



Agència Catalana de Cooperació al Desenvolupament

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R/N: D196 P8004 N-D2024/1006/SN GM
Codi d'expedient: ACC317/24/000001

DECISION ON AWARDING AN INTERNATIONAL DEVELOPMENT COOPERATION GRANT

The Catalan Agency for Development Cooperation (hereinafter, "ACCD") is the public sector entity attached to the Department of Foreign Action and European Union of the Generalitat de Catalunya whose function is to execute and manage the development cooperation policy of the Generalitat.

The ACCD proceeds in this act by use of the powers and competences attributed to it by the law creating it; by the Statutes of the ACCD approved by Decree 236/2003, of 8 October; by Law 26/2001, of 31 December, on Development Cooperation; by the legal regime of grants or aid for international cooperation for development of the Consolidated Text of the Law on Public Finances of Catalonia; and whereas Article 90.3.c of the Consolidated Text of the Law on Public Finances of Catalonia, approved by Legislative Decree 3/2002, of 24 December, as well as by Article 22.2 of Law 38/2003, of 17 November, on General Subsidies.

Whereas the project formulated by the United Nations Human Settlements Programme (hereinafter, "UN Habitat"), called "Promoting Sustainable and Integrated Urbanisation Processes in Senegal and the Gambia";

Whereas the report of the director of the ACCD confirms the exceptionality of the grant and the impossibility of initiating public competition due to the specificity of the activities to be developed and the characteristics of the subsidized institution;

I DECIDE:

1. To award a grant to UN Habitat for an amount of EUR 220.000 (Two Hundred and Twenty Thousand Euros) for the project "Promoting Sustainable and Integrated Urbanisation Processes in Senegal and the Gambia" (hereinafter, "Project").

This amount includes a 1% coordination levy. Pursuant to paragraph 10(a) of United Nations (UN) General Assembly Resolution A/RES/72/279 of 31 May 2018, for Specified Contributions, the Donor agrees that an amount corresponding to 1% of the contribution to UN-Habitat shall be paid to fund the UN Resident Coordinator System. This amount, hereinafter referred to as the "coordination levy" will be held in trust by UN-Habitat until transfer to the UN Secretariat for deposit into the UN Special Purpose Trust Fund for the reinvigorated Resident Coordinator system, which has been established to fund the UN Resident Coordinator System and is managed by the UN Secretariat.

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The complete amount of the grant 220,000.00 € (Two Hundred and Twenty Thousand Euros) correspond to chapter IV, budget line D/4900001/2320 of the ACCD budget for the financial year 2024.

The Contribution is subject to an expense recovery fee of 13% to cover the general costs of management support. In addition, all direct implementation expenses including the costs of any partner in the execution of the Project, to the extent that they are unequivocally related with the Project, will be linked to the Project budget and will be assumed by it accordingly.

UN Habitat should submit the document accepting the grant within a maximum period of 30 (thirty) working days from the day following the notification of this Decision. In the event of non-presentation, the grant will be deemed to have been waived, through the publication of a Resolution.

2. Object and activities: Project activities must be implemented in accordance with the terms established in the annex to the Decision, which must be considered as an integral part of it. The aforementioned annex specifies the actions and/or activities that must be carried out within the framework of the project, the objectives, the timetable of activities, and the Project budget.

3. Period of execution: The supported actions start on 1st August 2024, and end on 31st December 2025.

The period of execution of the financed activities may be expanded without the need for prior authorization from the ACCD, up to a maximum of six (6) months. This extension must be notified and submitted to the ACCD before the deadline for submitting the justification for the grant expires. Extensions of more than six months require the prior and express authorization of the ACCD and must be requested before the execution period of the activities ends.

4. Payment: Payment of 100% of the amount of the grant will be processed in advance from the moment this Resolution is signed and of formal receipt of the acceptance document of the grant.

Given the nature of the beneficiary, guarantees will not be requested. The advanced payment is conditional to compliance with justification in the terms established in Section 7 of this Decision. The ACCD may split the advanced payment of the awarded grant according to the status of liquidity of its Treasury.

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5. Deposit in account. The ACCD will transfer the grant to the following account of the beneficiary entity:

- Bank: JP Morgan AG
- Address: Junghofstrasse 14, 60311, Frankfurt
- Account Title: United Nations
- Account Holder: UN-Habitat
- SWIFT/BIC: CHASDEFX
- IBAN: DE96501108006161608952
- Bank Branch Code: 50110800

6. Obligations. UN Habitat must comply with the following obligations during the project implementation process:

1) Managing the grant funds provided by the ACCD in accordance with the development and the design of the planned activities and in accordance with UN Habitat's own financial regulations, procedures and practices.

2) Justifying the grant in accordance with the terms of Section 7 of this decision and, if required, justify it as well during the execution process of the Project with the result of the activities carried out to the date. Likewise, it must carry out, together with the ACCD, the intermediate evaluations that may be required and, where appropriate, the final evaluation of the Project, if necessary.

3) Highlighting the contribution of the ACCD using its logo or, where appropriate, offering adequate advertising of the funding of the Project by the ACCD.

4) Notifying the ACCD of any other grants or aid for the same purpose to that of the ACCD, whatever their origin.

5) Providing at least one (1) month in advance the carrying out of acts of publicity, dissemination and promotion derived from the development of the Project.

6) Keeping the ACCD periodically informed of all aspects or issues relating to the actions carried out on the basis of this subsidy and/or which are requested by ACCD.

7) UN Habitat shall provide the ACCD with a sample of audiovisual material related to the subsidized project, in the case it is produced, so that this material can be incorporated into the ACCD's audiovisual collection in order to be included in its archive, its own publications, its website, future communication campaigns and/or for any other use that is related to the dissemination of ACCD material. Notwithstanding this, the authorship of the works that make up the piece must be stated.

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8) UN Habitat will deliver to the ACCD the publications, reports, results and conclusions or any other documentation that may arise from the execution of the Project. Likewise, all documentation must include, in a visible place, the phrase "The contents of this document are the exclusive responsibility of the author and in no case can be considered as the opinion of the ACCD."

7. Justification for the subsidy: The justification for the Project will be made by submitting the following documentation within a maximum period of six (6) months from the completion of the Project's activities:

a) Technical report of the activities implemented and the results achieved that sufficiently prove compliance with the purpose for which the grant was awarded.

b) In addition to the provisions of Section (a) above, UN Habitat will justify the grant in accordance with the United Nations Financial Regulation and Rules (<https://policy.un.org/content/financial-regulations-and-rules-united-nations-1>).

The grant justification period may be extended by the ACCD *ex officio* or at the request of UN Habitat. The ACCD will deliver and notify the decision in which it grants or denies a time extension. The justification period can never be extended if it has already expired.

The funds paid will be used in accordance with UN Habitat's rules and procedures, notwithstanding all monitoring, checks and financial controls that may be performed by the competent control bodies of the ACCD, if this is compliant with the United Nations Single Audit Principle.

8. Monitoring Committee. A Technical Monitoring Committee may be set up, which will be responsible for ensuring the monitoring of activities, for the achievement of the objectives and results expected in the Project, as well as for the optimal resolution of incidents that may occur during its development. This will be a joint committee and will be made up of at least one person representing each signatory. It will meet at least once during the implementation of the project, either face-to-face or virtually. The corresponding minutes of the meeting will be drawn up with a summary of the agreements reached.

9. Amount not invested. In the event that the objectives for which the subsidy was awarded have been fully met and, due to an efficient use of resources, there is an amount not invested, including possible financial returns not applied to the subsidized activity, UN Habitat may ask the ACCD for them to be used in the same activity or in another activity of a similar nature. The ACCD must authorize the use of the remnant or claim the return of the funds described.

10. Modifications. If there is a change in the objective circumstances that led to the awarding of this grant, UN Habitat may request the ACCD to modify the grant awarded. Substantial

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modifications are considered those that affect the results and/or the indicators of the actions, change of the protagonist groups, change in the location of the project, modification of the schedule of activities for execution periods greater than six (6) months, and changes in the composition of the group of actors who are cooperating. The modification in no case may lead to an increase of the amount of the grant awarded.

The request for a substantial modification must be sufficiently documented, and the technical and budgetary consequences that the modification may entail must be argued. These must be communicated to the ACCD at the time they occur, and the ACCD needs to expressly authorize them prior to their execution. The ACCD will accept or deny the requested modification within a maximum period of forty-five (45) calendar days counted from the date of submission of the request.

Other modifications, including those related to modifications between budget lines, are not considered substantial, do not require prior and express authorization from the ACCD and must be reported at the time of justifying the grant.

11. Refund. Failure to comply with the purpose of the grant for reasons directly attributable to the beneficiary entity, lack of justification or insufficient justification, and obtaining the grant without meeting the conditions required in order to obtain it may lead to the revocation of the grant. Failure to comply with the obligations established in this decision may also be grounds for revocation, following consultations with UN Habitat.

12. Legal regime. With regard to the ACCD, this grant is subject to the Sixth Section of Chapter IX of the Consolidated Text of the Public Finance Law of Catalonia, approved by Legislative Decree 3/2002, of 24 December, and Law 26/2001, of 31 December, on Development Cooperation. However, the provisions of Chapter IX will be applied supplementarily to everything not foreseen and not opposing or contradicting the provisions contained in that section, and also the basic precepts of Law 38/2003, of 17 November, on General on Grants and its regulation.

None of the provisions of this decision shall be deemed a waiver of UN Habitat's privileges and immunities.

Signed in Barcelona

By delegation, (Decision EXI/1349/2017, of 24 May, DOGC No. 7390 of 14.06.2017)

Vicenç Margalef Parellada
Director of the ACCD

Signed electronically _____

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ANNEX TO THE DECISION ON AWARDING
AN INTERNATIONAL DEVELOPMENT COOPERATION GRANT

Project Document
Promoting Sustainable and Integrated Urbanisation Processes
in Senegal and the Gambia

Submission: 3rd April 2024 updated: July 11th 2024

1. Key data to include in the project

Title of the action	Promoting Sustainable and Integrated Urbanisation Processes in Senegal and the Gambia
Organisation	United Nations Human Settlements Programme (UN-Habitat)
Summary	Provide key policy and strategic tools to the governments of Senegal and the Gambia, to better guide urbanisation process, promoting coherent and strategic investments and greater inter-country cooperation.
Subsided period	August 2024 - Dec 2025
Total duration	August 2024 - Dec 2025
Site	Senegal and the Gambia
Target groups	Government officials, local authorities, private sector, civil society and bilateral and multilateral organizations
Other parties	Government of Senegal and the Gambia
Signee	Oumar Sylla, Director Regional Office for Africa - oumar.sylla@un.org
Technical person of reference	Mathias Spaliviero, Senior Human Settlements Officer – West Africa Portfolio Manager - mathias.spaliviero@un.org

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2. Objective of the project

2.1 Logical Framework

General Objective		To provide key policy and strategic tools to the government of Senegal and the Gambia, to better guide urbanisation process			
Change indicator(s)		Increase in inclusive and integrated urbanisation rate in Senegal and the Gambia (urbanisation index)			
Specific objective	Results	Activities	Indicators	Source of verification	Hypothesis
1. A comprehensive National Urban Policy drives enhanced urbanisation processes in Senegal <u>Indicator:</u> National Urban Policy validated with the participation of relevant stakeholders At least 30% women	1.1 Diagnosis of the National Urban Policy	- Conduct three (3) regional consultations in the regions (Kaolack, Fatick and Dakar) - Compilation of data collected in the Diagnosis report - Review and validation from the Steering and Technical Committees	<u>1.1 indicator:</u> - Three (3) regional consultations realized - Diagnosis report finalized and validated	- Reports of regional consultations - Diagnosis report	Actors will be engaged during the consultative events The political situation will allow the regional consultations
	1.2 Priority actions for the main policy axes	- Definition of the main axes and priority actions, during a National consultative workshop , linked to an investment plan and the PNADT - Presentation of Catalanian experiences during the national consultative workshop - Review and validation from the Steering and Technical Committees	<u>1.2 indicator:</u> - Participants attending the National consultative workshop (at least 30% women) - Priority actions for the main policy axes defined	- List of participants - Priority actions	Actors will be engaged during the consultative events The political situation will allow the national workshop
	1.3 National Urban Forum	- Organisation of a National Urban Forum to launch the NUP and sensitize all the stakeholders, including local authorities, the	<u>1.3 indicator:</u> Participants attending the National Urban Forum (at least 30% women)	List of participants	The political situation will allow the national workshop

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		private sector, civil society and bilateral and multilateral organizations - Participation of a Catalanian government representative during the forum	NUP finalized and validated	National Urban Policy	
2. A better understanding of the spatial structure of the Gambia is achieved <u>Indicator:</u> Strategic Spatial Analysis validated by the government of the Gambia	2.1 MoF national training	- Training workshop delivered to the government on the MoF methodology - Definition, in partnership with the government, of the key function to be used in the MoF - Finalization and work plan for the implementation of the methodology	<u>2.1 indicator:</u> - Participants attending the Training workshop (at least 30% women) - Work plan validated	- List of participants - Work plan	Actors will be engaged during the consultative event The political situation will allow the regional consultations
	2.2 Integrated Spatial Analysis	- Support the government in collecting the data in the regions - Develop the National Strategic Spatial Analysis - Link the existing regional information for developing an Integrated Strategic Spatial Analysis - Promote an exchange webinar between cities of the Gambia and Catalonia on urban resilience - Validation of the National and Integrated Strategic Spatial Analysis during High-level event	<u>2.2 indicator:</u> - Data collected at the regional level - National and Integrated Strategic Spatial Analysis validated	- Regional data sets - Strategic Spatial Analysis	Availability of data at the regional level Governmental engagement

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2.2 Time Scale

Activities	2024/2025																
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17
1.1 Diagnosis of the National Urban Policy																	
- Conduct three (3) regional consultations in the regions (Kaolak, Fatick and Dakar)																	
- Compilation of data collected in the Diagnosis report																	
- Review and validation from the Steering and Technical Committees																	
1.2 Priority actions for the main policy axes																	
- Definition of the main axes and priority actions, during a National consultative workshop											x						
- Presentation of Catalanian experience during the consultative workshop																	
- Review and validation from the Steering and Technical Committees																	
1.3 National Urban Forum																	
- Organisation of a National Urban Forum to launch the NUP and sensitize all the stakeholders, including local authorities, the private sector, civil society and bilateral and multilateral organizations														x			
- Participation of Catalanian government representative during the forum																	
2.1 MoF National training																	
- Training workshop delivered to the government on the MoF methodology			x														
- Definition, in partnership with the government, of the key function to be used in the MoF																	
- Finalization and work plan for the implementation of the methodology																	
2.2 Integrated Spatial Analysis																	
- Support the government in collecting the data in the regions																	
- Compile the collected data																	
- Promote an exchange webinar between cities of the Gambia and Catalonia on urban resilience																	
- Elaborate the national and integrated Strategic Spatial Analysis																	
- Validate the Strategic Spatial Analysis during High-level event																	x



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3. Budget

Description	Unit	# of Units	Average Unit Cost (Euros)	Budget Total
Outcome 1: A comprehensive National Urban Policy drives enhanced urbanisation processes in Senegal				
Human Resources				
International Consultant	Per month	0,5	8.000	4.000
National Consultant	Per month	4	3.500	14.000
Administrative Staff	Per month	1	3.500	3.500
Travel				
International mission	Per participant Per mission	2	3.500	7.000
Contract Services				
Regional Workshops	Per workshop	3	3.500	10.500
National Workshop	Per workshop	1	6.000	6.000
National Urban Forum	Lump sum	1	20.000	20.000
Operational				
General operating expenses (ex: office costs)	Lump sum	1	3.263	3.263
Sub-total Outcome 1				68.263
Outcome 2: A better understanding of the spatial structure of the Gambia is achieved				
Human Resources				
International Consultant	Per month	5	8.000	40.000
National Consultant	Per month	12	4.000	48.000
Administrative Staff	Per month	1	3.500	3.500
Travel				
Mission to the Gambia	Per participant Per mission	4	2.000	8.000
Contract Services				
National Training Workshop	Lump sum	1	10.000	10.000
High-level meeting	Lump sum	1	15.000	15.000
Sub-total Outcome 2				124.500
Project Sub-Total Costs				192.763
Project Support Cost (13%)				25.059
Implementation Levy (1%)				2.178
Total Project Costs				220.000

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4. Information on the applicant

4.1 Experience, capabilities and roles of the parties

The United Nations Human Settlements Programme (UN-Habitat) is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities and is the focal point for all urbanisation and human settlements matters within the UN systems. UN-Habitat works with partners to build inclusive, safe, resilient and sustainable cities and communities and promotes urbanisation as a positive transformative force for people and communities, reducing inequality, discrimination and poverty.

The UN-Habitat Strategic Plan 2020-2025 approaches social inclusion dimension as one of the organizational priorities that must underpin all areas of work that the agency carries out. The social inclusion dimension encompasses human rights; gender; children, youth and older persons; and disability. This dimension is critical for the fulfilment of the commitment under the 2023 Agenda for Sustainable Development that no one should be left behind, working towards a world in which everyone can benefit from the advantages of sustainable urbanisation.

Furthermore, the New Urban Agenda envisages gender equality and the empowerment of all women and girls¹ and emphasizes the need for gender-responsiveness in all aspects of sustainable urban development. UN-Habitat has a long track record of promoting the mainstreaming and programmatic prioritization of gender in all its work².

National Urban Policy (NUP) is understood as *"a coherent set of decisions through a deliberate government-led process of coordinating and rallying various actors towards a common vision and goal that will promote more transformative, productive, inclusive and resilient urban development for the long-term"* (UN-Habitat/Cities Alliance, 2024). The uniqueness of NUP also lies in its ability to converge national sectorial urban policies and help to clarify roles and responsibilities horizontally across ministries as well as vertically between all levels of government.



A NUP provides the required coordination mechanism needed to promote equitable urban development. Implementing NUP could lead to enhanced local and national economic growth and ensure an equitable quality of life for all while protecting the environment. The development of a national urban policy is the key step for reasserting urban space and territoriality. It is also vital in providing the needed direction and course of action to support urban development. The Policy

¹ New Urban Agenda, paragraph 13 (c)

² See, for example, Governing Council Resolutions 16/6, 20/7 and 24/4

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provides an overarching coordinating framework to deal with the most pressing issues related to urban development, including slum prevention and regularization, access to land, basic services and infrastructure, urban legislation, delegation of authority to sub-national and local government, financial flows, urban planning regulations, urban mobility and urban energy requirements as well as job creation.

UN-Habitat has supported several urban policy development processes, including those of Burundi, Malawi, Mongolia and Sri Lanka. UN-Habitat's contribution to a national urban policy includes country assessment; advice on setting-up of national processes and stakeholder participation; documentation of good practices to support national processes; analysis of urban planning policies and instruments; facilitation of local-national dialogue on reforms; dissemination and capacity development on the urban policy across the full range of actors. Furthermore, UN-Habitat contributes with countries exchanges on best practices and experiences.

To contribute to the development of National Urban Policies, as well as the urban planning process, UN-Habitat has developed several tools. This includes the **Spatial Development Framework (SDF)**, a spatial planning method, built to support national, regional and local governments on decision making processes on where, why and how to prioritize investment, with a view to achieve a more balanced territorial development and maximizing the benefits of public and private investment. The SDF supports the grounding of national development policies and strategies in the territory and can serve as evidence for the creation and revision of territorial plans and monitoring of subsequent action plans. The SDF was developed in 2011-2013 to prepare for the Regional Spatial Planning Strategy for Darfur (Sudan) and used to support the operationalization of the National Urbanisation Policy in Rwanda (2014-2019)³. Since, it was applied in several countries, such as Myanmar, Southern Laos, Northern Mozambique, Cabo Verde and Guinea Bissau, to support different strategies and policies.

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³ For more information: <https://www.tandfonline.com/doi/full/10.1080/13563475.2019.1658571>



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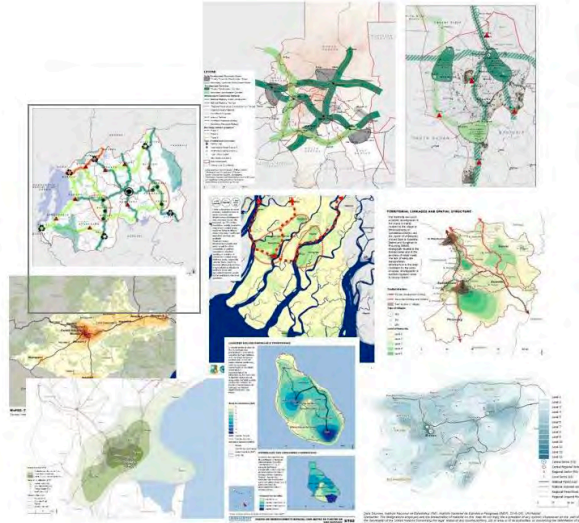
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Examples of Spatial Development Framework implementation

It was recently applied in the Sahel countries, covering Burkina Faso, Cameroon, Chad, Mali, Mauritania, Niger, Nigeria and Senegal, to support in addressing disaster, climate and conflict-related aspects of the crisis to support regional, national and local governments in the Sahel to progressively enhance the resilience of their cities & towns to shocks and stresses and to provide spatial strategic recommendations in the form of action plans for transboundary areas.

4.2 Technical collaboration needs

The action aims to promote sustainable and integrated urbanisation processes in Senegal and the Gambia. In this proposal, the United Nations Programme for Human Settlements (UN-Habitat) will work in close collaboration with the governmental actors of Senegal and the Gambia, as well as sensitize other stakeholders of the process, including local authorities, the private sector, civil society and bilateral and multilateral organizations.

Several consultation and training events will be organized within the scope of this project, with the participation of all relevant stakeholders. The participation of the Government of Catalonia in these consultative sessions will be key, as a financial and technical partner to the initiative. Knowledge on specific aspects such as metropolization processes and urban resilience, widely addressed in Catalonia, will be especially useful when promoting the interchange of experiences. The main activities where the participation of the Government of Catalonia might be required are:

- Regional Consultation Workshop of Dakar for the NUP;

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- National consultation for priority action definition in Senegal;
- National Urban Forum in Senegal;
- MoF training delivered to the governmental actors of the Gambia;
- Webinar exchange with cities of the Gambia and Catalonia
- High-level event in the Gambia to present the National and Integrated Strategic Spatial Analysis.

5. Description of the action

5.1 Importance and relevance of the action

More than half of the global population growth between 2015 and 2050 is expected to occur in Africa (UN 2015).⁴ According to available projections, a large part of Africa's population growth during such a period will occur in cities and towns, with the urban population of sub-Saharan Africa, which includes Senegal and the Gambia, expected to triple in absolute numbers. Natural population growth in towns, secondary and primary cities, in addition to rural-urban migration, will lead to greater expansion of these urban centres and their peri-urban areas accompanied by an increased demand for housing, transportation, basic services, food, jobs and urban livelihood opportunities, among other aspects, putting an enormous pressure on urban and peri-urban land.

This situation affects more women than men, as they are more likely to face gender discrimination in the labour market, working more in the informal sector. Plus, they are often denied access to housing, while being excluded from benefiting from government's housing owner occupation programmes. Poor women are also more likely to occupy the poorest and most vulnerable housing conditions, in overcrowded environment, while often burdened with the task of fetching and purifying unsafe drinking water and managing domestic waste, without easy access to dump site⁵.

In Senegal, population has reached over 18 million people, and the country is facing the consequences of its macrocephalic growth. Dakar, the capital city, concentrates a quarter of the national population, 49% of the Senegalese city-dwellers and 87% of formal jobs on what represents only 0,3% of the national territory⁶. This acute imbalance between Dakar and the other municipalities makes the capital city more attractive for the inhabitants of the less prosperous areas. The government, in an effort to ensure a more balanced territorial development throughout the country, has approved a National Development Land Use Plan (*Plan National d'Aménagement et Développement Territorial - PNADT*) in 2021 in Parliament.

This PNADT is aligned with the *Plan Sénégal Émergent* (PSE), a public policy reference framework, that aims to achieve Senegal's emergence by 2035. The general objective of the PNADT is to "promote the

⁴ UNDESA Population Division, "World Population Prospects, 2015 Revision".

⁵ https://www.researchgate.net/publication/286078526_Urbanization_Gender_and_Poverty_in_Sub-Saharan_Africa

⁶ Senxibaar. (2014). Ce que vous ne savez pas sur Dakar la capitale : 25% de la population sur 0.3% du territoire. Published 24 March 2014. https://www.senxibar.com/Ce-que-vous-ne-savez-pas-sur-Dakar-la-capitale-25-de-la-population-sur-03-du-territoire_a16762.html (Accessed 12 October 2023).

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development of Senegal from its territories, through a good structuring of the space and a sustainable and a sustainable development of resources and potentialities'' (ANAT, 2020). In particular, the PNADT includes the reinforcement of intermediary cities as alternative poles of development.

However, the PNADT by itself does not define clear governance mechanisms, neither provides more effective rules and regulations, nor ensures sufficient coherence among different sectoral policies and strategies to guide an overall more sustainable urbanisation process in Senegal. For this purpose, and also based on the provision of the New Urban Agenda issue by Habitat III (the 3rd United Nations Conference on Housing and Sustainable Urban Development), there is a need to develop an overarching framework with a clear long-term vision through a **National Urban Policy (NUP)**. The objective of the NUP to be developed it to mobilize all urban actors and integrate and coordinate various sectoral policies for the development of a common and global vision of national urban development in Senegal.

The Government of Senegal, through the Ministry of Urban Development, Housing and Public Hygiene (MULHP) and the United Nations Human Settlements Programme (UN-Habitat) have agreed to collaborate for the development of a National Urban Policy (NUP) in order to face the challenges of rapid urbanisation and take advantage of the increased capacities and interest in the urban issue. In February 2020, President Macky Sall requested the UN-Habitat Executive Director to support the development of the NUP for Senegal. Since mid-2021, in collaboration with the MULHP, UN-Habitat provided technical support for the elaboration of a thorough diagnostic starting from consultations in the 14 regions of the country, ensuring a bottom-up approach.

In addition, to get a better understanding of the existing territorial dynamics of Senegal, UN-Habitat has carried out a strategic spatial analysis using the Matrix of Functions (MoF)⁷ in 2022 (see map below). This tool allows to get a snapshot, based on primary data collection through local authority, of the spatial distribution of socio-economic and environmental functions in a given territory, to determine areas of concentration (highest topography) and where functions are missing (areas of depression). The MoF is a normalized binary method, which allow the aggregation of functions of different nature to derive a strategic (not detailed) but accurate reading of the territory (which by nature is complex) under analysis.

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⁷ The Matrix of Functions is one component of the Spatial Development Framework (SDF) tool. For more information:
<https://www.tandfonline.com/doi/full/10.1080/13563475.2019.1658571>



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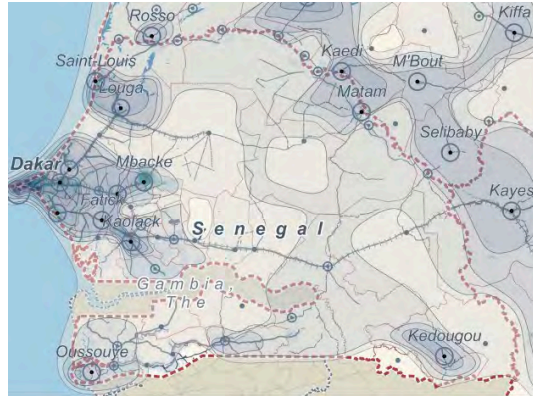
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Topography of functions for Senegal (SDSS, 2023)

As it can be appreciated from this map, it would be crucial to complete the spatial analysis in the Gambia. Indeed, the position of the Gambia within Senegal determines a complete interdependence of these two countries, which calls for the elaboration of a common spatial development strategy that would benefit both of them and reinforce their cooperation and mutual development, by defining key corridors, growth poles and areas of investment.

The Gambia has one of the fastest urbanisation rates in sub-Saharan Africa with the Greater Banjul Area (GBA) already accounting for 68% of the total population of the country. This rapid increase in urban population has brought with it several environmental and socio-economic problems including deforestation, soil erosion, pollution and waste generation, and stress on health, education, and employment services (Poverty Reduction Strategy Paper (2007-2011), The Gambia). It has also led to increasing demand for urban infrastructure and municipal services. The government however lacks the financial resources and capacity to improve and expand the existing urban infrastructure and needs urgent support in order to meet the demands of its growing urban population. Both the public and the private sectors are equally constrained in their investments due to the lack of capacity, planning and project preparation. Therefore, the need to strengthen upstream sector work has become paramount and innovative solutions to provide integrated planning solutions has become more critical than ever before⁸.

Plus, the National Development Plan (NDP) (2018-2021) formulated by the Government was developed to outline strategic and planning priorities for the country and subsequently a directive was issued by the Government to review all existing Local Government (LGA) strategic plans to assure alignment with the NDP. This has allowed a unique opportunity for city councils to lead in the decentralization of development priorities.

⁸ <https://www.afdb.org/fr/documents/gambia-digital-masterplan-and-capacity-building-program-greater-banjul-area-call-proposals>

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UN-Habitat has recently signed a Memorandum of Understanding with the Government of the Gambia through its Ministry of Lands, Regional Government and Religious Affairs (MoLRG&RA) focusing on the development and implementation of policies, strategies and programmes focusing on urban development, housing and spatial planning. Running a spatial analysis through the MoF would provide a first diagnostic for such a purpose.

5.2 Objective, results and activities

The **overall objective** of this Project is to provide key policy and strategic tools to the governments of Senegal and the Gambia, to better guide urbanisation processes, promoting coherent and strategic investments and greater inter-country cooperation. Specifically, UN-Habitat will work in close cooperation with both governments, building institutional capacities while developing these policy and strategic decision-making tools, so that they are able not only to lead their preparation, but also to own them to better guide urbanisation and their sustainable development.

This will be achieved through two key **outcomes**:

1. A comprehensive National Urban Policy drives enhanced urbanisation processes in Senegal;
2. A better understanding of the spatial structure of the Gambia is achieved.

For the **outcome 1**, as per the request of the MULHP, UN-Habitat will contribute to the development of the National Urban Policy in Senegal. Specifically, this includes the finalization of the Diagnosis of the National Urban Policy, the definition of main axes and priority actions, the review and validation of the National Urban Policy and the dissemination of the document, through a National Urban Forum.

=> Output 1.1 Diagnosis of the National Urban Policy

Due to lack of financial means, 11 out of 14 regional consultations could be carried out for the diagnosis of the National Urban Policy, so far. Therefore, it is imperative to conclude this exercise by carrying out **regional consultative sessions in the three (3) remaining regions**, namely Kaolack, Fatick and Dakar. The consultative sessions should include all relevant stakeholders, including local authorities, civil society (women, youth and disabled persons representatives), the private sector and academics. These sessions will contribute to collect the missing data at the national scale of the territory, representing the spatial and urban particularities of each region. The compilation of the data collected will be gathered into the **diagnosis report**, that will then be reviewed and validated by the already established Steering and Technical Committees.

The Steering Committee (COPIL) and the Technical Committee (COTEC) were established by political decree on the 29th September 2020. Included within the Ministry of Urban Development, Housing and Public Hygiene (MULHP), they are composed by members of the government, associations of workers, private sector, NGOs and civil society representatives. They have for mission to validate and supervise the National Urban Policy formulation process as well as to present the results and conclusions to the President of the government.

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=> Output 1.2 Priority actions for the main policy axes

The validated and reviewed diagnosis report will be used to define the **main axes and priority actions** of the National Urban Policy. Plus, UN-Habitat has carried out a strategic spatial analysis using the Matrix of Functions (MoF) in 2022, that allows to have the spatial distribution of socio-economic and environmental functions, contributing to an accurate reading of the territory.

The results of the diagnosis and the MoF, as well as the propositions of main axes and priority actions will be presented during a **National Consultative workshop**, to be validated in a participatory process. This workshop will gather official governmental representatives, the private sector, civil society and bilateral and multilateral organizations, including potential donors. In addition, this workshop will be the opportunity to showcase experiences from Catalonia, giving examples on urban policy implementation and urban processes. The National Urban Policy should be linked to an **investment plan** and to the PNADT and mobilize potential sources of funding for its implementation. The Steering and Technical Committees will also be involved in the review and validation of the main axes and priority actions.

=> Output 1.3 National Urban Forum

The elaboration of the **National Urban Policy** should be concluded with the organization of a **National Urban Forum**, where the document will be launched. The forum is the opportunity to sensitize relevant stakeholders, including local authorities, the private sector, civil society and bilateral and multilateral organizations, to the importance and key challenges of urbanisation in Senegal. This event will contribute to the dissemination of the National Urban Policy and to the engagement of potential partners to implement the defined main axes and priority actions. Plus, this event will be the opportunity to present and disseminate the National Urban Policy at a larger level, at a national, regional and international scale. The presence of a Catalanian government representative in this event could contribute to the dissemination and visibility of the tool.

For the **outcome 2**, a strategic spatial analysis will be undertaken in the Gambia, to promote national urban development and inter-country cooperation and achieve a better understanding of the spatial structure of the Gambia. The strategic spatial analysis will be developed in close partnership with the government, promoting the ownership of the tool and methodology from the government, the training and capacity building of its officials and the replicability of the process.

=> Output 2.1 Matrix of Functions national training

Based on the MoU signed between UN-Habitat and the government of the Gambia, UN-Habitat will engage with the government to define the scope and details of the Strategic Spatial Analysis process. An initial **national training workshop** will be organized and delivered to technical governmental officers, on the Matrix of Functions methodology. During this training, and in partnership with the governmental representatives, the **key functions** as well as the spatial areas of analysis will be defined. Plus, based on the methodology and the national context, the governmental officials will submit a **work plan**, to collect the data at national level.

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By submitting a "yes or no" questionnaire type to the representatives of the spatial areas of analysis (administrative units) selected during the training, the governmental officers will be able to collect the data by themselves, respecting and strengthening existing governmental channels. This exercise reinforces the capacities of the governmental officers and facilitates the replication of the data collection process, even after the end of the project. By replicating the exercise afterwards, the government will be able to see the evolution of the spatial development at a national scale.

=> Output 2.2 Integrated Spatial Analysis

Once the **data will be collected** at national level, it will be treated and compiled to reflect the reality of the Gambian territory. This data will be used to produce a **National Strategic Spatial Analysis**, reflecting the potentialities, opportunities and challenges of the territory. It will support the national and local governments on decision making processes on where, why and how to prioritize investment, with a view to achieve a more balanced territorial development and maximizing the benefits of public and private investment.

Additionally, to support the transfer of technical knowledge, a webinar exchange will be organized between cities of the Gambia and Catalonia. This will be the occasion to exchange about territorial and urban planning processes, and also on investments possibility, linked to the Strategic Spatial Analysis. This webinar will be a capacity building activity, that can trigger further cooperation between the countries.

At the regional scale, the Strategic Spatial Analysis of the Gambia can be integrated to the already existing Strategic Spatial Analysis of Senegal. This will contribute to understand the spatial connections and inter-connectivity of the territory and to promote inter-country cooperation. The results of the **Integrated Strategic Spatial Analysis** will be presented during a **High-level meeting** in the Gambia, with the participation of High-level officials from the Gambian government and from Senegal. The engagement of the governments is essential to guarantee the implementation of the recommendations of the analysis. Plus, potential partners will be invited to the meeting to also contribute to the implementation.

5.3 Participation of the target groups of intervention

The objective of the project is to provide key policies and strategic tools to governments to better guide urbanisation processes. These processes should aim at making cities and human settlements inclusive, safe, resilient and sustainable (SDG11). For that, there is a need to enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlements planning and management in all countries (11.3 SDG). Therefore, participatory processes are at the center of the tools that will be applied in this project.

Participation of relevant stakeholder is a key element in every step of the elaboration of the National Urban Policy. Indeed, regional consultations will be undertaken to gather the information from all parts of the national territory, reflecting its particularities and challenges. During regional consultations, it will be important to assure the attendance and participation of a wide range of actors, including local

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authorities, civil society (women, youth and disability representatives), the private sector and academics. The moderator will make sure that all parts are heard and contributing to the discussion, reflecting their own challenges and experience of the urban context. This exercise will also be repeated at the national scale, during the National Consultative Workshop and the National Urban Forum. Furthermore, all steps and content of the National Urban Policy will be reviewed and validated by the Steering and Technical Committees, that were set-up in collaboration with the government.

For the capacity building element on the Matrix of Function tool, a training workshop will be delivered to the governmental representatives on the methodology, where, in partnership with the government, key functions and a work plan will be defined. This training should count with the presence and participation of female governmental representative. To assure their participation, a specific mention about female representation could be included in the initial communication with the government. Plus, as the capacity building element is present during all the phases of the application of the tool, their participation should be assured during all the implementation process. Finally, the Integrated Strategic Spatial Analysis developed, will be presented and discussed with governmental representatives from both countries, the Gambia and Senegal, during a High-level meeting, to contribute to the ownership of the document, inter-country collaboration and stimulate investments potentialities.

5.4 Results for transformation

As stated before, UN-Habitat will work in close cooperation with the representatives of both governments, building institutional capacities while developing the policy and strategic decision-making tools. This process will contribute not only for the government to lead the preparation and implementation of the tools, but also to own them to better guide urbanisation and their sustainable development.

The inclusion and participation of governmental actors in all the phases of development and implementation of the tools will contribute to the ownership of the tools and process and higher engagement during its implementation. The National Urban Policy will be developed in an inclusive and integrated manner, assuring the representation of all stakeholders involved, identifying main axes and priority actions, linked to an investment plan. The results of the National Urban Policy will be presented during national events, such as a National Consultative Workshop and a National Urban Forum, with the participation of the main actors (i.e. governmental representatives, private sector, bilateral and multilateral organizations), capable of implementing and pursuing the objectives of the National Urban Policy. Therefore, by implementing an inclusive and integrated process, this project will contribute to development and implementation of the National Urban Policy.

The implementation of the Matrix of Function in the Gambia, similarly to other examples of neighboring countries, will reinforce the planning and data collection capacities of the government. The participation of governmental technicians in the training workshop, as well as during the data collection process, will contribute to the development of planning and data collection skills and the potential replication of the process. Indeed, once the data collection process is set-up and understood, it can be easily replicated and led by the governmental officials. This can be used to identify the trends

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in the spatial distribution of urban functions in the national territory during a time-period and see its evolution.

Finally, the inter-country collaboration component, based on the development of an Integrated Strategic Spatial Analysis for both Senegal and the Gambia, will contribute to strengthen the collaboration and cooperation between the two countries, in the thematic specially linked to regional and urban development. This can stimulate potential investments for the region.

5.5 Accountability

UN-Habitat evaluates its work to assess how well its interventions are achieving the intended results and how effectively they are contributing to the broad development goals. This is done by assessing what is achieved and by making recommendations that feed into policy, programmes/project development and implementation. An independent Evaluation Unit was established in January 2012 to further improve and strengthen the evaluation function⁹.

For this project, based on the Logical Framework (page 2) elaborated, the project team will be monitoring the implementation of the activities, as well as the participation of identified stakeholders. An intermediary technical and financial report will be provided every six (6) months, with a final technical and financial report submitted at the end of the project. This monitoring of the activities, linked to the intermediary reports will contribute to adjust the pace of the activities' implementation.

5.6 Sustainability

As presented along this document, this proposal has a strong focus on participation and capacity building from the governmental actors. UN-Habitat will assure to provide guidance and the necessary material to the government, to strengthen its capacities and implementation skills. By the end of the project, both governmental officials from the governments of Senegal and the Gambia should be able to conduct and implement the tools delivered, as well as replicate the process.

Plus, this project aims to provide the governments with strategic documents (e.g. National Urban Policy, Strategic Spatial Analysis) that should be validated at the governmental level and inserted in the national agenda, to be pursued and implemented after the completion of the project. The project also aims to stimulate the participation of potential partners (e.g. private sector, bilateral and multilateral organizations...) that could contribute financially to the implementation of the strategic documents.

N-C014-V01-22

⁹ For more information on the evaluation policy of UN-Habitat: <https://unhabitat.org/sites/default/files/2014/04/UN-Habitat-evaluation-policy-2013.pdf>



Generalitat
de Catalunya

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Doc. original signat per:
Vicenç Margalef Parellada
15/07/2024

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CODI SEGUR DE VERIFICACIÓ



0NZZ20OK8EOQU0Z41K1PJ1E11Y2Z16OB

Data creació còpia:
15/07/2024 12:51:29

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