.</p>	<p>Procurement of equipment for waste collection and disposal.</p> <p>Construction of drainage systems.</p> <p>Provision of adequate dumping sites.</p> <p>Provision of forestry offices at all levels.</p>
REGULATORY FRAMEWORK				
<p>Anti-littering regulations in place.</p> <p>Forest Management Act in place.</p>	<p>Poor enforcement of environmental regulations.</p> <p>Inadequate sensitization on Acts and Regulations.</p>	<p>Efforts to ensure the enforcement of all Acts and Regulations are being put in place by the government.</p>	<p>Indiscriminate littering.</p> <p>Health hazards as a result of indiscriminate dumping.</p> <p>Environmental degradation.</p>	<p>Enforcement anti-littering laws.</p>
RESOURCE MOBILIZATION AND CAPACITY BUILDING				
<p>Revenue collection system in place.</p> <p>Lending institutions in place.</p>	<p>Embezzlement and mismanagement of revenue collected from the municipality.</p> <p>Inadequate capacity building for revenue collection.</p>	<p>Donor funds available for implementation of environmental protection policies.</p> <p>Creation of a proper revenue collection data base.</p> <p>Training of revenue collectors.</p>	<p>Corruption in government.</p> <p>Donor fatigue.</p>	<p>Training on financial and accounting manuals.</p> <p>Effective monitoring and evaluation of environmental programmes.</p>

Project proposal	
ENVIRONMENT N°1	Establishment of waste dumping sites

LOCATION: Tambana dumping site in Brikama.

DURATION: 5 years.

BENEFICIARIES: The entire community of Brikama.

IMPLEMENTATION PARTNERS: WDC and Local Contractor.

ESTIMATED COST: USD 200,000.

BACKGROUND: Littering has become a major concern for the Brikama authorities. Anti-littering laws have been formulated in order to control the disposal of waste randomly in the streets and public places. The establishment of designated dumping sites is also a key priority for the town authorities.

OBJECTIVES: (1) To improve hygiene and cleanliness in the community. (2) To enable waste collectors to dispose the collected refuse appropriately in the designated sites. (4) To establish waste collection sites within the wards.

ACTIVITIES: (1) Identification of sites. (2) Community awareness and sensitization on the importance of environmental cleanliness. (3) Identification and training of refuse collectors in the wards. (4) Construction of designated dump sites.

OUTPUTS: (1) A clean and hygienic environment. (2) Availability of dumping sites for disposal of waste. (3) Accessible waste collection points at community level.

PROJECT IMPLEMENTATION: The project shall be implemented by the cleaning service unit of BAC and the communities at ward level through their committees (WDC).

EQUIPMENT TO BE PROCURED: (1) Dust bins. (2) Brooms. (3) Wheel barrows. (4) Rakes. (5) Shovels.

Project proposal	
ENVIRONMENT N°2	Enforcement of anti-littering laws

LOCATION: Brikama Community Radio.

DURATION: Six months.

BENEFICIARIES: Communities of Brikama.

IMPLEMENTATION PARTNERS: (1) Security services (the police and fire services). (2) Brikama Community Radio. (3) Association of Farmers, Educators and Traders (AFET).

ESTIMATED COST: USD 30,000.

BACKGROUND: The high population growth in Brikama has led to congestion, overcrowding and high amount of waste production. Therefore, the enforcement of the anti-littering laws will reduce the amount of litter in the town by punishing anyone caught littering.

OBJECTIVES: The anti-littering laws ensure the dumping of waste only in designated areas and will ensure regular collection of waste from designated areas thereby keeping the environment clean.

ACTIVITIES: (1) Training of municipal council staff on the anti-littering laws. (2) Sensitization of the public on the anti-littering laws to be enacted. (3) Sensitization of school children on the importance of keeping the environment clean (sensitization can be carried out through debates and symposiums).

OUTPUTS: (1) Creation of awareness of the anti-littering laws. (2) Observance of the anti-littering laws. (3) Creation of a clean environment. (4) Well managed waste dumping and collection sites in the municipality.

PROJECT IMPLEMENTATION: There will be close collaboration between BAC and the communities through the WDCs.

ENVIRONMENT N°3	Project proposal
	Training of VDC, WDC, ward councillors, and council staff on the environment policies

LOCATION: Brikama Governor’s Office conference hall.

DURATION: 12 months.

BENEFICIARIES: BAC staff, ward councillors, WDCs, and VDCs.

IMPLEMENTATION PARTNERS: AFET and Department of Community Development (MDFTs).

ESTIMATE COST: USD 15,000.

BACKGROUND: Councillors and council staff play a very crucial role in the protection of the environment. Therefore training of these staff members on the environment policies will enable them to be more effective in their role.

OBJECTIVES: To ensure that the councillors and the council staff are adequately trained and knowledgeable on the environmental policies to enable the successful implementation of these policies.

ACTIVITIES: (1) Identification of trainers and training modules. (2) Identification of participants for the training. (3) Training of management. (4) Awarding of certificates.

OUTPUTS: (1) Well trained and highly motivated staff. (2) Effective implementation of environmental policies.

PROJECT IMPLEMENTATION: This project shall be implemented by Community Development MDFTs in collaboration with AFET.

EQUIPMENT TO BE PROCURED: (1) Stationery. (2) Office accessories. (3) Training manuals.

LOCAL ECONOMIC DEVELOPMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
INSTITUTIONAL SET-UP			
Availability of lending institutions such as banks.	Limited local capacity. Limited funding. Lack of capacity to develop viable programs. Poor governance and management. Lack of regular audit and evaluation of finance institutions.	Diversification of income generating activities. Community Skills Improvement Project. Increased number of market outlets. Availability of micro-finance institutions that provide low interest loans to the poor.	Imported goods which are cheaper than locally manufactured goods are destroying local industries.
REGULATORY FRAMEWORK			
Existence of the Finance and Audit Bill. Existence of the Gambia Chamber of Commerce.	Poor implementation of local economic development policies by the government. Lack of political will to promote local economic development.	A gender mainstreaming exercise is being carried out in all sectors of the economy.	Women are not involved in the decision making process.
RESOURCE MOBILIZATION AND CAPACITY BUILDING			
Horticultural projects in place. Existence of financial support through the provision of low interest loans to women entrepreneurs. Existence of skills training centres that train women and youth in tie & dye, batik, soap making and other skills that will enable them to start up businesses and become self-reliant.	Limited funding for projects/programmes. Unsustainability of projects/programmes. Implementation of short-term projects which are not effective.	Diversification of income generating activities. Existence of skills training centres. Existence of income generating projects that have been initiated by women.	Poor infrastructure in market outlets. High illiteracy rates especially among women. Women are not involved in the decision making process.

LOCAL ECONOMIC DEVELOPMENT N°1	Project proposal
	Multi-purpose skill centre for entrepreneurship training

LOCAL ECONOMIC DEVELOPMENT N°2	Project proposal
	Poultry production schemes

LOCATION: Brikama town.

DURATION: 18 months.

BENEFICIARIES: Local Communities.

IMPLEMENTING PARTNERS: Contractor, BAC, WDC, AFET, NACOFAG, and VDC/TAC.

ESTIMATED COST: USD 200,000.

BACKGROUND: The youth make up the majority of the population in Brikama, as per the 2003 population census. It is against this background that the need for the development of a multi-purpose skills and entrepreneurship training centre cannot be over emphasized. The creation of the centre will help to promote self-reliance projects for the youth in order for them to acquire skills. The centre is intended to cater for various activities ranging from carpentry, welding and tailoring.

OBJECTIVES: (1) Skills training for young men and women, especially school dropouts, to enable them to become self-reliant. (2) Creation of employment. (3) Generation of income for the sustainability of the centre.

ACTIVITIES: (1) Consultation within the three wards. (2) Site identification and identification of a suitable contractor. (3) Awarding of contracts. (4) Capacity building on management and good governance.

OUTPUTS: Youth trained in skills that will enable them to be self-sufficient.

PROJECT IMPLEMENTATION: The project will be implemented by the WDC, VDC, AFET, and BAC.

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

LOCATION: Brikama (Kembujeh ward, Nyambai ward and Suba ward).

DURATION: 3 years.

BENEFICIARIES: The communities of Brikama and the hotel industry.

IMPLEMENTATION PARTNERS: WDCs, NACOFAG and AFET.

ESTIMATED COST: USD 290,000.

OBJECTIVES: (1) To improve the local poultry industry which is geared towards self-sufficiency in poultry and poultry products. (2) To create employment for the youth and vulnerable groups. (3) To increase food security among the local communities.

BACKGROUND: Poultry production is one of the most profitable economic activities in the region. The population growth rate in The Gambia is estimated to be at 4.1 percent per annum and this will be accompanied by increase in the demand for poultry products.

ACTIVITIES: (1) Community consultation and site identification. (2) Training in poultry management, production and marketing. (3) Awarding of contracts, construction of houses and appointment of staff. (4) Purchase of poultry and poultry farming equipment.

OUTPUT: (1) Local poultry industry improved. (2) Creation of employment opportunities.

EQUIPMENT TO BE PROCURED: (1) Construction material. (2) Food processing machines. (2) Poultry. (3) Incubators. (4) Feeders. (5) Drinkers. (6) Drugs. (7) Vaccines.

**LOCAL
ECONOMIC
DEVELOPMENT**
Nº3

Project proposal

Training on food processing and labour saving devices

LOCATION: Brikama.

DURATION: 6 months.

BENEFICIARIES: Women and youths.

IMPLEMENTATION PARTNERS: AFET and NACOFAG.

ESTIMATED COST: USD 62,000.

BACKGROUND: The Gambia, in its efforts towards the realization of food security, is conducting training on processing, preservation and marketing of food stuff in order to ensure that there is a constant supply of food throughout the year.

OBJECTIVES: (1) To train over 1,500 young men and women on food processing methods and labour saving techniques. (2) To train youth and women on food storage, security and safety.

ACTIVITIES: (1) To conduct training on food production for youth and women. (2) To provide training on how to process different varieties of food. (3) To conduct study tours on best practice on food preservation and marketing. (4) To create an enabling environment for processing of food including beverages.

OUTPUTS: (1) 1,500 young men and women trained in food processing, preservation and marketing. (2) Markets supplied with locally processed food. (3) Locally made food exported abroad. (4) Over 1,500 young people self-employed.

PROJECT IMPLEMENTATION: The project shall be implemented by NACOFAG in collaboration with the WDCs.

EQUIPMENT TO BE PROCURED: (1) Food processing machines. (2) Refrigerators. (3) Food preparation equipment.

BASIC URBAN SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP				
<p>Availability of public transport.</p> <p>Availability of parking spaces in the town.</p> <p>Availability of market outlets.</p> <p>Existence of National Water and Electricity Company (NAWEC) which supplies water to the municipalities.</p> <p>Availability of cleaning services in the council.</p> <p>Availability of schools.</p>	<p>Poor road and drainage systems.</p> <p>Poor water and electricity distribution.</p> <p>Overpopulation and congestion in the city.</p> <p>Lack of affordable pro-poor housing.</p> <p>A congested and chaotic central market.</p> <p>There are no designated dump sites for dumping of waste.</p> <p>Shortage of teachers in schools.</p>	<p>Emergence of new public transport services.</p> <p>Expansion of the existing electricity infrastructure.</p> <p>The introduction of a pro-poor housing scheme.</p>	<p>Inadequate waste dumping sites and waste management.</p>	
REGULATORY FRAMEWORK				
<p>Availability of PURA.</p> <p>Existence of the Gambia Public Procurement Authority (GPPA).</p> <p>Existence of internal and external auditors in the council to ensure the proper use of funds.</p> <p>5 year term for elected councillors.</p>	<p>Some government institutions such as PURA and GPPA are not present in Brikama.</p> <p>There are limited resources for auditing the city council.</p> <p>Trained councillors may not be re-elected.</p>	<p>Global system for mobile communications made affordable.</p> <p>Emergence of new cellular phone companies which have made communication services more accessible.</p>	<p>Insufficient powers by PURA to enforce laws.</p> <p>External auditors are autonomous.</p>	<p>Advocacy and Sensitization basic urban service laws, regulations, policies, and reforms.</p>
RESOURCE MOBILIZATION AND CAPACITY BUILDING				
<p>Training of VDCs and WDCs.</p> <p>Presence of Micro Finance Institutions in Brikama (Community Driven Development Project).</p> <p>Presence of NAWEC in Brikama.</p>	<p>Migration of trained personnel from the region.</p> <p>Funding gaps exist for the provision of basic urban services.</p> <p>NAWEC does not provide its services to all areas in Brikama.</p>	<p>A Regional Disaster Unit is in place.</p> <p>Existence of a funding committee to assist in funding the initiative on improving basic urban service delivery in Brikama.</p>	<p>Unsustainable programmes and projects.</p>	<p>Provision of good access roads.</p> <p>Capacity building on waste management.</p>

BASIC URBAN SERVICES N°1	Project proposal
	Provision of access roads

LOCATION: Brikama (Kembujeh, Nyambai and Suba ward).

DURATION: 18 months.

BENEFICIARIES: The community of Brikama.

IMPLEMENTING PARTNERS: Regional Disaster Management Committee and a Local Contractor.

ESTIMATED COST: USD 1,924,000.

BACKGROUND: Heavy flooding that causes erosion of the soil, destruction of buildings and development of potholes on the roads makes it difficult for people to move from one point to the other. There is high demand for a better transport network to allow easy movement of people and goods.

OBJECTIVES: (1) To ease transportation of goods and services particularly during the rainy season. (2) To help improve the road network and links with other towns. (3) To enable easy access to parts of Brikama that are currently inaccessible.

ACTIVITIES: (1) To conduct tract surveys. (2) To identify areas that are inaccessible by road users. (3) To identify suitable contractors to carry out the road construction. (4) To conduct the road construction and rehabilitation exercise.

OUTPUT: (1) Easy movement of people. (2) Increased economic development as traders will be able to transport their goods and services. (3) Decongestion of the city due to an improved and faster transport network.

PROJECT IMPLEMENTATION: The project shall be implemented by the Regional Disaster Management Committee.

EQUIPMENT TO BE PROCURED: This will depend on the agreement with the implementing partner.

BASIC URBAN SERVICES N°2	Project proposal
	Expansion of water supply

LOCATION: Brikama (Suba ward, Kembujeh ward and Nyambai ward).

DURATION: 18 months.

BENEFICIARIES: Local Communities.

IMPLEMENTING PARTNERS: NAWEC, BAC and a Local Contractor.

ESTIMATE COST: USD 800,000.

BACKGROUND: Due to the rapid population increase, the people of Brikama need more water supply particularly for domestic use. The present supply is not enough to meet the demand and the distribution pattern is uneven.

OBJECTIVES: To have access to adequate and safe water at all times for domestic and commercial use.

ACTIVITIES: (1) Conduct a survey on the existing water facilities in the three wards. (2) Identify the areas that need improvement in water provision. (3) Rehabilitate and expand the water services.

OUTPUTS: Adequate and safe water supply to all households and commercial premises in Brikama.

PROJECT IMPLEMENTATION: The project will be implemented by NAWEC and BAC.

EQUIPMENT TO BE PROCURED: This will depend on the survey to be conducted by the contractor based on the target areas.

BASIC URBAN SERVICES Nº3	Project proposal
	Increase vehicle fleet for waste collection

LOCATION: Brikama (Kembujeh Ward Layout, Nyambai Ward Market and Suba Ward Playing Ground).

DURATION: 2 years.

IMPLEMENTING PARTNERS: BAC and Brikama market vendors.

ESTIMATED COST: USD 77,000.

BENEFICIARIES: The local community.

BACKGROUND: Due to constraints faced by the council coupled with rapid expansion and development of business in Brikama, the area council still cannot adequately meet the demand for waste collection in some areas. There is need to increase the number of vehicles available in order to improve waste collection in the municipality.

OBJECTIVES: (1) To increase the number of vehicles for refuse collection. (2) Improved sanitation.

ACTIVITIES: (1) Purchasing of vehicles. (2) Identification of target households/communities. (3) Dialogue with the community and WDCs. (4) Development of collection plans with the beneficiary communities. (5) Monitoring and supervision (collective responsibility).

OUTPUTS: (1) An environment free of rubbish. (2) Adequate vehicles for refuse collection in place. (3) Community participation.

PROJECT IMPLEMENTATION: This project will be implemented by BAC in collaboration with the WDCs.

EQUIPMENT TO BE PROCURED: (1) Vehicles (trucks). (2) Rakes. (3) Shovels. (4) Wheel barrows. (5) Dust bins.

URBAN SAFETY AND URBAN DISASTER MANAGEMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS	PRIORITIES
INSTITUTIONAL SET-UP				
<p>Existence of the Gambia Police Force.</p> <p>Gambia Fire Services.</p> <p>Existence of the Regional Disaster Management Committee.</p> <p>Existence of the National Security Unit.</p> <p>Existence of the Drug Enforcement Squad to control drug use among the youth.</p>	<p>Limited technical and human resources.</p> <p>Inadequate fire hydrants.</p> <p>Poor road accessibility.</p> <p>Limited community policing.</p> <p>Poor level of cooperation between the community and the police.</p> <p>High rates of unemployment among the youth.</p>	<p>Constant electricity supply.</p> <p>Collaboration with NGOs and CBOs in urban safety and urban disaster management.</p> <p>Collaboration of the police with other security agencies.</p> <p>Recruitment of more security personnel.</p>	<p>High crime rate.</p> <p>Inadequate community policing.</p> <p>High growth of informal settlements which are prone to disasters.</p> <p>Dilapidated road network.</p> <p>Overhead electricity cables are not insulated and are a health hazard.</p> <p>Poor attitude on disaster management.</p> <p>High population growth in the city.</p>	<p>Awareness creation on disaster prevention and safety measures.</p>
REGULATORY FRAMEWORK				
<p>Existence of Policies and Acts such as the National Disaster Management Act and the Drug Enforcement Act.</p>	<p>No law enforcement institutions at ward level.</p> <p>Low level of awareness on the disaster management policy.</p> <p>Inadequate fire stations and fire fighting equipment.</p> <p>Low level of collaboration between the police and the community.</p>	<p>Availability of donor funds to assist in urban safety and urban disaster management.</p> <p>Existence of disaster risk reduction committees in the city.</p> <p>Community participation in urban safety and urban disaster management.</p>	<p>Inadequate law enforcement institutions.</p> <p>Mismanagement of funds meant for urban safety and urban disaster management.</p>	<p>Increase support to the National Disaster Management Agency (NDMA).</p>
RESOURCE MOBILIZATION AND CAPACITY BUILDING				
<p>Allocation of funds in the national budget for urban safety and urban disaster risk reduction.</p> <p>The existence of the NDMA.</p> <p>Donor support.</p>	<p>Inadequate capacity to implement urban safety and urban disaster management policies.</p> <p>Limited resources.</p>	<p>Donor pool fund.</p> <p>Community support.</p> <p>Active youth participation.</p>	<p>Inadequate budget allocation.</p> <p>Donor fatigue.</p> <p>Poor resource management skills.</p>	

URBAN SAFETY AND URBAN DISASTER MANAGEMENT N°1	Project proposal
	Provision of street lights and increased supply of electricity

URBAN SAFETY AND URBAN DISASTER MANAGEMENT N°2	Project proposal
	Provision of proper drainage and upgrading of roads

LOCATION: Brikama.

DURATION: 6 months.

BENEFICIARIES: Local Communities.

IMPLEMENTING PARTNERS: NAWEC and BAC.

ESTIMATED COST: USD 300,000.

BACKGROUND: The use of electricity is very crucial in the realization of development projects and programmes in Brikama. The rapid expansion of the population has also led to an increase in the demand for electricity in Brikama. It is against this backdrop that this project will enhance rapid development through the provision of electricity. The provision of street lights will also help to curb crime in the city.

OBJECTIVES: (1) To increase security in Brikama. (2) To increase electricity supply for domestic use. (3) To increase electricity supply in the industries.

ACTIVITIES: (1) Provision of materials. (2) Construction of electricity poles. (3) Expansion of street lights.

OUTPUTS: (1) More street lights in place. (2) Better outputs from factories and industries due to increased supply of electricity. (4) Increased security in the towns and residential areas.

PROJECT IMPLEMENTATION: The implementation of this project will comprise a team from NAWEC and WDCs. A local contractor will be sourced.

EQUIPMENT TO BE PROCURED: This will depend on the final recommendations of the implementing partners.

LOCATION: Nyambai ward, Kembujeh ward and Suba ward.

DURATION: 2 years.

BENEFICIARIES: The communities of Brikama.

IMPLEMENTING PARTNERS: Local Contractors.

ESTIMATED COST: USD 600,000.

BACKGROUND: Drainage and road upgrading is very crucial in the development of communication networks which will aid in local economic development and in avoiding flooding and destruction of houses during the rainy season.

OBJECTIVES: (1) To control the flow of rain water. (2) To maximize the destruction of buildings. (3) To ease movement of people and goods from one place to another.

OUTPUTS: (1) Control of water flow. (2) Communication in the area will be made easier. (3) Destruction of houses will be reduced. (4) There will be increased development in the area due to the easy movement of people and goods and services.

PROJECT IMPLEMENTATION: The project shall be implemented by local contractors in collaboration with the WDCs and BAC.

EQUIPMENT TO BE PROCURED: This will depend on the final recommendations of the implementing partners.

URBAN SAFETY AND URBAN DISASTER MANAGEMENT Nº3	Project proposal
	Increased police patrols

LOCATION: Brikama.

DURATION: 18 months.

BENEFICIARIES: Local Communities.

IMPLEMENTING PARTNERS: WDC, Brikama Police, BAC, office of the Governor, and NACOFAG.

ESTIMATED COST: USD 92,000.

BACKGROUND: Due to the increase in crime in the community of Brikama, it is necessary to build the capacity of the police and increase police patrols in order to maintain law and order in the municipality.

OBJECTIVES: (1) To provide the community with an environment that is safe and free from crime. (2) To build the capacity of police and increase police patrols.

ACTIVITIES: (1) Sensitization workshop for the community on the need for community policing to reduce crime. (2) Training workshop for the police. (3) Purchase of patrol cars.

OUTPUTS: (1) A community that is safe and free from crime. (2) Increased capacity among the police department. (3) More business enterprises established due to reduced crime in the area. (4) Businesses will be able to operate 24 hours a day therefore leading to increased economic growth in the municipality.

PROJECT IMPLEMENTATION: This project shall be implemented by Brikama Police Station in collaboration with other security units.

ACRONYMS:

ADB	Africa Development Bank
AFET	Association of Farmers, Educators and Traders
BAC	Brikama Area Council
CBO	Community Based Organization
CSO	Civil Society Organization
GAWFA	Gambia Women's Finance Association
LGA	Local Government Area
MDFT	Multi Disciplinary Facilitation Team
MDG	Millennium Development Goal
NACOFAG	National Coordinating Organization for Farmers' Association in Gambia
NAWEC	National Water and Electricity Company
NEA	National Environment Agency
NGO	Non-governmental Organization
PRSP	Poverty Reduction Strategy Papers
PURA	Public Utilities Regulatory Authority
SDF	Social Development Fund
TAC	Technical Advisory Committee
VDC	Village Development Committee
WDC	Ward Development Committee

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