25 JULY 2025

INCEPTION REPORT

Feasibility Study on the Establishment of the e-Gambia Power Project

Project Reference: WARDIP/C3.1/2024/QCBS004

Version 1.0

Presented To
MoCDE / DTfA/WARDIP

Presented by
Wipro Intelligent Services (WIS)

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Disclaimer

This Inception Report is prepared in accordance with the Terms of Reference (TOR) outlined in Appendix A of the contract and World Bank guidelines for consultant services. The information contained herein is based on preliminary reviews and is subject to refinement during project execution. WIS assumes no liability for decisions made based on this report without formal approval.

Executive Summary

The Feasibility Study on the Establishment of the e-Gambia Power Project is a strategic initiative under the Ministry of Communications and Digital Economy (MoCDE). It aims to assess the integration of power and telecommunications infrastructure to drive Gambia's digital transformation. The overarching strategy is to deliver a master plan that assesses the technical, financial, economic, environmental, and social viability of the e-Gambia Power Project.

This will inform scalable implementation by integrating renewable energy with broadband networks and disaster recovery sites. The project will leverage existing energy infrastructure for quadruple play services (voice, data, video, and power), last-mile connectivity, and GAMSWITCH access. These improvements aim to increase public service transactions via digital means, enhance resilience, and drive long-term growth under the Digital Transformation Program (DTP) framework.

This Inception Report, prepared by Wipro Intelligent Services (WIS), confirms our understanding of the TOR in Appendix A and proposes a hybrid PRINCE2-Agile approach to deliver high-quality outcomes within the 6-month timeline (July 21, 2025 – January 31, 2026). The project is structured in three stages: Scoping Assessment (focus on information gathering via document reviews, surveys, and initial interviews), Deep Dive and Strategic Planning (analysis with milestones at 2 and 4 months), and Reporting and Briefing (synthesis with workshops). Early stakeholder engagement will ensure inclusive data collection. The report includes proposed charts (e.g., Gantt, stakeholder map) and attaches the detailed Project Plan for reference.

We recommend client approval to proceed with the inception report and the project plan, enabling timely mobilization.

2. Introduction

2.1 Project Background and Context

The e-Gambia Power Project addresses Gambia's need for reliable energy and digital connectivity and services, as identified in the RFP (January 25, 2025). With funding from the World Bank, it aligns with SDGs 7 (Affordable Energy) and 9 (Innovation /Infrastructure). The study will explore hybrid systems, cybersecurity, and sustainability, building on policies like the National Cybersecurity Policy 2022-2026, Digital Transformation Strategy 2023-2028, Digital Economy Master Plan 2024-2034, ICT4D Policy 2018-2028, and the Electricity Masterplan and Roadmap 2021 to 2040 among others as listed in the TOR..

2.2 Purpose of the Inception Report

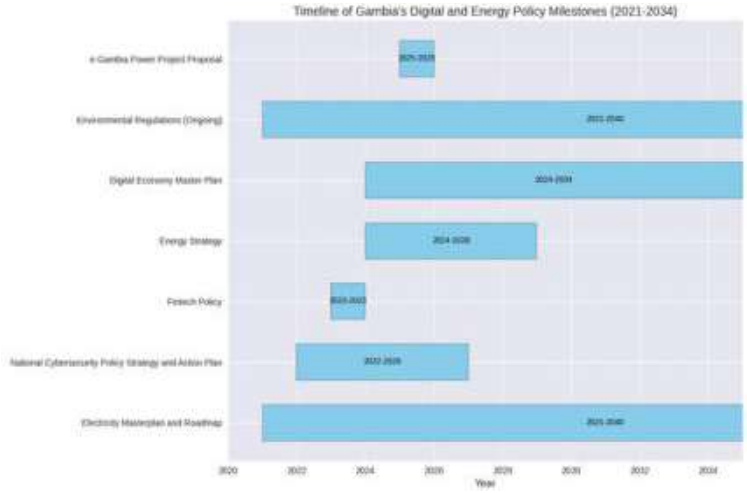
In line with World Bank Consultant Services Manual (2023), this report:

- Articulates the consultant's interpretation of the TOR.
- Outlines the methodology, team, and plan for execution.
- Identifies preliminary issues and risks.
- Serves as a baseline for project monitoring and the first deliverable (triggering 20% payment).

It facilitates early alignment and adjustments before full mobilization.

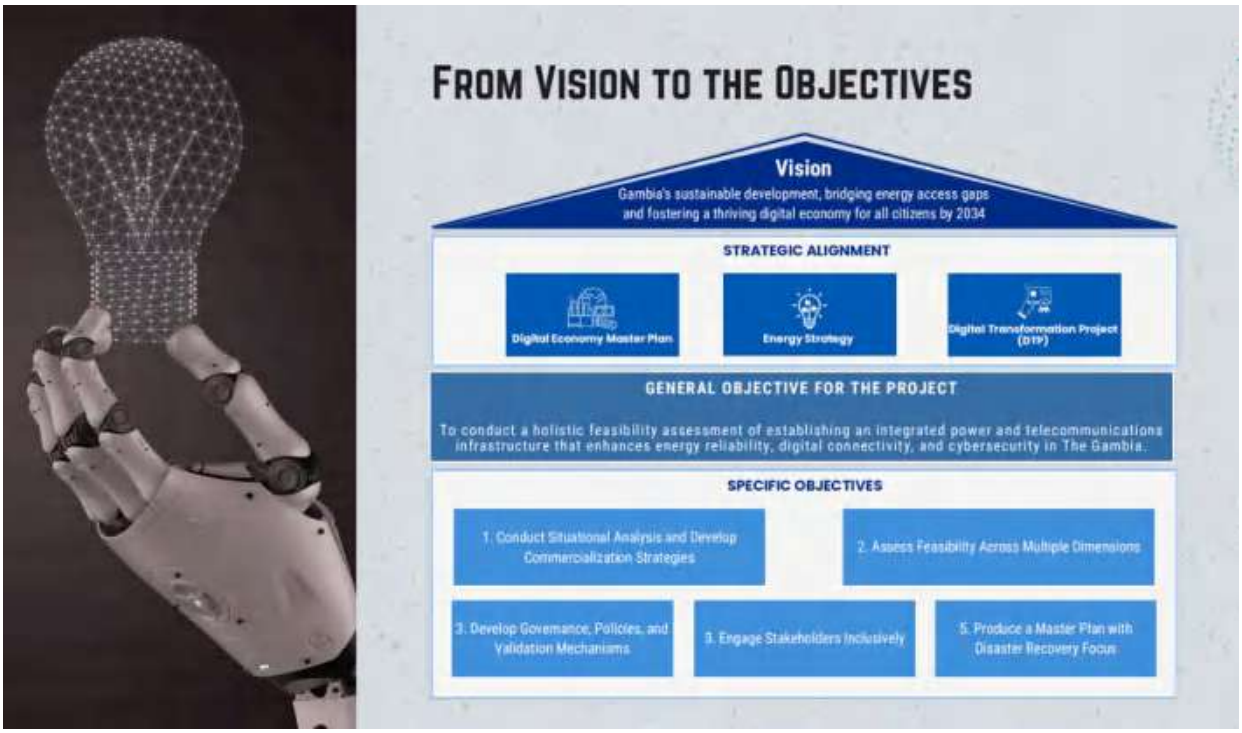
2.3 Structure of the Report

The report is structured to provide a logical flow: objectives/scope, methodology, plan details, team/stakeholders, findings/risks, communication/budget, and next steps. Annexes include supporting documents and tools like Project Charter, Project Plan, and Gantt charts.



3. Project Objectives and Scope

This section outlines the core aims of the Feasibility Study for the e-Gambia Power Project, based on the Terms of Reference (TOR). It defines project goals, work boundaries, and key assumptions, aligning with the World Bank's focus on clear objectives and scope management. The objectives support Gambia's socio-economic goals, including poverty reduction through better energy access, sustainable growth via digital integration, and improved governance with resilient infrastructure.



3.1 Vision and Mission, and Objectives

The vision and mission will be verified with the client during the project, as the initial state, we have prepared the following:

Vision: To establish a resilient, integrated power and digital infrastructure that powers The Gambia's sustainable development, bridging energy access gaps and fostering a thriving digital economy for all citizens by 2034, in alignment with national visions like the Digital Economy Master Plan and Energy Strategy.

Mission: To conduct a comprehensive feasibility study that evaluates innovative, inclusive solutions for hybrid energy-telecom systems, ensuring cybersecurity, environmental sustainability, and equitable benefits across urban and rural communities, while supporting Gambia's socio-economic goals of poverty reduction, innovation, and governance enhancement.

Strategy Statement (General Objective):

The overarching strategy is to deliver a master plan that assesses the technical, financial, economic, environmental, and social viability of the e-Gambia Power Project. This plan will guide scalable implementation by integrating renewable energy with broadband networks, disaster recovery sites, and infrastructure that enhances energy access, affordability, robustness and reliability, digital connectivity and services. It will leverage existing energy infrastructure for quadruple play services (voice, data, video, and power), last-mile connectivity, and GAMSWITCH access to increase public service transactions via digital means, enhance resilience, and drive long-term growth under the Digital Transformation Program (DTP) framework.

Specific Objectives:

These are actionable goals derived from the TOR's 10 stages, structured across the project's three phases, ensuring the production of 3 minimal viable options for the MoCDE Government to choose from in the commercialization strategies:

1. Conduct Situational Analysis and Develop Commercialization Strategies (Assignment 1, Stages 1-2): Review existing power/telecom infrastructure, policies (e.g., Energy Strategy 2024-2028), and regulations to propose viable commercialization options—riding on existing energy infrastructure for quadruple play services, last-mile connectivity, and GAMSWITCH access—and produce 3 minimal viable options for the MoCDE Government to choose, culminating in the Final Stage 1 Report.
2. Assess Feasibility Across Dimensions (Assignment 2, Stages 3-7): Evaluate technical (e.g., hybrid designs with cybersecurity, quadruple play integration, and last-mile solutions), financial (e.g., 5-year costing models), economic (e.g., GDP/job impacts), environmental (e.g., compliance and sustainability plans), and social (e.g., inclusivity for marginalized groups) aspects, identifying risks and mitigations, leading to the Draft Report for Stage 2- E- Gambia Power Project and Final Stage 2 Report.
3. Develop Governance, Policies, and Frameworks (Stages 8-9): Create coordination strategies, institutional frameworks, draft policies/regulations, and stakeholder roles to ensure effective governance and implementation readiness, incorporating the 3 minimal viable options.
4. Engage and Validate with Stakeholders (Stage 10): Conduct consultations with stakeholders (public, private, civil society), culminating in a 5-day validation workshop to refine and endorse outputs, including the Shareholder Mechanism and Strategy.
5. Produce Actionable Master Plan: Synthesize findings into a detailed plan with disaster recovery focus, supporting scalability and alignment with DTP performance indicators like increased digital access and service availability, ensuring all aspects of TOR deliverables are covered.

These objectives are SMART (Specific, Measurable, Achievable, Relevant, Time-bound), with success measured by KPIs such as 90% on-time deliverables and ≥80% stakeholder satisfaction in validation surveys.

3.2 Scope of Work and Deliverables

The Terms of Reference (TOR) offers comprehensive descriptions regarding the Scope of Work (SOW), detailing the various stages and deliverables. While the project may modify the order and approach of these deliverables, we will generally adhere to the TOR. This section serves to reaffirm our understanding of the project's scope. The methodology for the study will consist of the following stages:

Assignment 1: Situational Analysis and Commercialization Strategies for the e-Gambia Power Project

1.1. Infrastructural Analysis: Analyze existing structures, especially NAWEC's Transmission and Distribution network, including existing fiber installations. Also, analyze the ECOWAS Wide Area Network (ECOWAN) and National Broadband Network (NBN) under GAMTEL and how these components can be utilized or expanded to reach the last mile access and its operationalization and maintenance. The exercise would also include assessing the infrastructure capacity of the the above listed entities. Include the Digital Gambia Ltd initiative and how it can be leveraged to provide reliable and enhanced Media Content distribution. Assess the National payment gateway/GAMSWITCH Project to improve and effectively utilize electronic payment methods for subscribed services under the e-Government Power Project

1.2. Market Analysis: Engage with existing service providers, and other potential groups of customers to best understand the needs of the market for quadruple play services. The study is expected to detail existing and potential demand according to the following (e.g. capacity, dark fibre, expected speeds, minimum quality of service) to inform the design of the project.

1.3. Benchmarking Exercise – The consultant is expected to conduct a desk review on international best practice, in line with Gambian context and in relation to technical, financial and operational considerations for leveraging electricity utility assets for fibre connectivity. The consultant is expected to draw up at least three (3) relevant case studies (including one in the sub-region) to address the following: (i) presentation on the selected entities, (ii) regulatory framework between power/ICT utilities, (iii) product availability and possible comparison of reference offers, (iv) governance framework including PPP arrangements.

1.4. Strategic Options and Recommendations for Marketing the Project – An in-depth review of the legal and regulatory documents inherent to the Gambia's energy and digital sectors including a review of the following:

- **IC ACT 2009, as amended and Electricity Act, 2005**
- **PURA Regulatory texts and guidelines**
- **Electricity Grid Code**
- **Digital Transformation Strategy 2024-2028**

- **Electricity Masterplan and Roadmap 2021 to 2040**
- **Environmental regulations and guidelines**
- **National Cybersecurity Policy Strategy and Action Plan 2022- 2026**
- **Digital Economy Master Plan 2024-2034**
- **Fintech Policy**
- **E-Gambia Power Project Proposal**
- **Etc.**

Based on these reviews, the consultant will provide multiple strategic options for the commercialization of the e-Gambia Power Project services including feasible ways to rollout the transmission and distribution network in respect to constructing new fibre, commercializing the quadruple play services and developing a complete SWOT (strengths, weaknesses, opportunities and threats) and/or PESTLE (Political, Economical, Social, Technological, Legal, and Environmental) analysis that will allow The Government of The Gambia (through MOCDE) to make informed decisions with at least three (3) options. The strategic report is expected to include the following:

- Viable Options for establishing the e-Gambia Power Project and possibilities of self/government-financing, grants or public private partnership (PPP) with the Gambia government preferably through a Build and Transfer (BT) arrangement to implement the e-Gambia Power Project.
- Compliance with the applicable legal and regulatory frameworks and the type of applicable license to be granted.
- A complete financial plan (CAPEX requirements, P&L, etc) for the network with associated forecasts (10 Year horizon) detailing potential benefits for the potential shareholders.
- Tariff implications for each option
- Risk and mitigation measures.

Assignment 2: E-Gambia Power Project

Capacity Analysis: Assess available human resources that can be used to effectively maintain the operability and sustainability of a e-Gambia Power Project without resorting to excessive reliance on external support. Recommend the training and scouting process necessary to build the capacity of people to create job opportunities in the Quadruple Play market.

Stage 2: Funding Approach: Explore different funding approaches, including, self/government financing/grants/PPP agreement to determine the feasibility of independently rolling out the Project without external support.

Stage 3: Institutional Framework: The consultant will focus on the legal, policy and regulatory requirements and procedures to fully establish and operationalize the e-Gambia Power Project under appropriate structures and institutional arrangements by Government.

Stage 4: Sustainability Plan: The Consultant will develop a comprehensive short and long term sustainability plans including marketing Strategy, revenue generation mechanisms, operational and disaster control plans, business continuity plans, among others.

Stage 5: Costing Plan: The consultant will elaborate the cost breakdown from initiation to completion of the Project, including the required staff numerations, projected review with a 5 year period after commissioning, and proposed cost of e-Gambia Power Project services

Stage 6: Design: Following the adoption of the chosen option by Government from the Strategic Report in Assignment 1, the consultant will design the e-Gambia Power Project, taking into account the illustrative diagram in its Project Proposal. The High and Low-level Designs will include both Physical and Logical Topologies for both the Network Infrastructure and its elements and the Data Center of the e-Gambia Power Project. To ensure security-by-design, the Consultant is also expected to include cybersecurity designs in both the High and low levels overall design of the Project.

Stage 7: Shareholding Mechanism: The consultant will develop a revenue sharing mechanism for all stakeholders involved in the project. This will be mostly based on weight of their roles, including infrastructural, financial or human resource capacities pertaining to the Project.

Stage 8: Coordination/Stakeholder Roles: This stage will dwell on the Roles of each of the Stakeholders and how they can effectively contribute to the sustainability of the Project and increase revenue for their institutions. It will also look into the reporting structures, the involvement of the private and civil society sectors. It will also expound on the Roles of the Taskforce and the extension of its Mandates in line with best practices.

Stage 9: Environment and Social Impact Assessment (ESIA): This stage will involve conducting a preliminary environmental and social issues/impacts assessment highlighting issues/potential impacts that could emanate from the implementation of the projects and recommend measures to mitigate the impacts from the design stage to implementation.

This stage will also advise on an alternative approach for the proposed infrastructures and the need to develop additional Environmental and Social instruments per the project activities.

The assessment report should form part of an annex of the Feasibility report.

Stage 10: Workshop Validation of all final deliverables: conduct a 5-Day Validation Workshop for the deliverables of the Feasibility Study involving all relevant stakeholders.

3.3. Expected Outcomes and Deliverables:

Timeline	Deliverable
T0 + 2 weeks	• Submission of a Work Plan (preferable in a Gantt Chart) highlighting all expected deliverables with their specific deliverable timelines. • Submission of an inception report
T0 + 2 Months	Draft Report for Situational Analysis and Commercialization Strategies for the e-Gambia Power Project including the Strategic Report of the proposed Options.
TO + 2 Months	Produce a Funding Approach for the Project.
TO + 3 Months	Institutional Framework for the Project.
TO + 3 Months	Costing Model/Plan.
TO + 4 Months	Sustainability Plan for the Project.
TO + 4 Months	A detailed Design (High and Low levels embedding Cybersecurity) of the e-Gambia Power Project taking into account the methodologies highlighted above.
TO + 5 Months	Coordination strategy and governance structure for the Project.
TO + 5 Months	5-Day Validation Workshop for the deliverables of the Feasibility Study.
TO + 5 Months	Draft Policies and regulations associated to e-Gambia Power Project.
TO + 5 Months	Documentation on Critical stakeholder roles in the e-Gambia Power Project.
TO + 5 Months	Shareholder Mechanism and Strategy
TO + 5 Months	Draft Report for Stage 2- E- Gambia Power Project
T0 + 6 Months	Final Stage 1 Report & Final Stage 2 Report

3.3 Assumptions and Constraints

To ensure realistic planning, the following are noted:

- Assumptions:
  - Timely provision of documents and data by the client (e.g., policy reports, infrastructure maps).
  - Availability of stakeholders for consultations within the first two months.
  - No significant changes in national policies or World Bank requirements during the study.
  - Client approvals will be granted within 5-10 days of submission, as per contract timelines.
  - Stable political and economic environment in The Gambia to facilitate site visits and workshops.

- Constraints:
  - Fixed 6-month duration.
  - Lump-sum budget limits additional resources.
  - Limited access to sensitive data may require non-disclosure agreements.

These factors will be monitored through the Risk Register (Section 8), with contingencies like virtual alternatives for consultations.

4. Project Approach & Methodology

An Innovative delivery model

Our strategy for the e-Gambia Power Project feasibility study involves merging established project management techniques with contemporary development practices. We utilize a hybrid framework that integrates PRINCE2/PMP principles for solid governance and Agile methodologies for adaptable development. This approach allows us to maintain rigorous project oversight while accommodating the Ministry's changing requirements.

4.1 Hybrid Project Framework: PRINCE2 with Agile Project Management

To balance structure with adaptability, the methodology integrates PRINCE2's seven processes for governance and Agile's principles for flexibility.

PRINCE2 Components:

- Project Initiation and Control
  - Development of Project Charter
  - Creation of Project Initiation Documentation outlining methodology (Project Plan)
  - Clear organizational structure with defined roles and responsibilities
  - Stage boundaries with formal reviews for the stakeholder approval
  - Resource allocation
- Governance and Reporting
  - Regular Project Board meetings with the project leadership
  - Progress reporting with focus on value delivery
  - Clear escalation paths for issue resolution
  - Change control procedures
  - Risk management framework
- Quality assurance aligned with the industry standards

Agile Track:

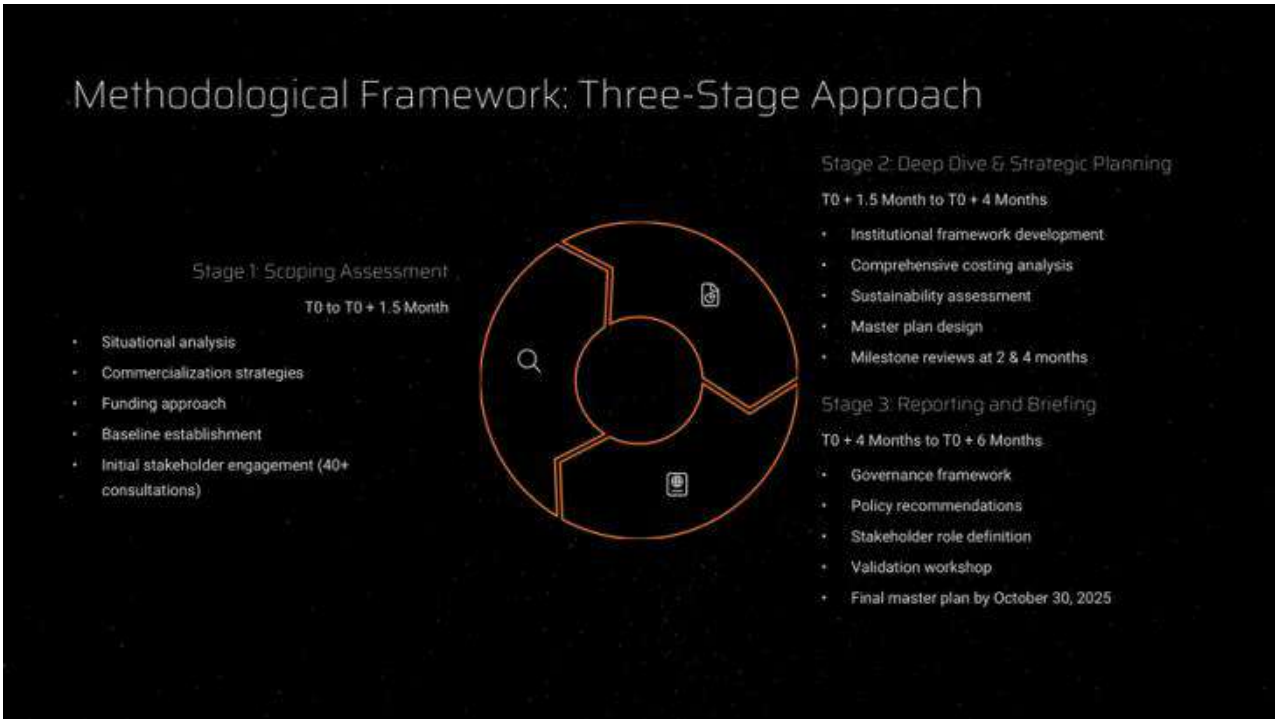
- Research and Assessment Phase
  - Two-week research periods with clearly defined objectives
  - Weekly stakeholder consultation meetings
  - Regular progress review sessions
  - Comprehensive documentation practices
- Quality and Verification Methodology
  - Evidence-based evaluation methodology
  - Cross-validation of findings for key feasibility factors
  - Structured peer review processes
  - Benchmarking against similar projects in comparable markets

4.2 Overall Methodological Framework

The study adopts a phased, iterative framework divided into three interconnected stages, mapping the TOR's 10 stages as follows:

- Stage 1: Scoping Assessment (T0 to T0 + 1.5 Month): Focus on foundational information gathering (TOR Stages 1-3: Situational analysis, commercialization strategies, funding approach). This stage establishes baselines through desk reviews and initial engagements.
- Stage 2: Deep Dive and Strategic Planning (T0 + 1.5 Month to T0 + 4 Months): In-depth evaluation and planning (TOR Stages 4-7: Institutional framework, costing, sustainability, design). Milestones at 2 and 4 months ensure progressive refinement.
- Stage 3: Reporting and Briefing (T0 + 4 Months to T0 + 6 Months): Synthesis and validation (TOR Stages 8-10: Governance, policies, stakeholder roles, validation workshop).

This framework is participatory, with stakeholder input integrated from the outset (e.g., 40+ consultations front-loaded in the first two months). It follows a logical flow: inputs (data gathering), processes (analysis/modeling), outputs (deliverables), and outcomes (master plan by October 30, 2025). The approach is compliant with World Bank Environmental and Social Standards (ESS), ensuring sustainability and inclusivity are embedded.



4.3 Data Collection and Analysis Strategies

Data collection is multi-method and phased, with a focus on the first two months for scoping (e.g., 70% of efforts in Stage 1):

- Methods: Desk Review - Analyze TOR-listed documents (e.g., Energy Strategy 2024-2028, Digital Economy Master Plan 2024-2034) and suggested additions (e.g., NAWEC reports, market studies). Timeline: Weeks 1-4.
  - Questionnaire Surveys: Structured surveys (e.g., Likert-scale on infrastructure gaps) distributed to 40+ stakeholders via Google Forms/email. Questions: "Rate cybersecurity readiness (1-10)"; open-ended for suggestions. Timeline: Launch Week 1, responses by Week 6.
  - Interviews: Semi-structured (30-60 min) with stakeholders (e.g., "What are key barriers to energy-telecom integration?"). Target: 40 interviews (10 in Week 2, 15 in Weeks 3-4, 15 in Weeks 5-6).
  - Workshops: Three hybrid sessions (2-4 hours): Workshop 1 (Week 4: Policy gaps), Workshop 2 (Week 6: Commercialization), Workshop 3 (Week 8: Initial designs).
  - Site Visits/Data Gathering: Visits to potential disaster recovery sites and infrastructure locations for fieldwork data (e.g., photos, metrics on current coverage). Timeline: Weeks 2-6.
- Analysis Strategies: Qualitative and quantitative (statistical tools for survey data). Triangulation ensures validity; e.g., cross-verify interview insights with document reviews.

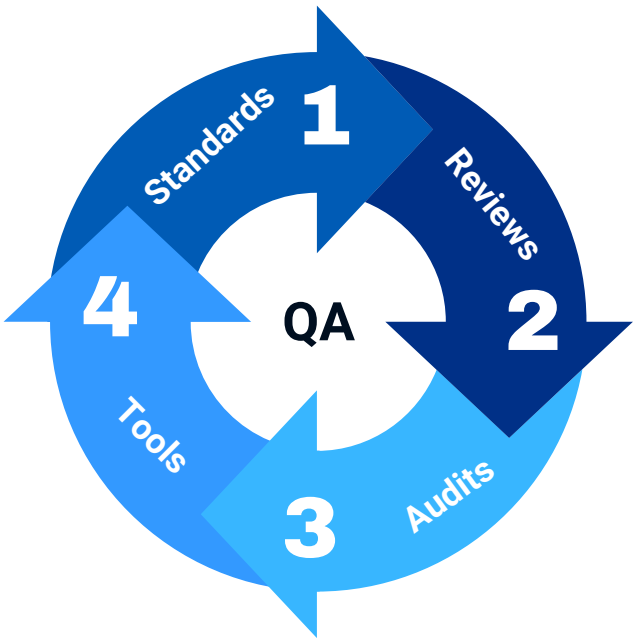
This strategy complies with World Bank data protection standards and focuses on inclusivity (e.g., gender-balanced respondents).

4.4 Quality Assurance Mechanisms

Quality is embedded through:

- Standards: Adherence to ISO 9001 for processes; World Bank ESS for environmental/social aspects.
- Reviews: Internal peer reviews before submissions; client approvals at milestones (e.g., 5-10 days post-submission).
- Audits: Mid-project audit (T0 + 3 months) for compliance; KPIs like 95% approval rate on first submission.
- Tools: Checklists for deliverables (e.g., TOR alignment); feedback loops from retrospectives.

This ensures deliverables meet TOR requirements and support the master plan goal.



5. Team Organization and Expertise

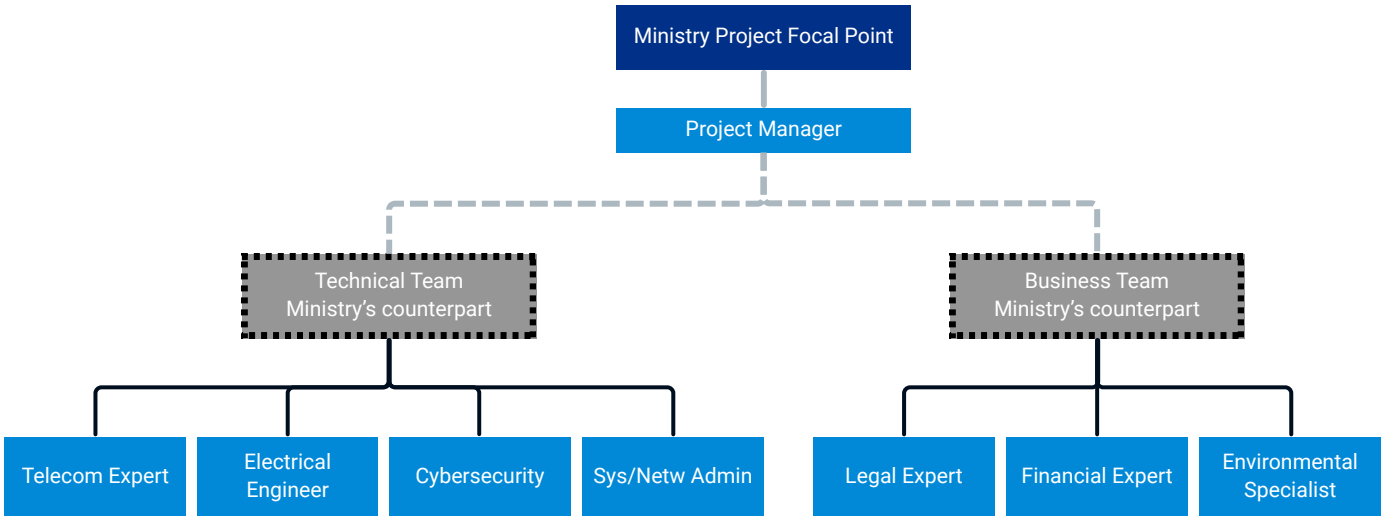
Our Delivery Unit

This section describes the organizational structure, key personnel, and expertise that Wipro Intelligent Services (WIS) will deploy for the Feasibility Study on the Establishment of the e-Gambia Power Project. The team is composed of experienced professionals aligned with the RFP requirements (Pages 82-83) and the project's hybrid PRINCE2-Agile methodology. The structure ensures clear accountability, efficient collaboration, and domain-specific contributions across the three stages: Scoping Assessment, Deep Dive and Strategic Planning, and Reporting and Briefing.

The team totals 8 key roles, with the Project Manager providing overall leadership. External stakeholders (e.g., Client Coordinator, Ministry Representatives) are integrated for oversight and input, ensuring inclusive decision-making.

5.1 Organizational Structure

The team follows a hierarchical structure with the Project Sponsor at the top for strategic oversight, the Project Manager as the central coordinator, and specialized experts grouped by domain (technical, legal/environmental, financial). This setup facilitates cross-functional collaboration, with Agile sprint teams formed for Stage 2 tasks (e.g., feasibility modeling involving Electrical, Telecom, and Cybersecurity Experts).



5.2 Key Personnel Profiles

The team comprises qualified experts with relevant experience. Profiles are summarized below:

- Project Sponsor (Director of Cybersecurity, MoCDE): Provides strategic direction and approvals.
- Project Manager (WIS): Oversees execution and milestones; Prince2-certified with 15+ years in digital projects.
- Electrical Engineer (WIS Key Expert): Assesses power infrastructure;
- Telecom Expert (WIS Key Expert): Evaluates network integration;
- Cybersecurity Expert (WIS Key Expert): Designs security measures;
- Systems/Network Administrator (WIS Key Expert): Manages IT frameworks;
- Legal Expert (WIS Key Expert): Ensures regulatory compliance;
- Environmental Assessment Specialist (WIS Key Expert): Conducts impact assessments;
- Financial Expert (WIS Key Expert): Develops costing models;
- Client Coordinator (WARDIP): Facilitates approvals and data access;
- Ministry Representatives (MoCDE/Energy Ministry): Provide policy inputs;
- Stakeholders (Public/Private/Civil Society): Offer advisory feedback.

5.3 Capacity Building and Knowledge Transfer

To build local capabilities, the team will conduct training sessions (e.g., workshops on feasibility tools in Stage 2) and knowledge transfer during the validation workshop (Stage 3). This includes shadowing for client staff on analysis methods, ensuring sustainability post-project.

6. Project Plan

An Innovative delivery model

This Work Plan provides a high-level roadmap for executing the Feasibility Study on the Establishment of the e-Gambia Power Project, as outlined in the Terms of Reference (TOR) in Appendix A of the contract. The plan adopts a hybrid PRINCE2-Agile methodology to balance structured governance with flexible, iterative delivery. PRINCE2 ensures controlled stages, risk management, and stakeholder oversight, while Agile introduces sprints for adaptive analysis and continuous improvement, particularly in data gathering and feasibility modelling.

The project spans 6 months (July 21, 2025 – January 31, 2026), divided into three stages aligned with the TOR's 10 stages: Scoping Assessment (information-focused, Stages 1-3), Deep Dive and Strategic Planning (analysis-driven, Stages 4-7), and Reporting and Briefing (validation-oriented, Stages 8-10). This hybrid approach supports the contract's deliverable milestones and payment schedule, with early emphasis on stakeholder engagement (40+ consultations in the first two months).

Key principles:

- PRINCE2 Integration: Seven processes (Starting Up, Directing, Initiating, Controlling Stages, Managing Product Delivery, Managing Stage Boundaries, Closing) provide governance gates.
- Agile Integration: 2-week sprints in Stages 1 and 2 for tasks like data collection and modeling, with twice a week or weekly stand-ups, retrospectives, and backlog prioritization.
- Monitoring: Weekly progress reviews; 48-hour response time for issues.

6.1. Hybrid PRINCE2-Agile Framework

The hybrid model maps PRINCcE2 processes to Agile practices:

- Starting Up (Pre-T0): Project Brief and team setup (Agile: Initial backlog creation).
- Initiating (T0 to +2 Weeks): PID and plans (Agile: Sprint 0 for tool setup).
- Directing: Ongoing board oversight (Agile: Sprint reviews as input).
- Controlling Stages: Day-to-day management (Agile: Sprint execution).
- Managing Product Delivery: Deliverable creation (Agile: Sprint outputs).
- Managing Stage Boundaries: End-stage reviews (Agile: Retrospectives).
- Closing: Final handover (Agile: Final demo/workshop).

This ensures compliance with World Bank guidelines while allowing adaptability.

6.2 Project Phases and Activities

The work plan is structured by stage, with hybrid elements, key activities, responsibilities, and deliverables. Durations are estimated; WBS and detailed Gantt in Appendix .

Phase 1: Scoping Assessment (T0 to T0 + 1.5 Month: July 21 – August 29, 2025)

Focus: Information gathering via document reviews, surveys, interviews, and initial assessments (TOR Stages 1-3).

- PRINCE2 Elements: Initiation process; stage plan approval.
- Agile Elements: Two 2-week sprints (Sprint 1: Document/data setup; Sprint 2: Initial engagements).
    - Key Activities: Week 1-2: Review TOR documents (e.g., Energy Strategy 2024-2028, Digital Economy Master Plan); conduct preliminary data gathering (site visits to disaster recovery locations); launch questionnaire surveys (target: 40 responses on infrastructure gaps).
    - Week 3-4: Stakeholder interviews (10-25 initial; e.g., MoCDE officials on policies); thematic analysis of data; prepare preliminary situational report.
- Responsibilities: Project Manager (R); Experts (C for domain inputs); Client Coordinator (A for approvals).
- Deliverables: Inception Report/Work Plan (T0 + 2 weeks); Assignment 1 Deliverables (preliminary analysis, strategies) (T0 + 1.5 month).
- Resources: Team meetings via Teams or Zoom; survey tools and reports.

Phase 2: Deep Dive and Strategic Planning (T0 + 1.5 Month to T0 + 4 Months: Sept. 1 – November 21, 2025)

Focus: In-depth analysis, modeling, and strategy development (TOR Stages 4-7).

- PRINCE2 Elements: Stage control and boundary reviews (milestones at 2/4 months).
- Agile Elements: Six 2-week sprints (e.g., Sprint 3: Feasibility modeling; Sprint 4: Design iterations), with bi-weekly retrospectives.
    - Key Activities: Months 2-3: Deep dive into feasibility (technical/economic models using Excel/SPSS); additional consultations (15 more interviews); develop costing/sustainability plans; milestone review at T0 + 2 months (September 21: Interim designs/market study).
    - Months 3-4 (October 22 – November 21): Refine strategies (e.g., governance frameworks); conduct workshops (e.g., Week 12: Design session); complete Assignment 2 deliverables; milestone at T0 + 4 months (November 21).
- Responsibilities: Experts (R for analysis); Project Manager (A for reviews); Stakeholders (C for inputs).
- Deliverables: Interim outputs (T0 + 2 months); Assignment 2 Deliverables (feasibility report, designs) (T0 + 4 months).
- Resources: Analytical software; hybrid workshop tools (Zoom/Teams).

Phase 3: Reporting and Briefing (T0 + 4 Months to T0 + 6 Months: November 22, 2025 – January 21, 2026)

Focus: Synthesis, validation, and closure (TOR Stages 8-10).

- PRINCE2 Elements: Closing process; end-stage report.
- Agile Elements: Final sprint for refinements post-workshop feedback.
- Key Activities: Month 5 (November 22 – December 21): Draft final reports/policies; prepare validation workshop materials.
- Month 6 (December 22 – January 21): Conduct 5-day validation workshop (Week 23-24); incorporate feedback; finalize handover; project closure review.
- Responsibilities: Project Manager (R); Client/Stakeholders (A for validation); Experts (C for refinements).
- Deliverables: Validated Documents (final reports, workshop outcomes) (T0 + 6 months).
- Resources: Workshop facilitation; document templates.

6.3 Timeline Overview and Gantt Chart

High-level timeline: Phase 1 (6 weeks), Phase 2 (10 weeks), Phase 3 (10 weeks).

	Aug	Sept	Oct	Nov	Dec	Jan
Phase 1: Scoping Assessment						
Phase 2: Deep Dive & Strategic Planning						
Phase 3: Reporting & Briefing						
Project Closure						

6.4 Resource Allocation and Monitoring

- Resources: 5 key experts and local supports; tools (Zoom, Teams, Google Drive, Excel).
- Monitoring: PRINCE2 highlight reports weekly; Agile retrospectives bi-weekly; KPIs (e.g., 90% on-time).
- Adjustments: Exception plans for variances.

This is a broad overview of the project plan; the specifics are outlined in the project charter and the project plan, which will be refined after the kick-off.

7. Stakeholder Engagement

The Key to Innovative Project Delivery

This Stakeholder Engagement Plan (SEP) outlines the strategy for involving key stakeholders in the feasibility study for the e-Gambia Power Project. Aligned with the TOR in Appendix A and the project's hybrid PRINCE2-Agile methodology, the SEP ensures inclusive, transparent, and effective participation to gather diverse insights, mitigate risks, and enhance project outcomes. The RFP requires engagement with at least 40 stakeholders from public, private, and civil society sectors, distributed across the timeline but concentrated in the first 2 months (July 21, 2025 – September 30, 2025) during phase 1 (Scoping Assessment) for information gathering. This early focus allows timely integration of feedback into subsequent stages (Deep Dive and Strategic Planning, Reporting and Briefing).

The plan emphasizes ethical practices, compliance with World Bank guidelines (e.g., Section 6 on fraud/corruption), and accessibility (e.g., virtual options for rural stakeholders). All engagements will be documented, with feedback looped back via reports and the 5-day validation workshop in phase 3.

7.1 Objectives

- Gather comprehensive data on infrastructure gaps, policy impacts, and feasibility challenges to inform the study.
- Ensure diverse perspectives from at least 40 stakeholders to promote inclusivity and ownership.
- Build consensus on commercialization strategies, sustainability plans, and designs.
- Identify risks early and incorporate mitigation ideas.
- Foster long-term relationships for potential project implementation.

7.2 List of Stakeholders

Stakeholders are categorized into public, private, civil society, and international/other groups, with a target of 40+ engagements (e.g., 15 public, 15 private, 10 civil society). This list is preliminary and will be refined post-kick-off based on consultations. Key contacts will be confirmed via the client. The detailed contact list will be provided by the client.

Public Sector:

- Ministry of Communications and Digital Economy (MoCDE) – Policy makers and digital economy experts.
- Ministry of Energy – Energy Policy makers and experts .
- Public Utilities Regulatory Authority (PURA) – Utility regulator for Energy, Broadcasting and Telecoms representatives.
- National Water and Electricity Company (NAWEC) – National Energy and Water operator.
- Other public ministries (Office of The President, Ministry of Finance, Ministry of Justice) and agencies.
- Gambia Information and Communications Technology Agency (GICTA) e-Government oversight
- Ministry of Information, Media and Broadcasting - Policy makers on Content and Broadcasting expert representatives
- Digital Gambia Limited – National Content Distributor
- Central Bank of The Gambia – Regulator for the Financial Sector representatives

Telecom Operators, MNOs:

- Gamtel (Gambia Telecommunications Company) – Telecom infrastructure providers.
- GAMCEL (Gambia Cellular Company)
- Africell – Mobile network operators.
- QCell
- Commium
- Others

Other private sector:

- ISPs (NetPage, Unique Solutions, INET, DK-TELECOM)
- Content Service Providers: IPTV, etc.
- OTTs: VoIP
- Fintech companies (e.g., GAMSWITCH – National Payment Switch) local payment gateways like Wave or EazyPay).
- Energy providers (e.g., private renewable energy firms like SeneGambia Solar).
- IT/service providers (e.g., cybersecurity firms operating in The Gambia).

Civil Society (10 stakeholders):

- Academia and Schools (e.g., University of The Gambia – researchers in energy/digital fields).
- Gambia Cyber Security Alliance (GCSA)
- Gambia Community of Information Security (GAMCON)
- Center for the Advancement of Science and Innovation (CASAI)

International/Other:

- ECOWAS Commission – on regional policies relevant to Digital Transformation

The list can be expandable based on needs.

7.3 Engagement Methods

All methods are scheduled within the first 2 months to align with Phase 1's information-gathering focus. A mix of virtual (e.g., Zoom/Teams) and in-person options will be used for accessibility. Response time for follow-ups is within 48 hours, as per the communication plan. Suggested additions: Online feedback portals and focus groups for deeper qualitative insights.

a) Questionnaire Survey

- Description: A structured online/offline survey to collect quantitative and qualitative data on infrastructure gaps, policy perceptions, and feasibility priorities. Questions will cover topics like current energy/telecom challenges, commercialization preferences, and sustainability needs (e.g., "On a scale of 1-10, rate the adequacy of rural power access").
- Target: All 40+ stakeholders; distributed via email/Google Forms with follow-up reminders.
- Timeline: Week 1-4 (July 21 – August 31, 2025); Launch in Week 1 post-kick-off, responses due by Week 4.
- Responsible: Project Manager with support from analysts; anonymized results shared in Assignment 1 deliverables.
- Suggestion: Include open-ended sections for suggestions and a Net Promoter Score (NPS) question to gauge project support.

b) Interviews

- Description: One-on-one or small-group semi-structured interviews (30-60 minutes) to gather in-depth insights. Topics: Infrastructure assessments, risk identification, and strategic options. Interview guide based on TOR (e.g., "What are the key barriers to integrating power and telecom networks?").
- Target: 40 stakeholders (10-15 per category); prioritized for key influencers (e.g., MoCDE officials first).
- Timeline: Weeks 2-6 (July 28 – September 1, 2025); 10 interviews in Weeks 2-4 (public focus), 15 in Weeks 4-5 (private/civil society), 15 in Week 6 (wrap-up/international).
- Responsible: Key Experts (e.g., Telecom Expert for private sector interviews); recorded/transcribed with consent.
- Suggestion: Use thematic analysis tools for coding responses; follow-up interviews if needed for clarification.

c) Workshops

- Description: Interactive sessions (2-4 hours) for group discussions, brainstorming, and preliminary feedback on findings. Topics: Data validation, commercialization brainstorming, and risk mapping. Format: Hybrid with breakout rooms for focused input.
- Target: Subsets of stakeholders (e.g., 10-15 per workshop); total coverage across 3 sessions to reach 40+.
- Timeline: Will be confirmed with the client for the logistics. Place holder: Weeks 4-10 (August 11 – September 30, 2025); Workshop 1 (Week 4: Public sector focus on policy gaps), Workshop 2 (Week 6: Private sector on commercialization). The details will be discussed and confirmed.
- Responsible: Project Manager facilitates; experts lead sessions (e.g., Cybersecurity Expert for design workshops).
- Suggestion: Record the meeting, produce summary reports as inputs to Assignment 2 deliverables.

7.4 Tentative Timeline for Engagement Activities

The schedule will be discussed and confirmed with the project team.

- Weeks 1-2 (July 21 – August 4): Launch questionnaire; conduct 10 initial interviews; prepare for workshops.
- Weeks 3-4 (August 5 – August 18): Collect survey responses; 15 more interviews; Workshop 1.
- Weeks 5-6 (August 19 – September 1): Analyze initial data; 15 final interviews; Workshop 2.
- Weeks 7-8 (September 2 – September 15): Workshop 3; consolidate feedback for Assignment 1 deliverables (due August 21, but extended analysis into September for depth). (Note: All activities complete by September 21, 2025, to inform Stage 2 milestones.)

8. Data Collection and Analysis

The Key to Innovative Project Delivery

8.1 Data Collection Methods

Data collection is phased, iterative, and stakeholder-inclusive, targeting at least 40 participants in the first two months to front-load information gathering. Methods are selected for efficiency, accessibility (e.g., hybrid formats for rural stakeholders), and compliance with data protection standards (e.g., anonymization where sensitive).

- Desk Review of Required Documents and Secondary Sources- the primary method for baseline data, involving systematic review of TOR-specified documents to extract policy, regulatory, and contextual insights. Key sources include:
  - Energy Strategy 2024-2028 (for strategic priorities).
  - Electricity Masterplan and Roadmap 2021-2040 (for infrastructure baselines).
  - Environmental regulations and guidelines (for compliance benchmarks).
  - National Cybersecurity Policy Strategy and Action Plan 2022-2026 (for security requirements).
  - Digital Economy Master Plan 2024-2034 (for integration opportunities).
  - Fintech Policy (for financial models).
  - e-Gambia Power Project Proposal (for scope alignment).
  - Additional suggested sources: World Bank reports on African digital integration, Gambian government audits (e.g., NAWEC energy reports), and open-source data (e.g., ITU telecom statistics).
  - Timeline: Weeks 1-4 (July 21 – August 18, 2025); outputs fed into Inception Report (August 4).
  - Responsible: Project Manager with expert inputs (e.g., Legal Expert for regulations).
  - Tools: Document management via SharePoint; extraction templates for key themes (e.g., gaps, opportunities).

- Collection of Technical Drawings, Network Maps, and Infrastructure Data - focused on visual and spatial data to assess current systems. Sources:
  - Power grid drawings and schematics from NAWEC or Ministry of Energy.
  - Telecom network maps (e.g., fiber optic layouts) from Gamtel or PURA.
  - Site blueprints for potential disaster recovery locations.
  - Suggested additions: GIS maps for rural/urban coverage, satellite imagery for environmental assessments.

- Timeline: Weeks 2-6 (July 28 – September 1, 2025), including site visits.
- Responsible: Electrical Engineer (power drawings), Telecom Expert (network maps), Environmental Specialist (GIS data).
- Methods: Secure requests via client (48-hour response protocol); digital scans/photographs during visits; validation through expert reviews.

- Primary Data Collection: Surveys, Interviews, and Workshops, Questionnaire Surveys: Structured (e.g., Likert-scale on infrastructure adequacy). Target: 40+ responses on topics like energy gaps ("Rate rural power reliability 1-10") and digital needs.
  - Timeline: Launch Week 1; responses by Week 4.
  - Interviews: Semi-structured (30-60 min) with stakeholders (e.g., "Describe telecom-power integration barriers?"). Target: 40 interviews (10 in Weeks 2-3, 15 in Weeks 4-5, 15 in Week 6).
  - Timeline: Weeks 2-6.
  - Workshops: Three hybrid sessions (2-4 hours): Workshop 1 (Week 4: Policy gaps), Workshop 2 (Week 6: Commercialization), Workshop 3 (Week 8: Designs). Use polls for real-time data.
  - Timeline: Weeks 4-8.
  - Responsible: Project Manager facilitates; experts lead domain-specific sessions.
  - Tools: Google Forms/Excel for surveys; Zoom/Teams for interviews/workshops; transcription tools (e.g., Otter.ai offline mode).

- Field and Site-Based Data Gathering:
  - On-site visits to power plants, telecom hubs, and disaster recovery sites for observational data, measurements, and drawings.
  - Timeline: Weeks 3-5.
  - Responsible: Systems Administrator (network audits), Environmental Specialist (impact assessments).

8.2 Suggested Documents to be reviewed

Category	Documents for Desk Review	Rationale/Description
Policy and Strategy	• Energy Strategy 2024-2028 • National Cybersecurity Policy Strategy and Action Plan 2022-2026 • Fintech Policy	These documents provide the overarching strategic framework for energy, digital security, and financial technology integration, guiding the project's alignment with national priorities.
Infrastructure and Planning	• Electricity Masterplan and Roadmap 2021 to 2040 • Digital Economy Master Plan 2024-2034	These outline long-term plans for electricity generation/transmission and digital economy development, essential for assessing infrastructure gaps and integration opportunities.
Environmental and Regulatory	• Environmental regulations and guidelines	These ensure the project complies with sustainability and environmental standards, informing risk assessments and mitigation strategies.
Project-Specific	• E-Gambia Power Project Proposal	This core document details the project's initial concept, objectives, and scope, serving as the baseline for the feasibility study.
Power Utility Network Coverage and Stats	• Can Gambia Achieve Universal Electricity Access By 2025? – The Standard Newspaper (2022 report on NAWEC progress and challenges) • Gambia Electricity Restoration and Modernization Project (GERMP) - World Bank Project Detail (P163568, 2020, with updates on NAWEC capacity and rural access) • NAWEC – Gambia National Water & Electric Company Reports (annual reports on installed capacity)	• Africa Energy Portal (2021 Electricity Sector Roadmap, access stats: 56.2% overall, 13% rural) • The Gambia - Energy (Trade.gov, 2022, electrification rate 50%+, urban/rural divide) • Gambia accelerates energy infrastructure overhaul (2025 updates on NAWEC projects, 90% access target)

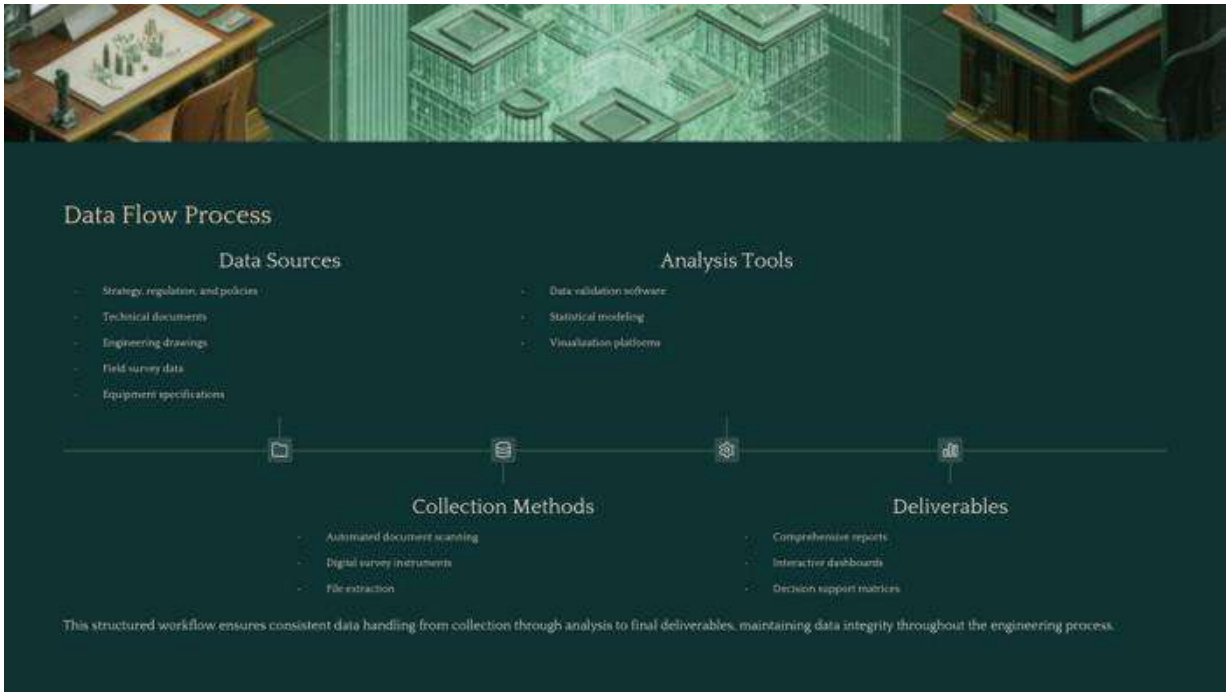
Category	Documents for Desk Review	Rationale/Description
Telecom Coverage and Stats	• Gambia Telecoms Market Report • The Gambia: Freedom on the Net 2023 Country Report • Gambia's Internet Outage Through an Internet Resilience Lens • Overview - Public Utilities Regulatory Authority (PURA, 2021, telecom operators: GAMTEL fixed, 4 mobile; ISP stats) • Mobile Network Operators • Internet Service Providers	• These sources detail telecom coverage (e.g., mobile 88.8% penetration, internet 34.7%), operator stats (Africell dominant), and challenges like urban bias and outages, crucial for integration analysis. • PURA (2021, active subscribers 2.7M, Africell 62% market) • PURA (2021, 5 ISPs, coverage limited to urban)
GIS Mapping, Network Coverage, Urban & Rural	• GIS Coverages for power and telecom, cellular and broadband	These GIS resources provide spatial data for mapping power/telecom coverage, and infrastructure (e.g., roads/rivers impacting sites), supporting feasibility designs.
International reports from ITU and TM Forum, etc.	• ITU Gambia Digital Economy Report • TM Forum Telecom Standards (general: TM Forum Open APIs and eTOM for telecom business models) • TM Forum Home (2025, reports on AI in telecom)	ITU reports offer global benchmarks and Gambia-specific stats on digital access/coverage; TM Forum provides standards for telecom innovation/business models, informing project strategies.
Market Analysis	• Gambia Telecoms Market Report • Gambia Market Analysis - Fitch Solutions • Gambia Telecom Infrastructure Market Trends • Gambia, The - Energy (Trade.gov, 2022, market overview, universal access by 2025)	These analyses cover market trends, competition (e.g., Africell 62% share), growth projections, and opportunities in energy/telecom integration.

Category	Documents for Desk Review	Rationale/Description
Financial Reports and Business Plans	• Financial reports and Business Plan for the MNOs and Telco operators, ISPs, Content service providers • Financial reports and Business Plan from NAWEC • Gambia Electricity Restoration and Modernization Project (GERMP) - World Bank (P163568, 2020) • The Gambia: Energy projects progress (AfDB, 2024) • GAMBIA RENEWABLE ENERGY (EIB, 2017, $10M solar PV financing, business plan for 20MW plant) • Gambia accelerates energy infrastructure overhaul (Zawya, 2025) • Other major power and connectivity projects. • Gambia Electricity Support Project (World Bank P152659, procurement/financial plans)	These reports detail the financial performance, challenges and opportunities, funding, business models, business plans, and financial projections for energy projects.

8.3 Data Analysis Strategies

Analysis will be rigorous, using mixed methods to triangulate findings and reduce bias. Data from documents, drawings, and networks will be cross-referenced with primary inputs for validation.

- Qualitative Analysis: Thematic coding of interview transcripts, workshop notes, and document extracts. Themes: Infrastructure gaps, policy barriers, sustainability opportunities. For drawings/networks: Visual interpretation (e.g., overlay maps to identify overlaps).
- Quantitative Analysis: Statistical tools for survey data (e.g., SPSS/Excel for averages, correlations like energy access vs. economic impact). Costing models via PuLP/Excel; projections (e.g., 5-year revenue) using trend analysis.
- Integrated Analysis: SWOT/PESTLE frameworks for synthesis; GIS tools (if available offline) for spatial analysis of drawings/maps.
- Timeline: Ongoing; preliminary in Stage 1 (Week 4), full in Stage 2 (Months 2-4), validation in Stage 3.
- Responsible: Financial Expert (quantitative), Legal/Environmental Experts (qualitative), Project Manager (integration).
- Quality Controls: Peer reviews; data validation workshops; adherence to World Bank ESS for environmental/social data.



8.4 Focal Questions

Category	Focal Questions (Proposed; to be finalized with the client for stakeholder questionnaire)
Strategy and Policies	1. How do current national policies (e.g., Energy Strategy 2024-2028, Digital Economy Master Plan 2024-2034) support or hinder the integration of power and telecom infrastructure? 2. What regulatory changes are needed to facilitate public-private partnerships for the e-Gambia Power Project? 3. How can the project align with international frameworks like World Bank ESS or SDGs 7 and 9? 4. What governance structures should be in place to oversee project implementation and sustainability? 5. What are the key policy gaps in addressing rural-urban disparities in energy and digital access?
Services	1. What essential services (e.g., e-government, fintech, remote education) could benefit from integrated power-telecom infrastructure? 2. How can the project enhance service delivery in underserved areas, such as rural communities? 3. What user needs (e.g., reliability, affordability) should drive service design in the e-Gambia Power Project? 4. How might hybrid services (e.g., smart grid-enabled digital payments) create new opportunities? 5. What measures are needed to ensure inclusive services for vulnerable groups (e.g., women, youth)?
Business Model	1. What commercialization strategies (e.g., PPP, private-led) are most viable for the e-Gambia Power Project? 2. How can revenue generation mechanisms (e.g., subscription models, ad-based) be integrated into the business model? 3. What role should stakeholders (public, private) play in the project's ownership and operations? 4. How can the business model incorporate disaster recovery and business continuity plans? 5. What key performance indicators (e.g., ROI, user adoption) should define the model's success?
Financial	1. What are the estimated costs for project initiation, infrastructure development, and operations over 5 years? 2. What funding sources (e.g., government, donors, private investors) are feasible, and what are the associated risks? 3. How can financial models ensure affordability for end-users while achieving profitability? 4. What economic impacts (e.g., job creation, GDP contribution) can be projected from the project? 5. How should financial risks (e.g., currency fluctuations, investment shortfalls) be mitigated?

Category	Focal Questions (Proposed; to be finalized with the client for stakeholder questionnaire)
Opportunities	1. What market opportunities exist for renewable energy integration in Gambia's telecom sector? 2. How can the project create opportunities for local innovation and entrepreneurship (e.g., fintech startups)? 3. What potential partnerships (e.g., with international donors like World Bank) could accelerate project success? 4. How might the project open opportunities for regional collaboration (e.g., with ECOWAS on digital integration)? 5. What social opportunities (e.g., improved education/health via digital access) can be leveraged?
Challenges	1. What are the primary regulatory or policy challenges that could delay the e-Gambia Power Project implementation? 2. How might financial constraints (e.g., limited funding sources) impact project viability, and what workarounds exist? 3. What technical challenges (e.g., integrating legacy power systems with modern telecom) need to be addressed? 4. How can social or environmental challenges (e.g., community resistance or climate vulnerabilities) be mitigated? 5. What stakeholder-related challenges (e.g., coordination among public/private sectors) might arise, and how can they be overcome?
Technology (Power and Telecom Network, Coverage, and Innovation)	1. What current power technologies (e.g., solar hybrids) can be integrated with telecom networks for better coverage? 2. How can telecom innovations (e.g., 5G, fiber optics) enhance power grid efficiency and rural coverage? 3. What cybersecurity technologies are essential to protect the integrated infrastructure? 4. How can innovative solutions (e.g., AI for predictive maintenance, IoT for smart grids) improve network coverage and reliability? 5. What gaps in current technology (e.g., limited rural broadband) need addressing for project scalability?

9. Communication Plan

Maintain Consistent Communication

This Communication Plan outlines the strategies, processes, and tools for effective information exchange among the project team, client, stakeholders, and other parties involved in the Feasibility Study on the Establishment of the e-Gambia Power Project. Aligned with the hybrid PRINCE2-Agile methodology, the Terms of Reference (TOR) in Appendix A, and World Bank guidelines (e.g., Consultant Services Manual 2023), the plan ensures transparency, timely decision-making, and compliance with anti-corruption and SEA/SH policies. It supports the project's 6-month timeline (July 21, 2025 – January 21, 2026), with a focus on front-loaded stakeholder engagement in the first two months.

The plan addresses key communication needs, such as deliverable approvals, risk updates, and stakeholder feedback, while incorporating a 48-hour response time for all requests to prevent delays.

9.1 Objectives

The primary objectives of this Communication Plan are to:

- Facilitate seamless collaboration between WIS (consultant), DTfA/WARDIP (client), MoCDE (sponsor), and stakeholders (40+ from public, private, and civil society sectors).
- Ensure timely dissemination of project updates, risks, and deliverables to support milestones (e.g., Inception Report by August 4, 2025).
- Promote inclusivity and accountability, aligning with World Bank requirements for stakeholder engagement and ethical reporting.
- Enable quick issue resolution through defined escalation paths, minimizing impacts on the three-stage structure (Scoping, Deep Dive, Reporting).
- Measure communication effectiveness via KPIs, such as 95% on-time responses and ≥90% stakeholder satisfaction.

9.2 Stakeholders and Audience

Stakeholders are categorized by their role and communication needs. The plan tailors messages to each group, with focal points for efficiency.

Stakeholder Group	Key Representatives	Communication Needs	Frequency	Focal Point (Client Side)	Focal Point (WIS Side)
Client/ Sponsor/ Project Owner	MoCDE/ WARDIP	Approvals, progress reports, risks, escalations	Weekly/Monthly		Project Manager
Project Team (WIS Experts)	Electrical Engineer, Telecom Expert, Cybersecurity Expert, Systems Administrator, Legal Expert, Environmental Specialist, Financial Expert	Task updates, internal coordination, feedback	Daily/Weekly		Project Manager
Public Sector Stakeholders	MoCDE/Energy Ministry Officials, PURA, NAWEC	Policy inputs, regulatory feedback	Bi-Weekly/As Needed		Legal/Environmental Experts
Private Sector Stakeholders	Gamtel, Africell, Fintech Firms	Infrastructure/commercialization insights	Bi-Weekly/As Needed		Telecom/Financial Experts
Civil Society Stakeholders	NGOs, Community Groups, Academia	Social/environmental perspectives	Monthly/Workshop-Specific		Environmental Specialist
International /Other	WARDIP	Compliance updates, high-level reports	Monthly/Ad-Hoc		Project Manager

9.3 Communication Methods and Channels

Method/Channel	Description	When to Use	Tools/Format	Responsible Party
Meetings (Virtual/In-Person)	Structured discussions for updates/approvals	Weekly stand-ups, milestone reviews	Microsoft Teams/Zoom; Agenda/Minutes templates	Project Manager
Reports	Formal progress/risk summaries	Bi-weekly/monthly reports, deliverable submissions	Email/SharePoint; PDF/Word formats	Project Manager/Experts
Emails	Official notifications, requests	Ad-hoc escalations, approvals	Formal email	All parties; cc focal points
Collaboration Platforms	Real-time sharing/feedback	Daily coordination, document reviews	Google Drive or Onedrive files; WhatsApp, Teams chat for quick queries	Project Manager
Workshops/Surveys	Interactive data gathering	Stakeholder consultations, validation workshop	Hybrid (Teams/in-person); Google Forms for surveys	Relevant Experts
Phone WhatApp Calls	Urgent issues	Escalations not resolved in 48 hours	Direct calls; followed by email summary	Focal Points

- Response Time: All requests (e.g., data queries, feedback) must be acknowledged within 48 hours, with full responses as soon as possible to avoid delays.
- Confidentiality: Sensitive information (e.g., cybersecurity data) shared via secure channels only, compliant with World Bank policies.

9.3 Communication Schedule

The schedule ensures regular touchpoints, tied to project stages and milestones.

Communication Type	Frequency	Audience	Content	Responsible	Timeline Example
Weekly Stand-Up Meetings	Every Monday (15-30 min)	Project Team, Client Coordinator	Progress updates, blockers, next steps	Project Manager	Starting July 28, 2025
Bi-Weekly Progress Reports	Every other Wednesday	Client, Sponsor, Key Stakeholders	Status against TOR, risks, stakeholder feedback	Project Manager	e.g., August 7, 2025
Monthly Status Reports	Last Friday of month (Detailed)	All Stakeholders, World Bank	Milestone recap, KPIs, financial updates	Project Manager	e.g., August 30, 2025
Stakeholder Consultations	Weeks 1-8 (Interviews/Surveys/Workshops)	40+ Stakeholders	Data gathering on policies, challenges	Relevant Experts	July 28 – September 15, 2025
Milestone Reviews	At key dates (1-2 hours)	Client, Sponsor, Team	Deliverable approvals (e.g., Assignment 1)	Project Manager	e.g., August 21, 2025
5-Day Validation Workshop	Once (Stage 3)	All Stakeholders	Final feedback and validation	Project Manager/Experts	December 2025 (exact dates TBD)
Ad-Hoc/Escalations	As needed	Relevant Parties	Urgent issues (48-hour response)	Focal Points	Ongoing

10. Risk Management

Risk management plays a crucial role in project management; the project risk register will consistently be included in both the project charter and the project plan. This section provides a high-level overview of the initial risks identified during the inception phase of the Feasibility Study on the Establishment of the e-Gambia Power Project. As per the hybrid PRINCE2-Agile methodology, risk management is embedded throughout the project, with detailed registers, mitigation plans, and monitoring tools to be elaborated in the separate Project Management Document (attached). The focus here is on key risks that could impact the study's timeline, quality, and deliverables, based on preliminary desk reviews, TOR analysis (Section 7), and World Bank guidelines (e.g., emphasizing proactive identification in Consultant Services Manual, 2023). Risks are categorized by probability (Low/Medium/High) and impact (Low/Medium/High), with initial mitigations proposed. A full Risk Register with quantitative assessments (e.g., using a 5x5 matrix) will be developed post-kick-off.

The initial risks and mitigation plan are the following:

Risk ID	Risk Description	Probability	Impact	Mitigation Strategy	Responsible Party
R1	Delay in Response to Approvals: Slow client or stakeholder responses to deliverable submissions (e.g., Inception Report approval) could delay milestones, affecting the 6-month timeline.	Medium	High	Enforce the 48-hour response protocol in the Communication Plan; include buffer time in the Work Plan (e.g., 5-day approval windows); escalate to Project Sponsor if exceeded.	Project Manager
R2	Timely and Inclusive Data Collection: Challenges in gathering comprehensive data (e.g., from remote stakeholders or sensitive documents) or ensuring inclusivity (e.g., gender/rural representation in 40+ consultations) may lead to incomplete analyses.	High	Medium	Front-load data requests and consultations in Stage 1 (first month); use hybrid methods (virtual surveys/interviews); track diversity metrics in the Stakeholder Engagement Plan.	Relevant Experts (e.g., Environmental Specialist)

Risk ID	Risk Description	Probability	Impact	Mitigation Strategy	Responsible Party
R3	Scope Creep: Uncontrolled expansions (e.g., adding non-TOR activities like detailed procurement plans) due to evolving stakeholder inputs could strain resources and timelines.	Medium	Medium	Strictly adhere to TOR-defined scope in the Project Charter; implement a change control process under PRINCE2 (require written approvals for changes); review scope at stage boundaries.	Project Manager
R4	Stakeholder Availability: Limited participation from key stakeholders (e.g., private sector during consultations) could reduce input quality and delay validation.	Medium	Medium	Schedule engagements early with alternatives (e.g., virtual options); monitor via the Stakeholder Register; incentivize through project benefits communication.	Project Manager / Client Coordinator
R5	Technical and External Risks: Issues like data access restrictions or external factors (e.g., policy changes) could hinder feasibility modeling in Stage 2.	Low	High	Secure early client commitments for data; include contingency buffers in the Work Plan; monitor via weekly risk reviews.	Technical Experts (e.g., Telecom Expert)

11. Key Performance Indicators (KPIs)

KPIs are concise metrics to track project performance against objectives, aligned with TOR deliverables and World Bank standards. They are SMART and reviewed monthly.

KPI Category	Description	Target	Measurement Method	Responsible Party
Timeliness	Percentage of deliverables submitted on or before due dates	≥90%	Track submission dates vs. planned (e.g., Inception Report by August 4, 2025)	Project Manager
Stakeholder Engagement	Number of consultations completed and satisfaction rate	≥40 consultations; ≥80% satisfaction	Count consultations; post-engagement surveys	Project Manager / Experts
Quality of Outputs	Approval rate on submission and compliance	100% compliances	Review submission feedback; audit checklists	Project Manager / Client Coordinator
Risk Management	Percentage of risks escalating and mitigation implementation	≤10% escalation 100% mitigations on time	Risk Register tracking; monthly reviews	Project Manager

CONCLUSION

This Inception Report outlines Wipro Intelligent Services' (WIS) strategy for conducting the Feasibility Study of the e-Gambia Power Project, adhering to the Terms of Reference (TOR) and World Bank guidelines. Employing a hybrid PRINCE2-Agile methodology, the project aims to deliver a feasibility study report and a master plan by January 31, 2025, through the stages of Scoping Assessment, Deep Dive and Strategic Planning, and Reporting and Briefing. The study involves over 40 stakeholder consultations, comprehensive data collection, and risk management protocols, such as a 48-hour response protocol, to identify infrastructure gaps and opportunities for renewable energy integration. WIS recommends obtaining client approval within the established timeframe to initiate subsequent activities and deliverables, and to ensure data access for timely progress.

"e-Gambia Power Project: Driving Digital Convergence for a Brighter Future"

Ambitions Realized

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