



Republic of The Gambia



THE AFRICAN CAPACITY BUILDING FOUNDATION | FONDATION POUR LE RENFORCEMENT DES CAPACITES EN AFRIQUE

Report on Capacity Needs Assessment and Capacity Development Strategy for the Implementation of The Gambia National Development Plan (2018-2021)

March 2018

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Gambia National Development Plan (2018-2021)

Final Report

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POLITICAL AND ADMINISTRATIVE MAP OF THE GAMBIA



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EXECUTIVE SUMMARY

Following the historic polls of 2nd December 2016, which elected a new Government in the Republic of The Gambia, a new medium term National Development Plan (2018-2021) has been prepared and adopted. Government envisages organizing an International Conference for The Gambia on 22nd May 2018 to build the partnerships needed to support the realization of the plan and address the myriad of social and economic ills besetting the country after 22 years of dictatorship.

Coincidentally, the new government also requested the African Capacity Building Foundation (ACBF) to assist it carry out a comprehensive capacity needs assessment to strengthen government's capacity to deliver its policy priorities.

The assessment was conducted in August-September 2017, and covered 44 Ministries and satellite institutions (MDAs) and reviewed capacity gaps at institutional, organizational and individual levels. The findings are summed up below.

At institutional level:

- 43% of institutions indicated that the laws establishing them were out dated and would need to be reviewed;
- 33% of the institutions surveyed indicated inadequate governance and accountability mechanisms;
- 90% of the ministries work effectively with key partners within government, however, 75% of the surveyed ministries and satellites reported having challenges working with their outside partners. The high percentage of ministries (75%) that face challenges working with outside partners is of serious concern as it impacts directly on service delivery as well as on formulation and delivery of effective policies and programmes.

At organizational level:

- Financial management systems: 57% of the ministries and satellites reported that they have effective financial management system in place, while 30% reported negatively;
- While M&E and data management system is reported either adequate or effective in most ministries and satellites, 75.0% of the respondents reported that they do not have well trained M&E staff, and 64 %of the ministries do not have adequate management information systems;
- 59% of the respondents do not have effective ICT system in place. Only 34% reported having effective systems;
- Adequacy of working environment: 60% of the respondents do not have adequate working environment in their organizations, with 80% reporting that their equipment are inadequate and non-functional.

At individual human capacity level:

- 6 ministries and satellites out of 44 representing 14 % reported that their organizations do not have adequate leadership and vision. About 34 ministries and satellites representing 77% indicates that their organization have adequate leadership and vision;
- For the middle managerial cadre, 28 ministries and satellites representing 64% indicates that it is optimum and 13 ministries and satellites representing 30% disagree. This is a pointer to train a critical mass of middle managerial cadre so that all the ministries will have the right size of staffing;
- Skills: only 64% respondents reported that their organizations have staff with the right technical skills to deliver on the NDP outcomes. Another 32% indicated otherwise;
- Human Resource Strategy: 26 ministries and satellites representing 59% indicated that they had no HR development strategy;
- Staff retention: 52% respondents reported that their organizations have not been able

- to retain staff;
- Only 57% of the surveyed ministries and satellites have annual budget for training;
- Availability of specialized skills for the NDP: 33% of ministries and satellites report that their organizations do not have the required specialized skills;
- Women representation at managerial and technical levels: 57% of the surveyed ministries and satellites indicate that women are not well represented at managerial and technical levels;
- Team work/inter-ministerial collaboration: 33 % of the surveyed ministries/satellites indicate that they have weak mechanisms for collaboration. This needs to be strengthened in the context of the implementation of the NDP which calls for strong inter-ministerial collaboration to deliver the priorities;
- Knowledge sharing: 23% reporting that there are no mechanisms for knowledge sharing among staff within their organizations. Furthermore, nearly all the respondents representing 93% agreed that knowledge sharing among staff could be improved.

On the basis of the analysis and the summary presented above a number of broad conclusions can be drawn:

- a) Capacity gaps and development needs are pervasive in The Gambia's public sector institutions. The gaps span all the three levels of capacity (institutional, organizational and individual) and touch all MDAs. A comprehensive strategy to address these is critical if the National Development Plan is to be effectively implemented.
- b) The specific combination of capacity gaps for each MDA is unique, requiring tailored interventions to achieve maximum impact. Hence the specific capacity development measures for each of the MDAs assessed which are presented in Chapter 4
- c) Notwithstanding b) above, there are several crosscutting capacity gaps that lend themselves to horizontal capacity development initiatives. These include:

- Strengthening policy, planning and programming capacities. This should also include support to develop the capacity of the newly established Gambia National Think Tank (GAMNATT);
 - Enhancing systems related to financial management, human resources management, ICT, M&E capacities, etc. These functional capacities at the organizational level are generally weak and need to be substantially strengthened for delivery of NDP outcomes.
 - Specialized skills and expertise levels in nearly all MDAs need to be reinforced. On the basis of the skills gaps identified short, medium and long-term measures should be developed to close these gaps. The strategies on the supply side should include the reform of the institutions of Higher Learning in The Gambia, as well as a more prudent management of the many scholarships offered by friendly governments such that they serve the most urgent needs of the country.
- d) By virtue of their important functions in achieving the vision and goal of the NDP, special consideration needs to be given to the following, in view of the many gaps identified in these institutions:
- MDAs: Ministry of Agriculture, Ministry of Health and Social Welfare, Ministry of Lands and Regional Administration, Ministry of Transport, Works and Infrastructure, and Ministry Environment, Climate Change and Natural Resources and their satellite institutions.
 - Among the apex institutions: the Office of The President, National Assembly, The Judiciary and the Personnel Management Office.
 - The Directorate of Planning (MOFEA) and the planning entities MDAs. It is of vital necessity to clarify and institutionalize the central planning functions of government and take the appropriate measures.
 - Key units within the Ministry of Finance and planning, particularly the Debt

Management and PPP units; the former because of the huge debt burden the country faces (120% of GDP) and the latter because of the fiscal pressures arising from the poor management of SoEs and the considerable reform efforts needed.

- e) For reasons of time and the fact that the higher education sector is currently undergoing comprehensive restructuring, mergers and upgrade, no assessment was conducted of the capacity providers in the country – the supply side. This is necessary for the definition of a more global strategy;
- f) Finally, an important subsection of the country's public institutions not covered by the study are the State Owned Enterprises (SoEs) that currently are a huge liability to government, notwithstanding their capacity to generate wealth and jobs. It is therefore strongly recommended that these institutions benefit from detailed CNA as part of the reform envisaged.

Based on the results of the assessment a detailed, costed capacity development strategy has been formulated and presented in chapter 4. The strategies take account of the specific needs of the individual ministries and satellite institutions assessed. The total cost of the strategy is estimated at \$US 112 million, including the newly established Gambia National Think Tank (GAMNATT).

Based on the analysis of the needs assessment, and the strategies identified under the preceding sections, some of priority capacity development interventions have been identified and grouped under three categories:

- Short-term interventions;
- Medium term interventions; and
- Long-term interventions.

Priority capacity development interventions for the National Development Plan (2018-2021) should focus on the most urgent short-term and medium term needs, as follows:

Short Term

a) *Implementation of The Gambia Government civil service reform programme:* this is vital order to make the civil service more attractive and professional. Any capacity building measure will only be successful in the long-term if the conditions and schemes of service are optimal and there is in place an enabling environment that permits a full professionalization of the public sector institutions. This will help stem the high attrition rates in Gambia's civil service and ensure its full professionalization.

b) *Addressing the short-term skills gaps through the following measures:*

(i) *Reintegration of dismissed qualified professionals:* Many qualified professionals were dismissed from the civil service for political and/or arbitrary reasons. Government should review these cases and bring back those competent ones to fill some of the existing gaps. The current government policy on this issue is on the right track and needs to be continued.

(ii) *Using retired experienced former civil servants to provide mentoring and support in critical ministries:* despite the years of dictatorship, the country is fortunate to have many able retired civil servants who served in the administration of the first republic when Gambia's civil service had a strong reputation for excellence. Generally young staff lacking experience mans the current civil service. They can benefit from the guidance of such these retired civil servants through an appropriately structured mentorship programme.

(iii) *Tapping Diaspora expertise:* Many well-qualified professionals emigrated during the draconian regime of the past government. The Gambian skilled workers scheme (GSWS) is being proposed to register all professional workers living outside the country

such as doctors, engineers, nurses, accountants, teachers, agricultural experts, etc. The Personnel Management Office can host such intervention with the aim of attracting them to come back to work with Government or provide technical support. The intervention can be packaged as a project in the PMO. The project can replicate Skills for South Sudan (SKILLS) that was established in 1995 by the South Sudanese community in the UK in response to the challenges of human resources following decades of civil war. A good starting point has been provided by the Migration and Sustainable Development Project of The Gambia (MSDG) managed by GK Partners. The scope of this project can be expanded to address this issue.

- (iv) *Prudent management of foreign scholarships*: Gambia benefits from many scholarships being offered by countries in different fields. At the moment, such scholarships are not linked to any specific capacity requirements in the Country. In a particular case of the Ministry of Lands and Regional Government, eleven staff benefited from MSc programs many of which are not relevant to the need of the Ministry. The PMO in collaboration with the Ministry of Higher Education, Research, Science, and Technology can coordinate to match scholarship awards to capacity required to deliver on NDP priorities, using the skills gaps identified in this assessment as a starting point.
- (v) The assessment conducted has inventoried in detail the skills profiles needed in the different MDAs. This inventory should be used for the planning and implementation of the three measures outlined above.
- c) *Strengthening leadership and middle management cadre in the civil service*: Although many MDAs reported fairly

good leadership, several noted weaknesses in leadership and visioning. Most MDAs also reported weaknesses in the middle management cadre. Efforts are therefore needed to strengthen these two areas. The Management Development Institute (MDI) and other institutions, including in the private sector, can be supported to develop required programs that will meet these needs. Presently the MDI is in the process of being merged with The University of Gambia (TUG) and until it is completed, the exact support needed might be difficult to specify:

- (i) *Leadership and management at the Permanent Secretary level*: This could involve training on strategic management, policy-related training in the relevant fields and ensuring that cadres at this level are exposed to global best practices. More stability is need also at this level as frequent changes of staff at this level are not ideal for consistency in policy setting and programme delivery.
- (ii) *Strengthening middle management cadre*: The middle management cadre is responsible for programme design, management and implementation/service delivery. Training of these cadres can ensure more effective planning, programme delivery and monitoring for results.
- d) *Addressing organizational weaknesses in key MDAs*: This can be done through:
 - (i) *Reviews and up dating of the legal frameworks and conducting functional reviews of key MDAs* to ensure that they are appropriately governed and structured. The weak accountability and governance mechanisms cited by many MDAs should be further reviewed and corrective measures taken.
 - (ii) *Addressing the gaps in functional capacities at the organizational level* pertaining to improvements in financial management, planning, monitoring and evaluation, ICT. A combination of

robust training and supply of equipment would be needed.

e) ***Strengthening crossing cutting policy and research coordination capacities in government through the following measures:***

(i) *Strengthening the newly established Gambian National Think-Tank (GAMNTT):* The GAMNTT is to serve as a policy think tank to the Country to provide research and analysis capacity to support the implementation of NDP priorities. It will also support the Government to provide evidence-based policy analysis. The institution is still in its infancy and needs support to further clarify its mission, vision, mandate, as well as putting in place and organizational structure, staffing and logistics. It needs support to develop a policy research agenda and begin its implementation.

(ii) *Strengthening Policy and Program Coordination within government:* Currently, these functions are not centralized therefore resulting in policy incoherence and weak programmatic implementation. The National Development Plan proposes a detailed review followed by adoption of an institutional mechanism for policy coordination. This mechanism should be placed at the highest level of government to make it more effective. Such a unit should bring together existing entities, and could provide technical support in the areas of:

- Support the identification of gaps and opportunities for development of new policies for improving the quality and impact of decision-making.
- Working on policy coherence, prepare inputs for briefings requested by Government/Cabinet through sourcing information from

available evidence, research and corporate knowledge, and ensuring timely production of materials.

- Extract, analyse, document, and codify results/lessons learned in policy and program coordination areas.
- Ensuring that development assistance is in line with government priorities as reflected in the NDP.

Medium Term

a) For the medium to long term, capacity building intervention can focus on ***strengthening the capacity providers (UTG, MDI,) to respond more effectively to the skills gaps identified.*** A broader national skills audit including looking at private sector needs should inform the restructuring of the country's middle and higher education system.

b) In addition, there is need to closely review private sector training institutions in order to strengthen their role and ensure that the country is endowed with quality human capital to power the economy.

The cost of these priority capacity development interventions is estimated at \$US 14 million.

Long term Interventions

For the long-term, government should take measures to build modern and functional offices to accommodate MDAs, including offices in all the regions. The poor working environment, including adequate logistics has been identified as a cross cutting concern by all the MDAs assessed.

The report recommends that Government adopt a holistic approach, using the findings of this assessment as the framework for coordinated donor support to capacity development. This will complement the Civil Service reform strategy already developed by government.

ACRONYMS

ACBF:	The African Capacity Building Foundation
AfDB:	African Development Bank
CBO's:	Community-Based Organizations
CNA:	Capacity Needs Assessment
DCA:	Development Credit Agreement
DFID:	Department for International Development
GAMNATT:	Gambia National Think-Tank
GDP:	Gross Domestic Product
GICAP:	Gambia Institutional Capacity Building Project
GIMPA:	Ghana Institute of Management and Public Administration
GSWS:	Gambia Skilled Workers Scheme
HR:	Human Resources
ICT:	Information and Communication Technology
MDAs:	Ministries, Department and Agencies
MDI:	Management Development Institute
M&E:	Monitoring and Evaluation
MOFEA :	Ministry of Finance and Economic Affairs
MSDG:	Migration and Sustainable Development Project of Gambia
NDP:	National Development Plan
NGO:	Non-Governmental Organization
PCU:	Project Coordinating Unit
PMO:	Personnel Management Office
SDGs:	Sustainable Development Goals
SOEs:	State Owned Enterprises
TANGO:	The Association of Non-Governmental Organizations
UNDP:	United Nations Development Programme
UTG:	University of the Gambia
WB:	World Bank

CHAPTER I: BACKGROUND, CONTEXT, AND OBJECTIVES OF CONSULTANCY

1.1 Country context and Background

Following two decades of authoritarian and undemocratic rule, Gambians went to the polls on 2nd December 2016 and elected a new Government. The legacy of misrule by the previous administration was severe economic distress, a dysfunctional public sector and declining social indicators which left the newly elected government with the herculean task of rebuilding the country's economic, social and governance fabric, including its institutions.

To launch the country on the path of sound governance and economic and social recovery the government has prepared and adopted a medium term National Development Plan (2018-2021). Government, with the collaboration of its partners led by the EU envisages organizing an International Conference for The Gambia on 22nd May 2018 at EU HQ in Brussels to build the partnerships needed to support the implementation of the plan.

Coincidentally, the new government also requested the African Capacity Building Foundation (ACBF) to assist it carry out a comprehensive capacity needs assessment to strengthen government's capacity to deliver its policy priorities. The request received a favorable response from ACBF, which relatively quickly fielded a scoping mission in May 2017, followed by a visit to the Gambia by the Foundation's Executive Secretary in June 2017.

1.2 The Gambia's National Development Plan and Capacity Requirements

The goal of the new national development plan is to: *“deliver good governance and accountability, social cohesion, and national reconciliation and a revitalized and transformed economy for the*

wellbeing of all Gambians”.

The overall goal of the NDP will be realized through eight strategic priorities, namely:

- Restoring good governance, respect for human rights, the rule of law, and empowering citizens through decentralization and local governance;
- Stabilizing our economy, stimulating growth, and transforming the economy;
- Modernizing our agriculture and fisheries for sustained economic growth, food and nutritional security and poverty reduction;
- Investing in our people through improved education and health services, and building a caring society;
- Building our infrastructure and restoring energy services to power our economy;
- Promoting an inclusive and culture-centred tourism for sustainable growth;
- Reaping the demographic dividend through an empowered youth; and
- Making the private sector the engine of growth, transformation, and job creation.

Seven crosscutting critical enablers will complement the eight strategic priorities of the plan, namely:

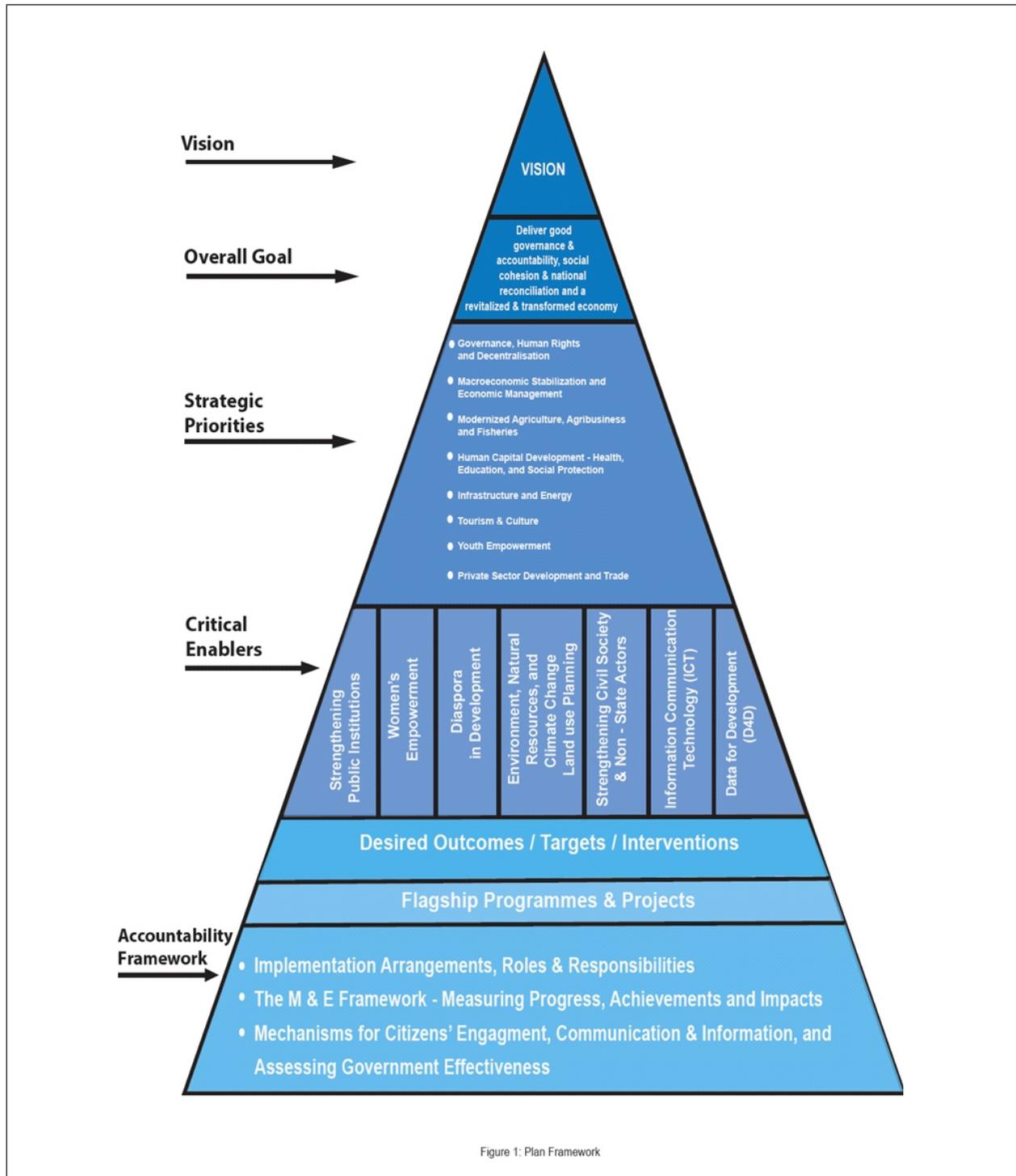
- A public sector that is efficient and responsive to the citizenry;
- Empowering the Gambian Woman to realize her full potential;
- Enhancing the role of the Gambian Diaspora in national development;
- Promoting environmental sustainability, climate resilient communities and appropriate land use;
- Making The Gambia a Digital Nation and creating a modern information society;
- A civil society that is engaged and is a valued partner in national development; and

- Strengthening evidence-based policy, planning and decision-making.

Through these strategic priorities and critical enablers, the NDP both domesticates and

serves as an instrument for realizing the Sustainable Development Goals (SDGs) and the First Ten Year Implementation Plan of the African Agenda 2063.

Figure 1: National Development Plan (2018-2021) Framework



The National Development Plan has highlighted the important role of capacity and government current reform efforts. The main capacity challenges faced include:

- a) The multiplicity of ministries, agencies, departments, and functions has led to a bloated civil service characterized by poor coordination, inadequate synergies, and duplication of interventions.
- b) Lack of performance management system, inadequate programming capacity and generally low pay and pension scales has led to low productivity which was further worsened by politicized recruitment and promotion processes and sparse conduct of capacity gaps assessments.
- c) Apart from a few exceptions, notable among which is the IFMIS, most Government transactions are anchored on inefficient manual processes. This is despite the existence of an e-Government platform (since 2003), which remained largely under-utilized due to limited access, weak technical competences, and limited Internet connectivity.
- d) At an individual level, insecurity of tenure and limited recourse to administrative judicial channels during the past 22 years of repressive Government had led to high attrition rates and an increasingly junior workforce.

A comprehensive capacity needs assessment exercise is therefore timely and critical to address these and other challenges and to empower MDAs to deliver on the new government's policy priorities.

1.3 Donor's Support to Capacity Intervention in the Gambia

Gambia has always benefitted from multi-lateral and bilateral donor support in the different sectors including strong support to improving governance, public sector reforms, and strengthening the civil society capacity to inter-face with the government for improved policy-making. However, in recent times as a

result of poor governance record of the immediate past regime, there country has experienced a slow down or complete disengagement of some key development partners. The capacity building strategy presented in this report is aimed at mobilizing and re-engaging these development partners to support the implementation of the National Development Plan (2018-2021) and beyond.

The following is a record of past and on-going efforts of some development partners to support capacity intervention in the Country.

- **United Nation Development Program (UNDP):** The UNDP is a key development partner with the Government of the Gambia. It supported the Public Sector Reform and Institutional Capacity Development Project (PSRICD), which commenced in April 2009 and was completed in December 2011. A project implementation unit under the direction of the Personnel Management Office (PMO) managed the PSRICD. The project had a budget of US\$1.8m. The project funding was primarily from the Spanish DG TTF (USD 1.45m) and UNDP TRAC (USD 0.35m). There were thirteen beneficiary government institutions i.e.: i) Ministry of Health & Social Welfare; ii) Ministry of Basic & Secondary Education; iii) Ministry of Agriculture; iv) Ministry of Finance & Economic Affairs; v) Ministry of Local Government & Lands; vi) Ministry of Youth & Sports; vii) Ministry of Information & Communication Infrastructure; viii) Public Service Commission; ix) Management Development Institute; x) Personnel Management Office; xi) Office of the President; xii) National Audit Office; and xiii) Gambia Revenue Authority. The PSRICD's objectives were strengthening human & institutional capacities for improved economic governance, policy formulation, strategic management & implementation of development programs by beneficiary

institutions; and improving the effectiveness, efficiency, responsiveness, accountability & transparency in the delivery of public goods and services to the citizens of The Gambia.

- ***The World Bank Capacity Building for Economic Management Project:*** The project became effective in January 2002. The closing date was extended by two years from December 2006 to December 2008 to ensure completion of all the components. The project suffered from substantial delays in the earlier part. The Development Credit Agreement (DCA) was amended three times during the project's implementation in 2003, 2005 and 2007. The change in 2003 added a population census to the project's activities. The Mid-term review in 2004 found project progress to be quite unsatisfactory. The amendment of the DCA in 2005 restructured the project in order to align it more closely to the implementation capacity of the beneficiaries and the managerial capacity of the Project Coordinating Unit (PCU). The DCA amendment in 2007, as part of the additional financing grant of \$ 3 million, further refined the project's performance indicators. Furthermore, the Government of The Gambia worked closely with the World Bank (WB), the African Development Bank (AfDB) and UK's Department for International Development (DFID) to prepare a study on Improving Civil Service Performance following the request by the Gambian delegation for the Bank's support to develop a civil service reform strategy. In response, the Bank coordinated with the African Development Bank (AfDB) and the UK's Department for International Development (DFID) in order to initiate the process by working with the Government in analyzing the key challenges to improving civil service performance. The Government formed

a Technical Committee for the exercise, which worked with the donor team during its two missions, March to April 2007 and July to August 2007. This Technical Committee was composed of representatives from the Personnel Management Office (PMO), the Department of State for Finance and Economic Affairs (DOSFEA), and the Departments of State of Education and Health.

- ***The African Capacity Building Foundation (ACBF):*** The ACBF has been a key partner in investing in capacity projects in the Gambia from 2002 by granting US\$850,000 to The Gambia Public/Private Sector Civil Society Interface Capacity Building Project (GICAP) in the Department of State for Trade, Industry and Employment. The Project commenced in 2002 and closed in 2006. The goal of the project was to contribute positively to effective and quality policy dialogue among the Government, private sector and civil society. Furthermore, in 2008, ACBF provided support for Human and Institutional Capacity of The Association of Non-Governmental Organizations (TANGO) in its efforts to professionalize the Voices of the Private Sector & Civil Society through a Grant Amount of US\$1 000 000 from 2008-2013. The overall objective of the TANGO project was to contribute to the capacity development of NGOs/CBOs in The Gambia to influence public policy processes and implementation for the promotion of people centered development.

A joint Government-donor workshop on the report was subsequently held in Banjul. The key analytical findings of the report were incorporated into the Government's civil service reform and capacity building strategy, and supported by the United Nations Development Programme (UNDP). A more

detailed assessment of government effectiveness identified some of the major public sector constraints: (i) difficulties in recruiting and retaining qualified staffs; (ii) weak capacity for policy-making and strategic planning, including for human resource management; and (iii) little management for performance. In particular, policy-making and the budget preparation process could be further improved if the Cabinet was involved earlier in budget formulation, and the policy units of the Cabinet, the Office of the President and the line Departments were strengthened. Some of these problems have been identified in this report as lingering capacity challenge facing the country and would require further intervention from develop

1.4 Objectives and Deliverables of the Consultancy

1.4.1 Objective of the Need Assessment

Based on the Terms of Reference, the main objectives of this consultancy assignment are to:

- (i) Undertake a comprehensive capacity needs assessment of key institutions involved/linked to the implementation of the National Development Plan (2018-2021) of Government of The Gambia; and
- (ii) Prepare a Capacity development strategy that outlines measures and strategies to respond to the findings of the needs assessment.

1.4.2 Purpose of the Need Assessment

This needs assessment and capacity building plan that would be derived from it would be used by Government of the Gambia and its partners (including ACBF) to adopt measures and activities that would support the country to build critical capacities to formulate and implement policies and programmes that would enable the new government to deliver on its NDP sector priorities, thus contributing to socio-economic development in the country.

1.4.3 Specific Tasks

Under the overall coordination of the Ministry of Finance and Economic Affairs, and working in close consultation with a High-level Coordinating Committee consisting of Permanent Secretaries from key government institutions, the Consultants implemented the following tasks:

- a) Participated in meetings and activities related to the overall process of the Needs Assessment workshop;
- b) Made proposals on defining the best approach to conducting the Needs Assessment;
- c) Reviewed existing documentation with the aim of identifying in a systematic manner the existing human and institutional capacity gaps in the targeted institutions;
- d) Conducted capacity needs of institutions suggested by the National Task Team;
- e) Met with donor agencies such as UNDP, World Bank, among others in order to review and assess their interventions in capacity building activities; their readiness to cooperate now or in future in responding to capacity needs in a coordinated way to avoid unnecessary overlapping and duplication of efforts;
- f) Held regular technical discussions with the National Task Team, MOFEA and any other relevant officials to finalize a Need Assessment Report;
- g) Determined risks and threats that the program may face and design the mitigating factors to increase prospects for program sustainability
- h) Drafted a high-quality Country Needs Assessment document;
- i) Participated in a validation workshop of the initial draft report;
- j) Prepared a capacity development strategy report in a manner, scope and quality acceptable to ACBF and the national partners.
- k) Defined success indicators of the capacity development strategy;
- l) A costed capacity development strategy.

CHAPTER 2: METHODOLOGY AND APPROACH

The Capacity Needs Assessment was conducted in six main phases, as presented in Figure 2.1 below.

Figure 2.1: Phases of the Capacity Needs Assessment



Phase 1: Literature Review

Following the commissioning of the assessment by the African Capacity Building Foundation (ACBF), the consultants commenced the assignment by reviewing key documents relating to The Gambia National Development Plan 2018-2021 and capacity needs assessment. Documents related to civil service reform, Ministry strategic plans and other CNA reports were reviewed. Some of these existing documents were identified and studied. This is to avoid reinventing the wheel and create synergies with on-going work by other development partners and the government. Review of all relevant documents was not limited to phase one alone as it runs through the remaining five phases of the assessment.

Phase 2: Inception

The inception phase was used in drafting the survey questionnaires and Focus Group Discussion interview protocols (see Annex 3A-3C). Also drafted at the phase was the CNA Costing Template (see Annex 3D).

During the inception phase, technical preparations for the exercise started with detailed discussions with the Ministry of Finance (MoFEA) and Personnel Management Office (PMO). Finalization of the tools and methodology of the exercise was undertaken

by the team of consultants who shared it with PMO management. Training on capacity needs assessment approaches and methodologies was also provided to PMO staff who were assigned to work with the team at the onset. This was an important activity as it capacitated PMO to conduct similar exercises in the future. Finally, a briefing was held on the exercise at the mid-year retreat of all Permanent Secretaries (Friday 18 August 2017). This ensured that all MDAS were fully mobilized and ready for the assessment, and it helped built ownership of the process. Details of the activities at the inception phase were fully captured in the Inception Report.

Phase 3: Data Collection

The data collection followed the inception, and it was originally planned that 18 ministries will be covered in the exercise. However, the consultants quickly realised that the main ministries were engaging mostly in policy and planning formulation and coordination only. To really understand the capacity needs that would help the ministries to deliver the priorities of the National Development Plan 2018-2021 the exercise would have to be extended to the Satellites/ Agencies of the ministries, which actually implement programs. Thus, the data collection was extended to 74 ministries and satellites (see Annex 4).

The team conducted a survey of all the public institutions, capacity building service providers, and institutions performing oversight functions in the country as identified by NDP using a set of questionnaires.

To ensure country ownership, all the assessed institutions set up inclusive internal taskforces comprised of senior officials and other staff. These teams were responsible for conducting the CNA using the tools developed and with support from the consultants.

Phase 4: Data Analysis

The data collected through survey questionnaires were analysed using the Statistical Package for the Social Science (SPSS). The data were analysed using tables and charts to facilitate interpretation of respondent's perceptions on capacity needs at the institutional, organizational, and individual level. To complement the survey, the team

conducted interviews with stakeholders and also conducted focus group discussion.

Phase 5 & 6: Reporting and validation of findings

This main report is followed with a validation workshop to discuss the findings of the assessment and the capacity building strategy.

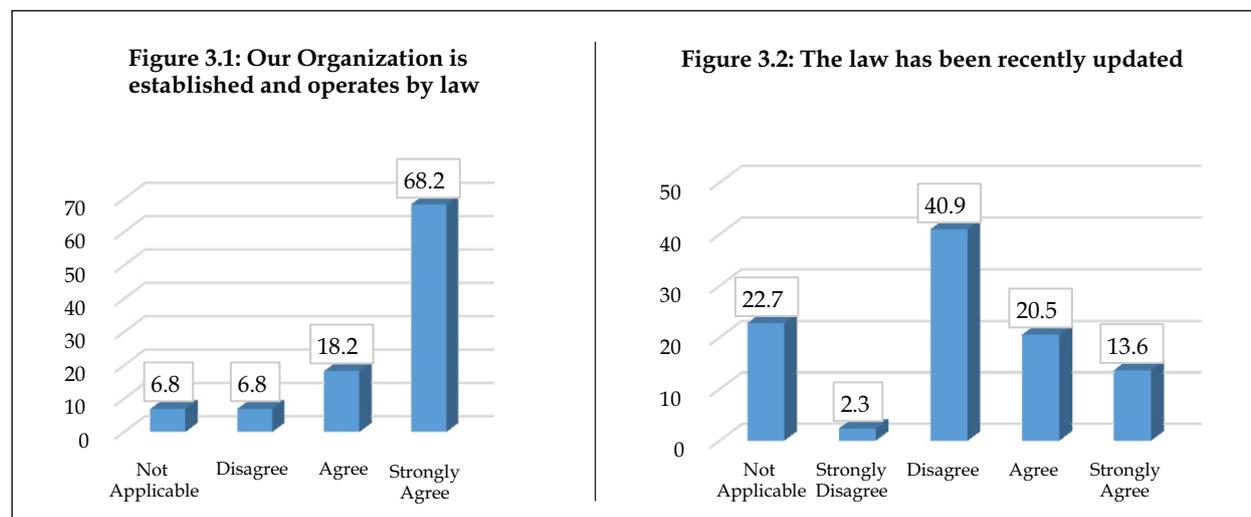
CHAPTER 3: DATA ANALYSIS AND KEY FINDINGS

The Capacity Needs Assessment' survey questionnaire were analysed using SPSS programme to gather the opinions of respondents on key factors to determine the extent of capacity needs in each ministry relevant to delivering the expected results of the National development plan. The capacity needs were assessed at three levels of institution, organization and individual skill level. Annexes 11, 12 and 13 respectively classify Ministries and satellites according to their responses (not applicable, disagree strongly, disagree, agree and agree strongly) to the variables assessed. Below is a summary overview of the key findings.

3.1 Capacity Needs Assessment at the Institutional Level

Finding 1: While nearly all the ministries operate under a legal framework, half of the ministries would need their legal framework to be reviewed for operational efficiency and effectiveness

The institutional level focuses on the rules and regulations under which the ministries operate. Thus, the ministries were asked about the effectiveness and adequacy of their legal and regulatory environment. Surveyed ministries overall agreed that their ministries were established and operate by law. Indeed, 86.4% agreed that they are legal entities (Figure 3.1) while 44.1% agreed that the laws governing their operations are up to date. Another 43.2% indicated that the laws are out-dated and would need to be reviewed (Figure 3.2)



Among the ministries that indicated that the laws are out-dated and would need to be reviewed were the following 19 Ministries and Agencies: *Department of Physical Planning & Housing, Food Safety and Quality Authority, National Agricultural Research Institute, Department of Livestock Services, National Centre for Arts and Culture, Gambia Competition and Protection Commission, The Gambia Standards*

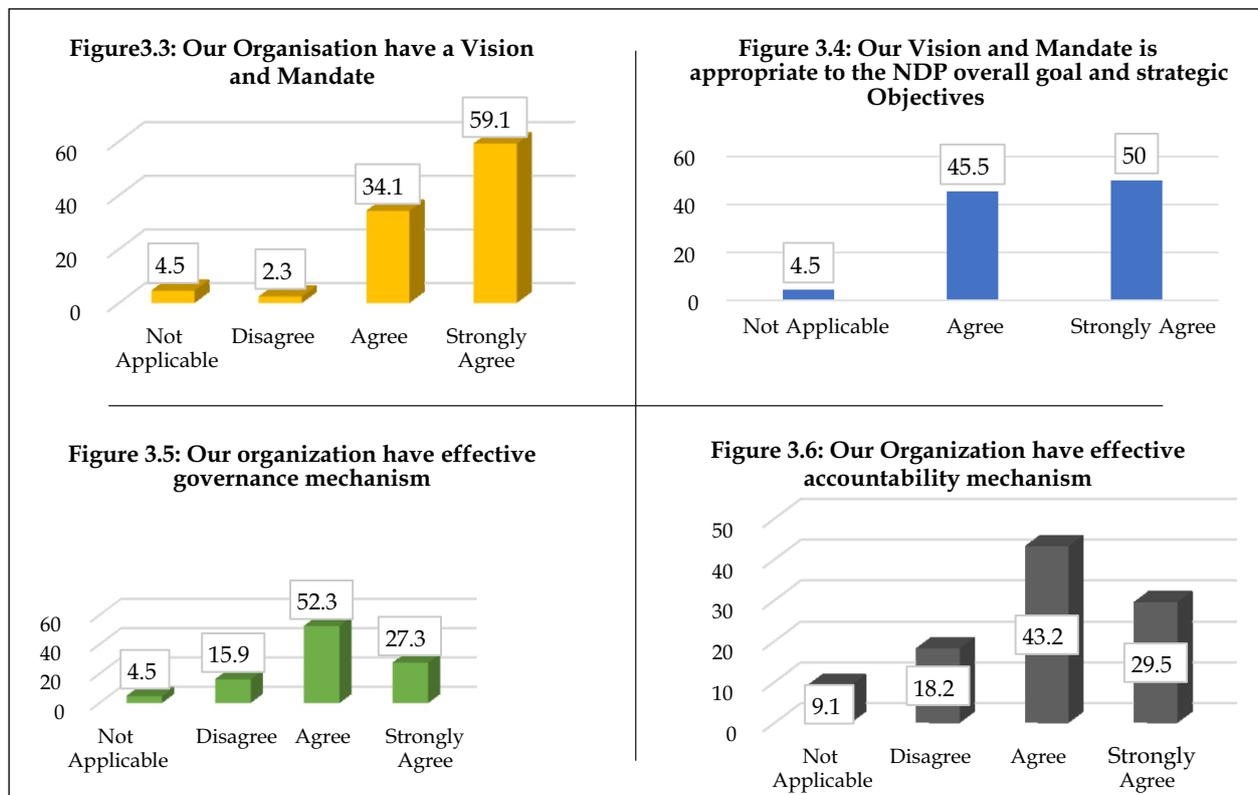
Bureau, Department of Water Resources, Directorate of Public Private Partnership & Public Enterprises, The Gambia Law Reform Commission, National Agency Against Trafficking in Persons (NAATIP), National Agency for Legal Aid, National Environment Agency, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, Office of the President, Personal Management Office, The

Judiciary of the Gambia, and Ministry of Health and Social Welfare.

As can be seen, among the offices and MDAs citing out-dated laws are key ones such as the Office of the President, Personnel Management Office, Ministry of Health and Social Welfare, Ministry of Lands & Regional Government and the Ministry of Environment all of which will play critical roles in delivering NDP strategic priorities, enablers and key outcomes. Given the challenges in decentralization and failures in local governance and service delivery, as well as poor public health delivery, these two ministries deserve close attention; their legal frameworks need to be brought up to date to respond to the challenges and priorities identified in the NDP. Similarly, the PMO must be given a robust legal framework in order to manage the critical human resources needed in the public sector.

Finding 2: The Visions, Mandates, governance and accountability Framework of most of the Ministries are appropriate to achieving the overall goal and objectives of the National Development Plan 2018-2022

Based on the law that established the ministries, which supports the policy framework, 93.2% of the respondent ministries reported that they have a Vision and Mandate (Figure 3.3) and nearly the same percentage of respondents reported that their Visions and Mandate is appropriate to the NDP overall goal and strategic objectives (Figure 3.4). Overall, the ministries are also satisfied with the governance and accountability mechanism as 79.6% reported having effective governance mechanism, and another 72.7% reported having effective accountability mechanism (Figure 3.5 and 3.6 respectively). The current Visions and Mandates of the ministries assessed are in Annex 5.



Issues of governance and accountability are the mechanisms that translate an organization's vision and mandate into operational efficiency. Here 18% and 15% of the institutions surveyed indicated inadequate governance and accountability mechanisms. Combined this comes to 33% of the institutions surveyed.

The Ministry of Lands and Regional Government is among the few that reported that they lacked a vision and mandate.

Ministries and Agencies reporting weak governance and accountability mechanisms included the following:

- **Weak Governance:** *Rural Development Institute, Directorate of Development Planning, Directorate of Public Private Partnership & Public Enterprises, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, Ministry of Trade, Industry, Regional & Employment, Ministry of Health and Social Welfare*
- **Weak Accountability:** *Directorate of Development Planning, Directorate of Public Private Partnership & Public Enterprises, National Environment Agency, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, Personal Management Office, Ministry of Trade, Industry, Regional & Employment, and Ministry of Health and Social Welfare.*

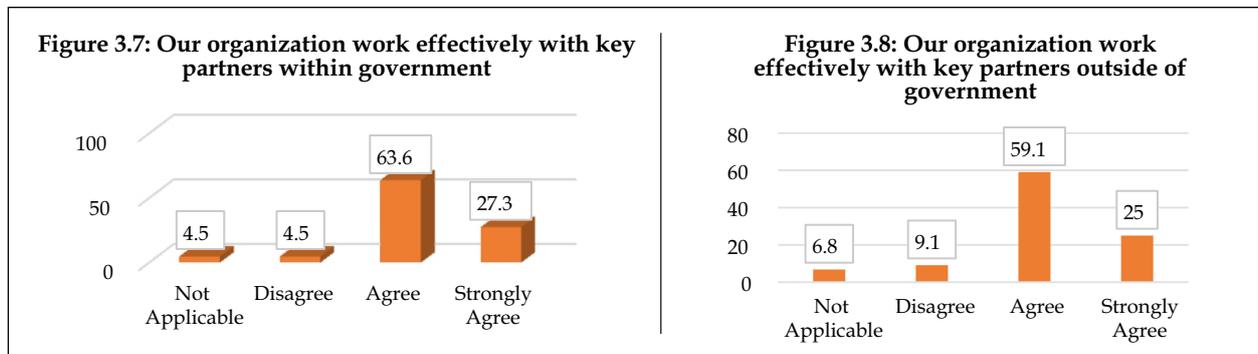
A number of Ministries and Agencies reported both weak governance and weak accountability mechanisms: *Ministry of Lands and Regional*

Government, Ministry of Environment Climate Change and Natural Resources, Ministry of Health and Social Welfare, Directorate of Development Planning (MoFEA), and Directorate of Public Partnership and Public Enterprises.

Finding 3: While ministries and their satellites have a strong record of engaging with partners, they still experience considerable challenges that needs to be addressed for effectiveness

In order to know the extent to which the ministries have capacity to engage stakeholders, during interview with key stakeholders some including permanent secretaries, it was noted that during the previous regime, many ministries were operating in isolation and at cross purpose due to weak mechanisms for coordination. Furthermore to realize the goal and objectives of the NDP, the ministries were clustered to thematic areas and thus the need to work as a team to attain the thematic results.

The survey results show that 90.0% of the ministries works effectively with key partners within government (Figure 3.7). Another 84.1% works effectively with partners outside the government (Figure 3.8). As evidence of partnership, the 44 ministries and satellites that responded listed the Partners they work with in government and outside government (Annex 6). However, 75.0% of the surveyed ministries and satellites reported having challenges working with their partners (Figure 3.9).



The high percentage of ministries (75%) that face challenges working with partners is of serious concern as it impacts directly on service delivery as well as on formulation and delivery of effective policies and programmes.

The Ministries and Agencies concerned are: *Department of Physical Planning & Housing, Directorate of Development Planning, Ministry of Environment Climate Change and Natural Resources, Personal Management Office, Department of Physical Planning & Housing, Rural Development Institute, NGO Affairs Agency, National Nutrition Agency, Food Safety and Quality Authority, National Seed Secretariat, National Agricultural Research Institute, Department of Livestock Services, Gambia Technical Training Institute, National Centre for Arts and Culture, Gambia Investment and Export Promotion Agency, Gambia Competition and Protection Commission, The Gambia Standards Bureau, Department of Fisheries, Department of Water Resources, National Environment Agency, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, Office of the President, Personal Management Office, National Assembly of the Republic of The Gambia, Ministry of Agriculture, Ministry of Higher Education, Research, Science and Technology, The Judiciary of the Gambia, Ministry of Health and Social Welfare, Ministry of Finance and Economic Affairs, Department of Lands & Surveys, Department of Community Development, The Gambia Livestock Agency, Directorate of Development Planning, The Gambia Law Reform Commission, National Agency Against Trafficking in Persons (NAATIP), and Ministry of Trade, Industry, Regional & Employment.*

The large number of Ministries and Agencies that face difficulties with respect to working with partners outside of government speaks to the challenges in policy, planning and service delivery functions of these entities. The agriculture and natural resources sector, as well as the local governance sector are critical for rural development, and yet many of the

MDAs in these sectors have reported varying levels of challenges working with partners outside of government. These are critical gaps that need to be addressed.



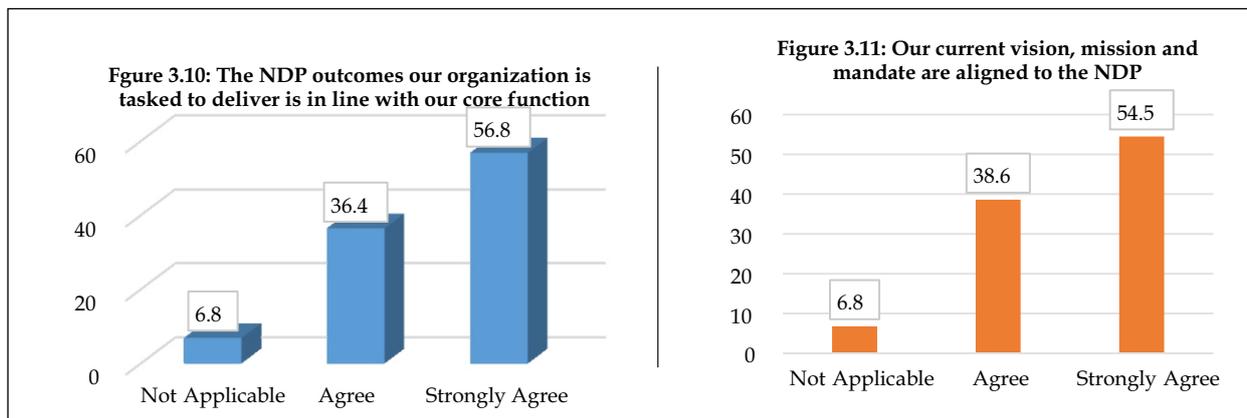
3.2 Capacity Needs Assessment at Organizational Level

Assessment at the organizational level focuses on functional capacities such as systems, processes and procedures that makes an organization to function effectively and efficiently.

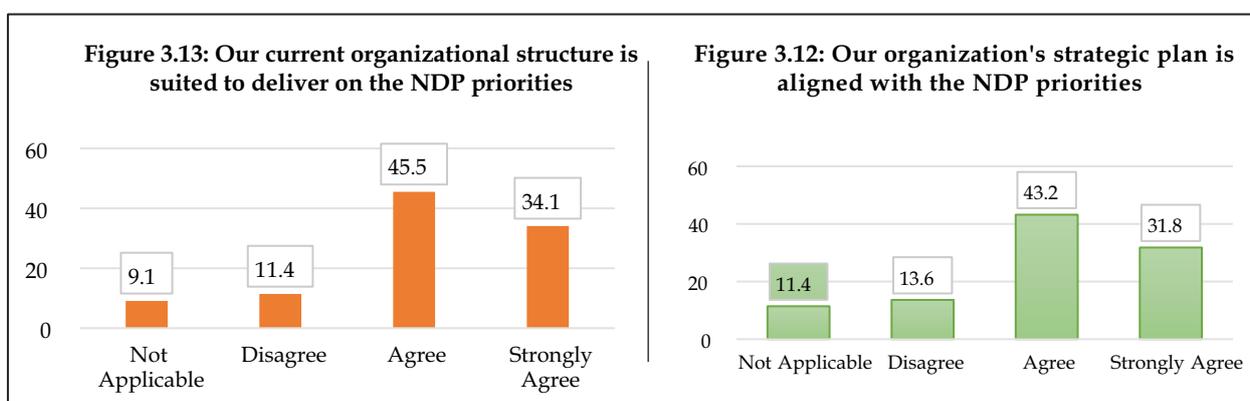
3.2.1 Adequacy/Alignment of strategic plan to NDP Priorities

Finding 4: There seems to be a strong alignment between the strategic plans of the responding ministries and satellites with the NDP priorities and outcomes

The starting point was to ask the surveyed ministries and satellites if their missions, mandate, and core function aligns with the NDP priorities and outcomes that their organizations are tasked to deliver. Indeed, 93.1% reported that their mission and mandate aligned to the NDP expected outcomes and another 93.2% agreed that the NDP outcomes their organizations are tasked to deliver in line with their core functions (Figure 3. 10 and 3.11 respectively). Similarly, 75.0% of the ministries and satellites reported that their strategic plan is aligned with the NDP priorities (Figure. 3.12).



The findings that 25% of ministries strategic plans are not aligned with the NDP, points to the need to take corrective measures.



A number of MDAs have indicated that their organizations lack a strategic plan. These include: *National Agency Against Trafficking in Persons (NAATIP), The Gambia Livestock Agency, Department of Livestock Services, and Department of Water Resources.*

Other MDAs have reported the existence of strategic plans but indicated that these plans were not aligned to the NDP: *Directorate of the Accountant General, Ministry of Lands & Regional Government, and Ministry of Environment Climate Change and Natural Resources.*

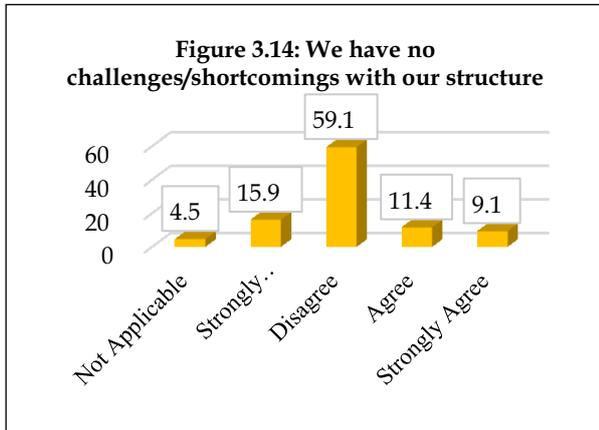
These findings point to the need to assist some of the MDAs concerned to develop strategic plans, and in others to review their existing strategies to bring them more in line with the National Development Plan orientations.

3.2.2 Alignment of Organizational Structure to NDP Deliverables

Finding 5: The organograms of the ministries and satellites seems adequate but the systems and structures such as human resources poses key challenges that may not enable some of the ministries and satellites to deliver on the NDP priorities. This calls for a review of the structures in line with NDP expectations

The surveyed ministries and satellites agreed that their current organizational structure (the divisions, departments and other sub-units of the organization) is generally suited to deliver on the NDP priorities. Indeed, 79.6 % are in agreement with the current structure (Figure 3.13).

However, 75.0 % reported serious challenges and shortcomings with the structures, which call for a review if the priorities of the NDP are to be delivered (Figure 3.14). The respondents identified weak organizational capacity, and human resource structures as key challenges.



Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, National Assembly of the Republic of the Gambia, Ministry of Agriculture, The Judiciary of the Gambia, Ministry of Finance and Economic Affairs, National Audit Office and Ministry of Justice.

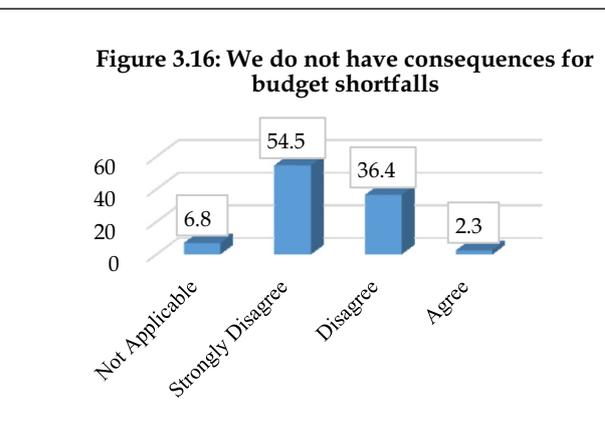
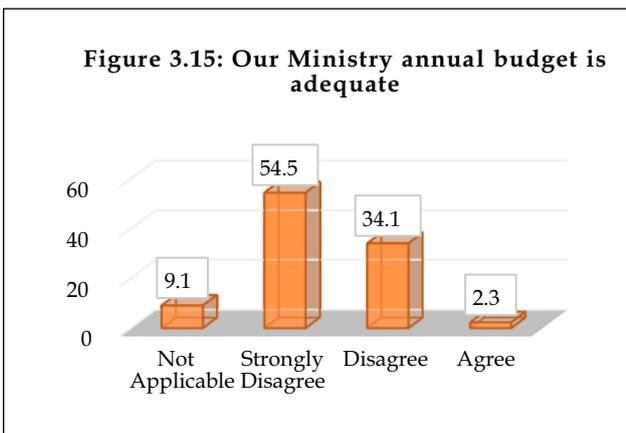
These findings indicate the need for review of structures/functions to be conducted on the above institutions to make them more adapted to the new needs and requirements to support national development.

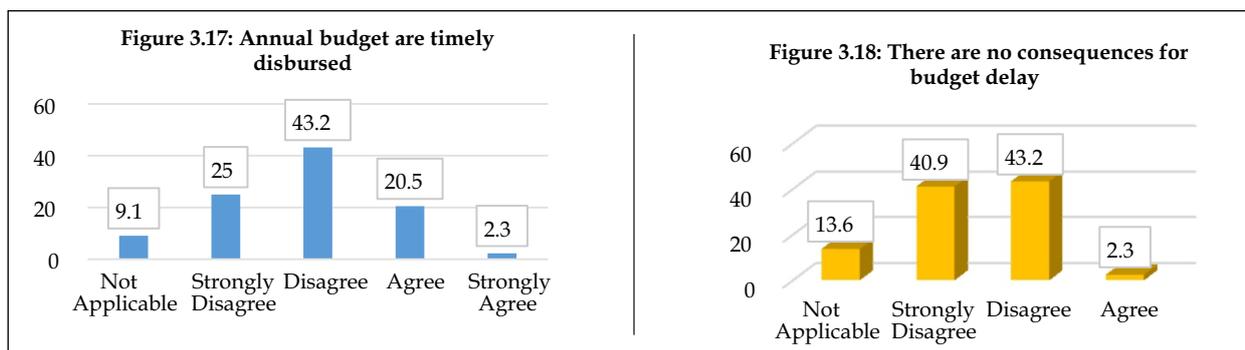
The MDAs requiring their structures to be reviewed to make them better suited to deliver the relevant NDP outcomes include the following: *The Gambia Livestock Agency, National Seed Secretariat, The Gambia Standards Bureau, Directorate of Loans and Debt Management, National Agency for Legal Aid, Office of the President, Ministry of Health and Social Welfare, Department of Lands & Surveys, Directorate of Local Governance, Department of Physical Planning & Housing, Department of Community Development, Rural Development Institute, NGO Affairs Agency, Food Safety and Quality Authority, National Agricultural Research Institute, Department of Livestock Services, Gambia Technical Training Institute, National Centre for Arts and Culture, Gambia Investment and Export Promotion Agency, Department of Fisheries, Department of Water Resources, Directorate of Development Planning, Forestry Department, National Environment Agency, Gambia International Airlines LTD, Ministry of*

3.2.3 Budget and Resources

Finding 6: Not only is budget and financial resources inadequate, there are delayed disbursement, which has serious consequences on program implementation.

Overall, as part of organizational challenges, 88.6% of the ministries and satellites surveyed reported budgetary inadequacy (Figure 3.15). A total of 90.9% reported serious consequences for budget shortfalls (Figure 3.16). Another 68.2% reported untimely budget disbursement and 84.1% reported serious consequences for budget delay (Figure 3.17 and Figure 3.18 respectively). The results from the survey indicate that not only is budget and financial resources inadequate, there is delayed disbursement, which have serious consequences on program implementations.





3.2.4 Adequacy of Systems

Finding 7: The financial, ICT, HR and M&E systems are either inadequate or ineffective.

The key systems examined were the financial management system, ICT system, HR system, and M&E system. These are functional systems without which an organization cannot perform effectively.

The survey results indicates that 56.8% of the ministries and satellites agree that they have effective financial management system in place, while 29.5% disagree and another 13.6 % reported non-applicability (Figure 3.19). This result clearly indicates that the financial system needs to be strengthened. This so particularly for the following MDAs that reported inadequate financial systems for their institutions: *NGO Affairs Agency, Gambia Tourism Hospitality Institute, The Gambia Law Reform Commission, Department of Lands & Surveys, Food Safety and Quality Authority, National Seed Secretariat, Ministry of Environment Climate Change and Natural Resources, National Assembly of the Republic of the Gambia, Ministry of Health and Social Welfare*

Similarly, 59.1% of the respondents do not have effective ICT system in place. Only 34.1% reported having effective system (Figure 3.20). Also the ICT system needs to be strengthened as the world has advanced technologically and most work processes are now automated.

ICT systems strengthening would be required in the following MDAs: *NGO Affairs Agency,*

The Gambia Livestock Agency, National Seed Secretariat, National Agricultural Research Institute, Department of Water Resources, Forestry Department, The Gambia Law Reform Commission, National Agency for Legal Aid, Ministry of Trade, Industry, Regional & Employment, The Judiciary of the Gambia, Department of Lands & Surveys, Department of Physical Planning & Housing, Rural Development Institute, Food Safety and Quality Authority, Department of Livestock Services, National Centre for Arts and Culture, Directorate of Development Planning, National Environment Agency, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, Personal Management Office, National Assembly of the Republic of the Gambia, Ministry of Agriculture, Ministry of Health and Social Welfare, Ministry of Justice, and National Audit Office.

The HR system is equally reported not effective in 56.80% of the ministries and satellites surveyed (Figure 3.21).

MDAs requiring strengthening of their HR systems include the following: *NGO Affairs Agency, National Agricultural Research Institute, Gambia Tourism Hospitality Institute, The Gambia Standards Bureau, Department of Lands & Surveys, Directorate of Local Governance, Department of Physical Planning & Housing, Rural Development Institute, Food Safety and Quality Authority, National Seed Secretariat, Department of Livestock Services, National Centre for Arts and Culture, Department of Fisheries, Directorate of Development Planning, Directorate of the Accountant General, Gambia International*

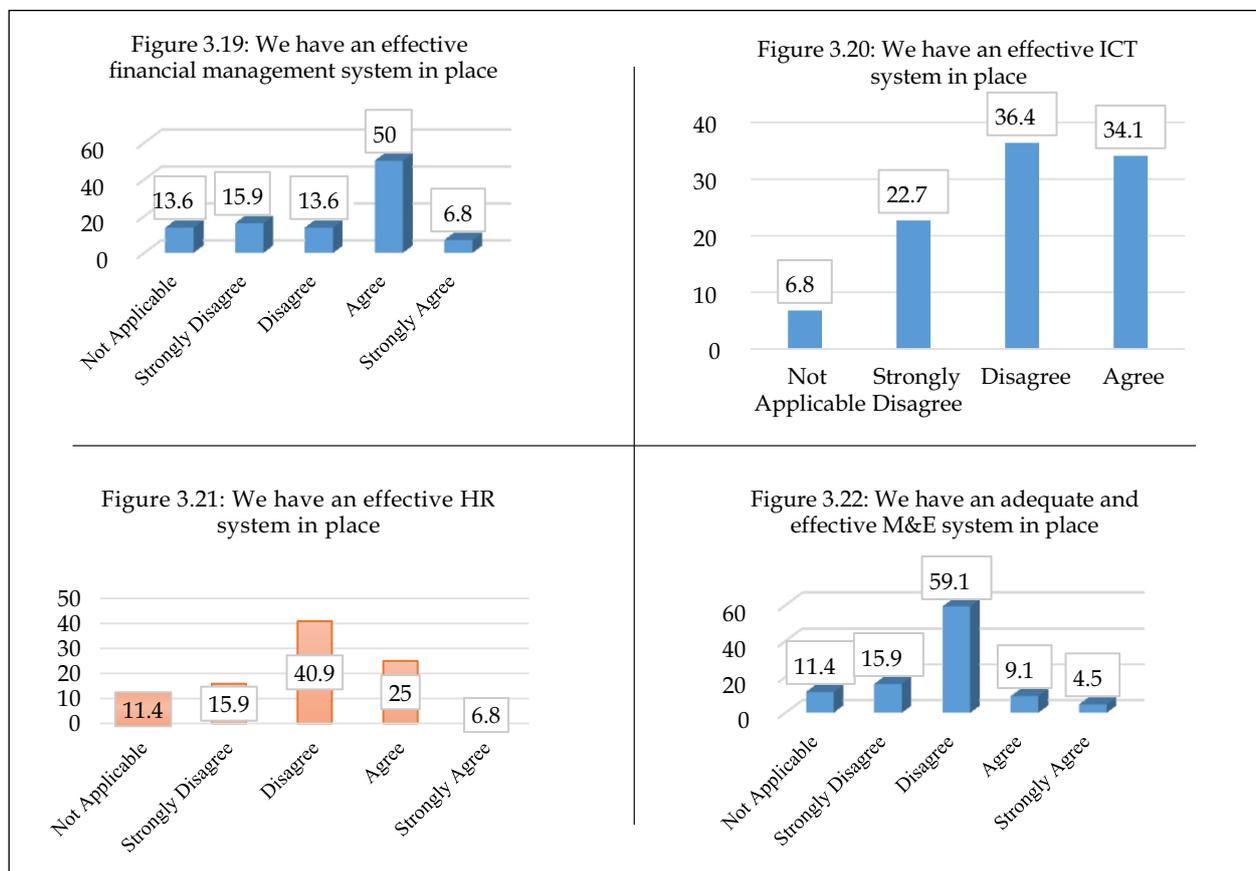
Airlines LTD, Ministry of Environment Climate Change and Natural Resources, Office of the President, National Assembly of the Republic of the Gambia, Ministry of Agriculture, Ministry of Health and Social Welfare, and National Audit Office.

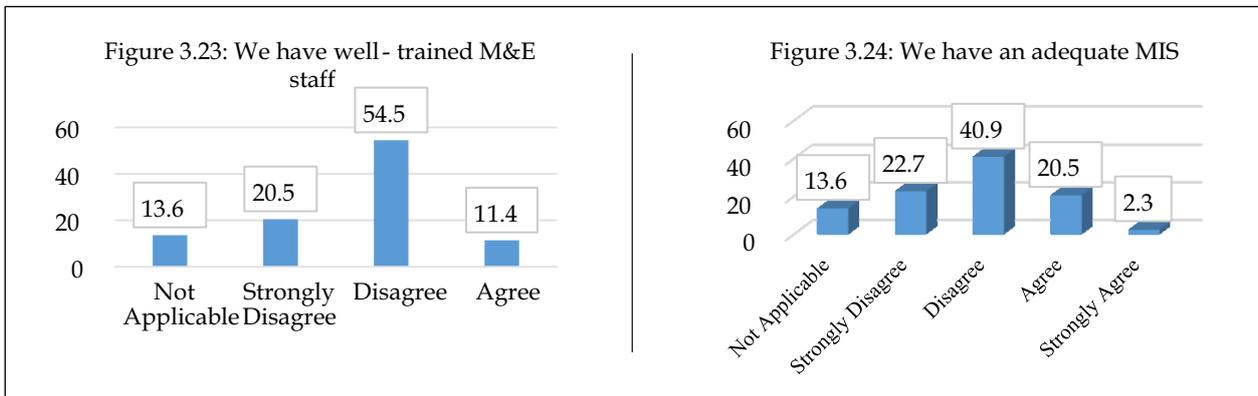
Furthermore, the M&E and data management system is either adequate or effective in 75.0% of the ministries and satellites (Figure 3.22) with no well-trained M&E staff as 75.0% of the respondents disagree that they have well trained staff (Figure. 3.23). 63.6 %of the ministries do not have adequate management information system (Figure 3.24).

Lack of trained staff in M&E is reported mainly by the following MDAs: NGO Affairs Agency, National Seed Secretariat, Gambia Tourism Hospitality Institute, The Gambia Standards Bureau, Forestry Department, National Agency for Legal Aid, Personal Management Office, Ministry of Trade, Industry, Regional & Employment, The Judiciary of the Gambia, Department of Lands &

Surveys, Directorate of Local Governance, Department of Physical Planning& Housing, Department of Community Development, Food Safety and Quality Authority, Department of Livestock Services, National Centre for Arts and Culture, Gambia Investment and Export Promotion Agency, Department of Fisheries, Directorate of Development Planning, Directorate of the Accountant General, Directorate of Loans and Debt Management, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, National Assembly of the Republic of the Gambia, Ministry of Agriculture, Ministry of Health and Social Welfare, Ministry of Finance and Economic Affairs, Ministry of Justice, and National Audit Office.

Overall, only 5 MDAs reported having well trained M&E staff and only 10 have adequate MIS out of the 44v assessed. Based on these results, there is need to build capacity to strengthen the financial management system, ICT, M&E and data management and HR systems.

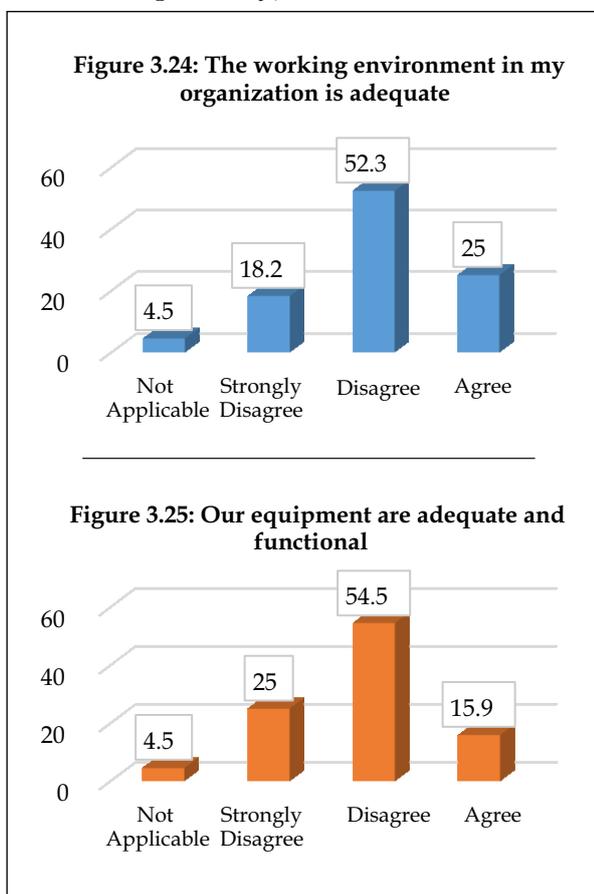




3.2.5 Adequacy of working Environment

Finding 8: The working environment and logistics are found to be inadequate and non- suitable to deliver the programmes and priorities of the NDP

The survey results show that 60.5% of the respondents do not have adequate working environment (i.e. office space, office equipment and furniture, etc) in their organizations, with 79.5% reporting that their equipment are inadequate and non-functional (Figure 3.25 and 3.26 respectively).



MDAS reporting poor working environments include the following: *NGO Affairs Agency, The Gambia Livestock Agency, Department of Water Resources, Forestry Department, The Gambia Law Reform Commission, The Judiciary of the Gambia, Ministry of Health and Social Welfare, National Audit Office, Department of Lands & Surveys, Department of Physical Planning & Housing, Department of Community Development, Rural Development Institute, National Seed Secretariat, National Agricultural Research Institute, Department of Livestock Services, Gambia Technical Training Institute, National Centre for Arts and Culture, Gambia Investment and Export Promotion Agency, Department of Fisheries, Directorate of Development Planning, Directorate of the Accountant General, National Agency for Legal Aid, Gambia International Airlines LTD, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, Office of the President, Personal Management Office, Ministry of Trade, Industry, Regional & Employment, National Assembly of the Republic of the Gambia, Ministry of Finance and Economic Affairs, and Ministry of Justice.*

Only 7 and 5, respectively out of the 44 MDAs assessed, reported the availability of adequate equipment and logistics.

3.5.6 Work Planning

The capacity to plan and implement is a critical organizational capacity. The assessment showed that most MDAs develop annual work plans with only 5 reporting in the negative: *Gambia Tourism Hospitality Institute, NGO Affairs Agency, Directorate of the Accountant General, The Gambia Law Reform Commission, and*

Ministry of Environment Climate Change and Natural Resources.

However, despite the fact that most develop annual plans, a large number don't fully implement and deliver on the plans developed: *Forestry Department, National Agency Against Trafficking in Persons (NAATIP), National Agency for Legal Aid, Ministry of Lands & Regional Government, Ministry of Health and Social Welfare, Department of Lands & Surveys, Directorate of Local Governance, Department of Physical Planning & Housing, Department of Community Development, Rural Development Institute, NGO Affairs Agency, Food Safety and Quality Authority, National Seed Secretariat, National Agricultural Research Institute, Department of Livestock Services, National Centre for Arts and Culture, Gambia Investment and Export Promotion Agency, The Gambia Standards Bureau, Department of Fisheries, Department of Water Resources, Directorate of Development Planning, Directorate of the Accountant General, The Gambia Law Reform Commission, National Environment Agency, Ministry of Environment Climate Change and Natural Resources, Personal Management Office, Ministry of Trade, Industry, Regional Integration & Employment, National Assembly of the Republic of the Gambia, The Judiciary of the Gambia, Ministry of Finance and Economic Affairs, National Audit Office.*

3.3 Capacity Needs Assessment at Individual Level

The third level of capacity assessed was capacity at the individual level, where availability of skills, knowledge and competences of staff to fully deliver on their responsibilities were examined.

3.3.1 Adequacy of Human Capacity

Finding 9: The quality and quantity of human capacity at the leadership, managerial, and technical levels are relative weak. Needed technical skills and competences are generally lacking even in ministries and satellites where staffing is relatively adequate

The surveyed ministries and satellite were asked to assess the adequacy of leadership and vision in their organizations, 6 ministries and satellites out of 44 representing 13.6 % indicates that their organizations do not have adequate leadership and vision. About 34 ministries and satellites representing 77.3% indicates that their organization have adequate leadership and vision (Figure 3.26). The quality of leadership and visioning is very critical to the effectiveness of an organization therefore no ministry or satellite can be left behind with inadequate leadership and vision. Thus, there is need to build the leadership and visioning skills of the 6 ministries and satellites as well as strengthening the ministries and satellites who indicates adequacy of leadership and vision.

Weak leadership and visioning was reported by: *Department of Lands & Surveys, Rural Development Institute, National Seed Secretariat, The Gambia Standards Bureau, Forestry Department, National Agency for Legal Aid.*

For the middle managerial cadre, 28 ministries and satellites representing 63.6% indicates that it is optimum and 13 ministries and satellites representing 29.5% disagree (Figure 3.27). This is another pointer to train a critical mass of middle managerial cadre so that all the ministries will have the right size of staffing.

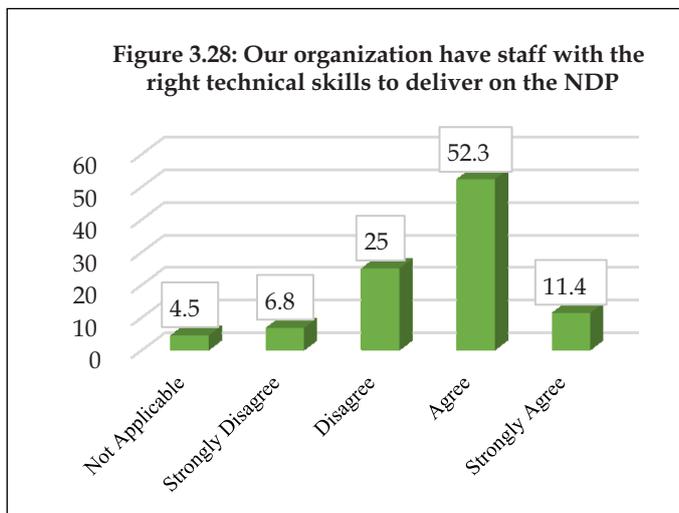
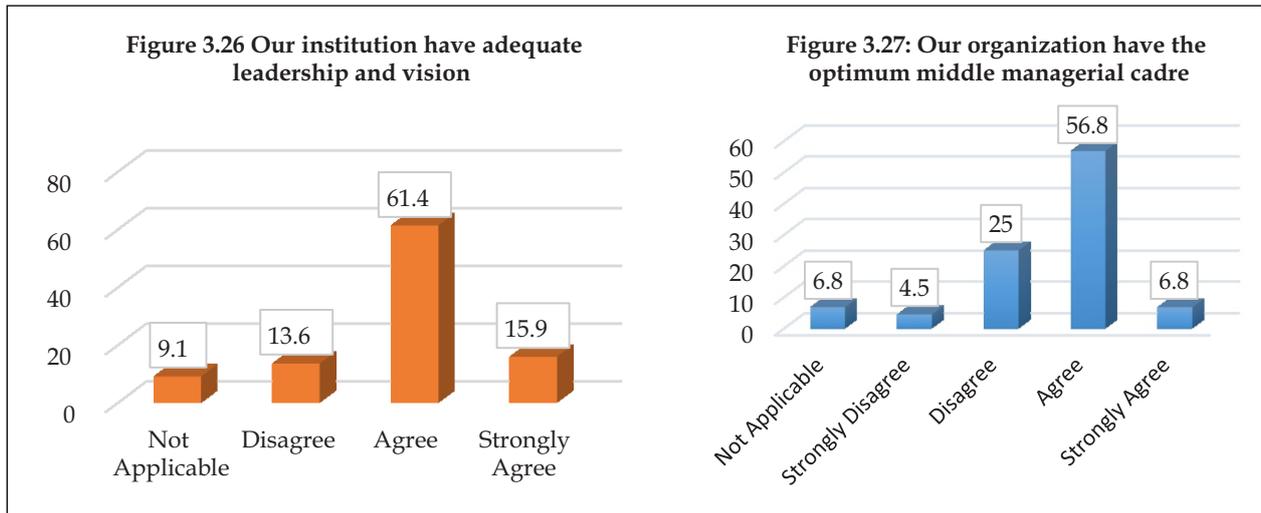
Strengthening the middle management cadre to enhance programme implementation and delivery would be required in the following MDAs: *Gambia Tourism Hospitality Institute, Office of the President, Department of Lands & Surveys, Food Safety and Quality Authority, National Seed Secretariat, National Centre for Arts and Culture, Gambia Competition and Protection Commission, The Gambia Standards Bureau, Directorate of the Accountant General, Forestry Department, Ministry of Lands & Regional Government, National Assembly of the Republic of the Gambia, and National Audit Office.*

The findings on these two related parameters seem to suggest that while most MDAs are generally well led, they lack the critical middle

management cadre to design, implement and monitor programmes.

Furthermore, 63.7% respondents reported that their organization have staff with the right technical skills to deliver on the NDP outcomes. Another 31.8% indicated otherwise (Figure 3.28). During the Focus Group Discussion and interview, it was noted that many staff in the ministries and satellites do not have the required technical skills and competences to deliver their responsibilities, though they may have higher degrees. This has constituted a serious bottleneck to performance. This case is worse in specialized agencies.

MDAs reporting challenges with respect to availability of staff with the right technical skills include the following: *Gambia Tourism Hospitality Institute, Ministry of Lands & Regional Government, Office of the President, Department of Lands & Surveys, Department of Physical Planning & Housing, NGO Affairs Agency, National Centre for Arts and Culture, Gambia Competition and Protection Commission, The Gambia Standards Bureau, Forestry Department, Ministry of Environment Climate Change and Natural Resources, National Assembly of the Republic of the Gambia, Ministry of Transport, Works and Infrastructure, and National Audit Office.*



3.3.2 Human Resource Development Strategy

Finding 10: There is need to develop the skills and competences of the HR Department in ministries especially at PMO for effective HR strategy

As anticipated, the findings show relative weak human capacity in the ministries and satellites across the cadres. The assessment examined if there was human resource development strategy in their organizations, 26 ministries and satellites representing 59.1% indicates that they had no HR development strategy and 19 representing 47.2% indicates that they have (Figure 3.29). It will be difficult to build strong human capacity without an HR strategy and this may have account for the relative weak human capacity in the ministries and satellites being currently experienced.

MDAs without HR strategy were the following: *National Nutrition Agency, Gambia Tourism Hospitality Institute, The Gambia Standards Bureau, Office of the President, Department of Lands & Surveys, Directorate of Local Governance, Department of Physical Planning & Housing, Rural Development Institute, Food Safety and Quality Authority, National Seed Secretariat, Department of Livestock Services, National Centre for Arts and Culture, Gambia Investment and Export Promotion Agency, Department of Fisheries, Department of Water Resources, Directorate of Development Planning, Directorate of the Accountant General, The Gambia Law Reform Commission, National Agency for Legal Aid, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, National Assembly of the Republic of the Gambia, Ministry of Agriculture, Ministry of Justice, National Audit Office and Ministry of Transport, Works and Infrastructure.*

It would be vital for PMO to assist these MDAs to develop HR strategies in order to ensure that they are adequately and effectively staffed to deliver the government's policy priorities.

Similarly, 52.2% respondents reported that their organizations have not been able to retain staff, and 43.2% indicates that they are able to retain staff (Figure 3.30). Though a higher percentage of surveyed ministries and satellites at 63.6% (Figure 3.31) indicates that their organization have short, medium and long term measures to fill gaps created, but the impact of these measures are doubtful.

Poor staff retention arising from low pay remuneration, adequate incentives and a hostile political environment that prevailed under the old regime was reported particularly by the following MDAs: *NGO Affairs Agency, Gambia Tourism Hospitality Institute, Gambia Investment and Export Promotion Agency, Ministry of Lands & Regional Government, Ministry of Trade, Industry, Regional Integration & Employment, Ministry of Justice, Department of Lands & Surveys, Department of Physical Planning & Housing, Department of Community Development, Rural Development Institute, National Seed Secretariat, National Agricultural Research Institute, Department of Livestock Services, National Centre for Arts and Culture, Department of Fisheries, Department of Water Resources, Directorate of Development Planning, The Gambia Law Reform Commission, National Environment Agency, Ministry of Agriculture, Ministry of Health and Social Welfare, National Audit Office, and Ministry of Transport, Works and Infrastructure.*

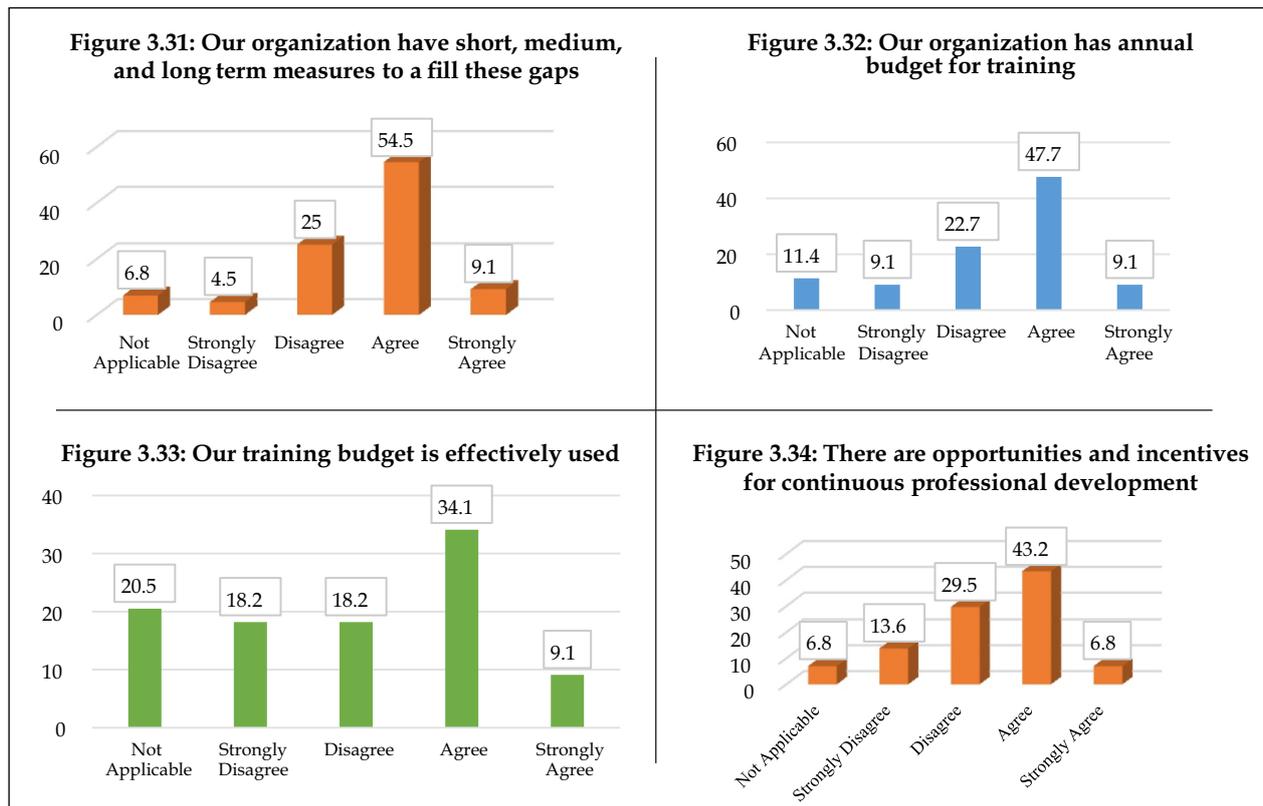
There is a need for further investigation as to the reasons behind the inability of the MDAs identified to retain their staff. Among these are MDAs with important national responsibilities such as: Ministry of Lands and Regional Government (and its satellite institutions) Ministry of Agriculture, Ministry of Health and Social Welfare and the Ministry of Transport, works and Infrastructure. Over 50% of the NDP budget is allocated to these ministries.

Only 56.8% of the surveyed ministries and satellites have annual budget for training

(Figure 3.32) and 43.2% indicates that their training budget is effectively used (Figure 3.33).

In addition, 50.0% of the respondents agreed that there are opportunities and incentives for continuous professional development and 43.1% disagreed (Figure 3.34).

Overall, there is strong need to evolve a human resource development strategy that would ensure that regular skill development and building of specialised skills and competences that the NDP would require to be successfully implemented.



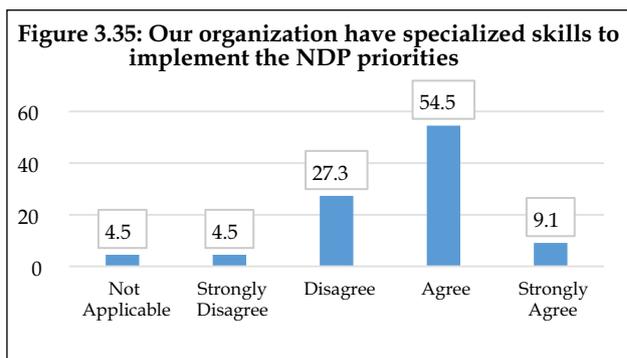
3.3.3 Availability of Highly Specialized Skills

Finding 11: For certain outcomes of the NDP to be achieved, there is need for highly specialized skills, which are scarce

During the Focus Group Discussion, it was noted that there is a dearth of highly specialised skills in many of the key agencies. While some ministries and satellites boast of graduates even with second degrees, many of them are lacking in specialized skills, expertise and competences to implement the NDP priorities.

Though the survey results did not indicate a strong dearth of specialized skills as 63.6%

respondents reported that their organizations have specialized skills to implement the NDP priorities. However 14 of the 44 ministries and satellites representing 31.8% disagree that their organizations have the required specialized skills (Figure 3.35).



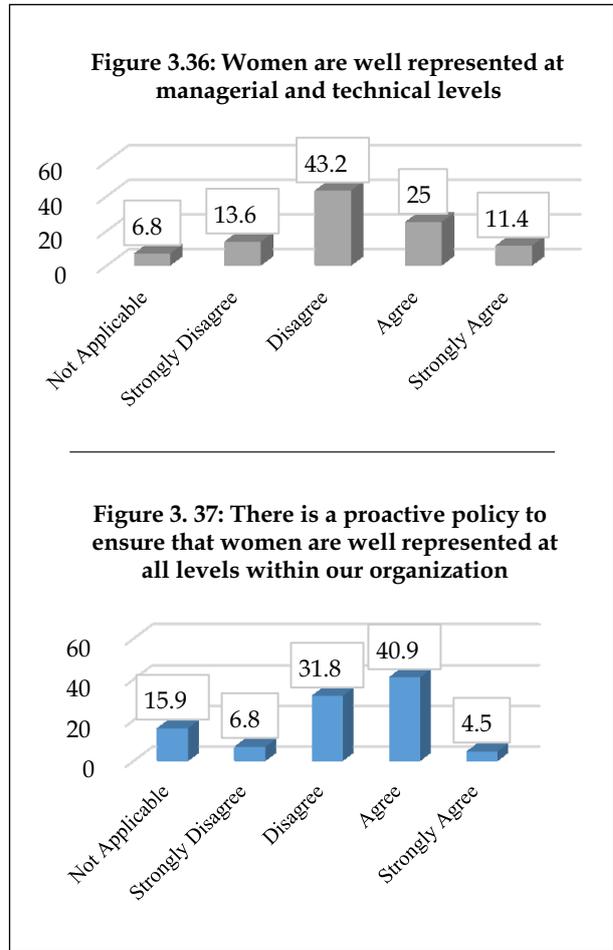
MDAs reporting dearth of technical skills for the NDP were: *Gambia Tourism Hospitality Institute, Ministry of Lands & Regional Government, Directorate of Local Governance, Department of Physical Planning & Housing, NGO Affairs Agency, National Seed Secretariat, Department of Fisheries, Directorate of Development Planning, Forestry Department, Gambia International Airlines LTD, Ministry of Environment Climate Change and Natural Resources, Office of the President, Ministry of Agriculture, Ministry of Transport, Works and Infrastructure.*

The finding that the Ministries of Agriculture, Lands and Regional Government, Transport, Works and Infrastructure and Environment, Climate Change and Natural Resources all have a deficit in terms of specialized skills to implement the NDP signals the urgent need to address these gaps. It is a positive sign though that up to 28 of the MDAs have short, medium and long-term plans to fill their gaps, 23 have training budgets and 20 report that their training budget is effectively used.

3.3.4 Women Representation at Managerial and Technical Levels

Finding 12: Women are not well represented at all levels and less than average number of the ministries and satellites have a proactive policy to address this inequality

The extent to which women were represented at the managerial and technical levels was assessed. 56.8% of the surveyed ministries and satellites indicate that women are not well represented at managerial and technical levels (Figure 3.36). Besides, only 45.4% of the respondents indicate that there is a proactive policy to ensure women are well represented at all levels within their organizations (Figure 3.37).



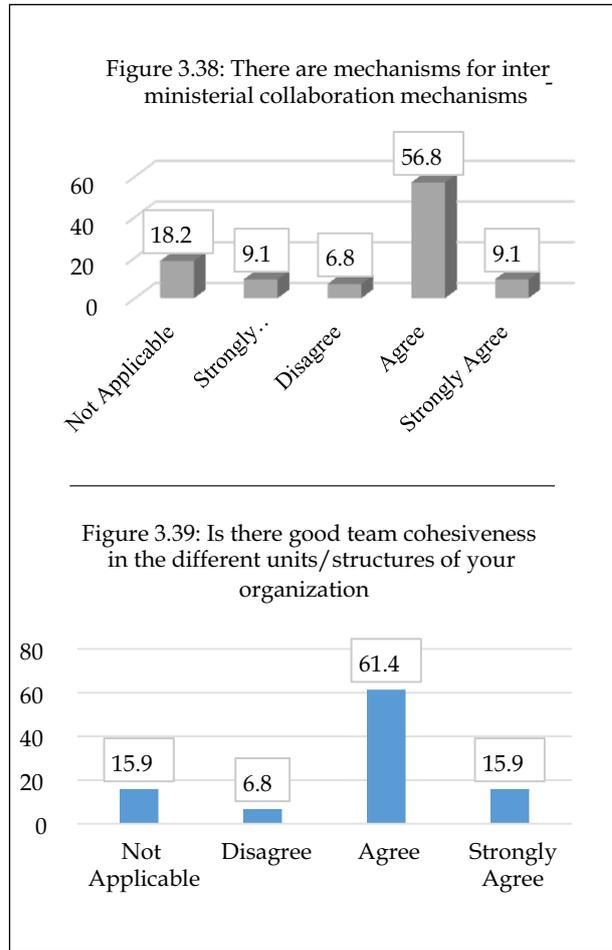
MDAs reporting inadequate representation of women at technical and managerial levels include: *Gambia Tourism Hospitality Institute, Gambia Investment and Export Promotion Agency, The Gambia Standards Bureau, Personal Management Office, Ministry of Health and Social Welfare, National Audit Office, Department of Physical Planning & Housing, Department of Community Development, Rural Development Institute, National Seed Secretariat, National Agricultural Research Institute, Department of Livestock Services, National Centre for Arts and Culture, Department of Fisheries, Department of Water Resource, Directorate of Development Planning, Forestry Department, National Agency for Legal Aid, National Environment Agency, Ministry of Lands & Regional Government, Ministry of Environment Climate Change and Natural Resources, Office of the President, National Assembly of the Republic of the Gambia, Ministry of Agriculture, Ministry of Higher Education, Research, Science and Technology.*

These organizations presumably have women represented more at the lower echelons. The lack adequate women representation at technical and managerial levels at PMO calls into question whether the latter is able design and implement gender-sensitive personnel management policies. While the inadequacy of women representation in some MDAs could be explained by the fact that women may not find these areas attractive, nonetheless it is surprising for MDAs such as Ministry of Agriculture, Ministry of Lands and Regional Government, etc. Furthermore, the fact that 18 out of 44 MDAs reported that there was no proactive policy in place to ensure the adequate representation of women at the technical and managerial levels raises serious concerns. Perhaps through affirmative actions, women have to be trained for managerial and technical positions.

3.3.5 Capacity for Collaboration and Teamwork

Finding 13: The capacity for collaboration and teamwork across ministries and satellites needs further strengthening

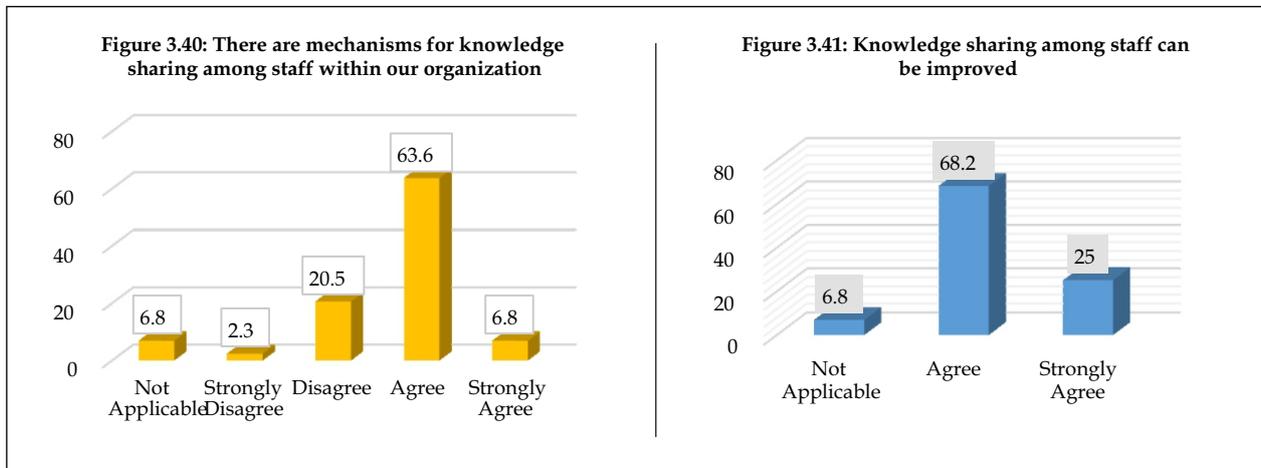
The assessment sought to know if there are mechanisms for inter-ministerial collaborations as ministries are clustered around a lead ministry to deliver on specific NDP outcomes. 29 of the 44 ministries and satellites representing 65.9% of the surveyed ministries indicate that they have mechanisms for collaboration (Figure 3.38). For the successful implementation of the NDP, the ministries cannot work in silos and therefore the remaining 15 ministries' capacity to collaborate has to be strengthened. Though the result of survey showed a higher percentage (77.3%) of respondents indicating that there is good team cohesiveness in the different units/structures in their organizations (Figure 3.39).



3.3.6 Capacity for Knowledge Sharing

Finding 14: Some elements of knowledge sharing mechanisms among staff of ministries and satellites exists, but can be improved

The results of the survey showed that 70.4% of the ministries and satellites have mechanisms for knowledge sharing among staff within their organizations (Figure 3.40). However, interview and review of some knowledge sharing instruments during the field work shows that they are still limited to the paper form of knowledge products. This corroborated by 10 of the 44 ministries and satellites surveyed representing 22.8% reporting that there are no mechanism for knowledge sharing among staff within their organizations. Furthermore, nearly all the respondents representing 93.2 % agreed that knowledge sharing among staff can be improved (Figure 3.41).



3.4 Overall Conclusions

On the basis of the analysis above and the summary presented in the table below a number of broad conclusions can be drawn:

- a) Capacity gaps and development needs are pervasive in The Gambia's public sector institutions. The gaps span all the three levels of capacity (institutional, organizational and individual) and touch all MDAs. A comprehensive strategy to address these is critical if the National Development Plan is to be effectively implemented.
- b) The specific combination of capacity gaps for each MDA is unique, requiring tailored interventions to achieve maximum impact. Hence the specific capacity development measures for each of the MDAs assessed which are presented in Chapter
- c) Notwithstanding b) above, there are a number of cross-cutting capacity gaps that lend themselves to horizontal capacity development initiatives. These include:
 - Working to strengthen policy, planning and programming capacities. This should also include strengthening the capacity of the newly established Gambia National Think Tank (GAMNATT
 -)Enhancing systems related to financial management, human resources management, ICT, M&E capacities, etc. These functional capacities at the organizational level are generally weak and need to be substantially strength-

ened for delivery of NDP outcomes.

- Specialized skills and expertise levels in nearly all MDAs need to be reinforced. On the basis of the skills gaps identified short, medium and long-term measures should be developed to close these gaps. The strategies on the supply side should include the reform of the institutions of Higher Learning in The Gambia, as well as a more prudent management of the many scholarships offered by friendly governments such that they serve the most urgent needs of the country.
- d) By virtue of their important functions in achieving the vision and goal of the NDP, special consideration needs to be given to the following:
 - MDAs: Ministry of Agriculture, Ministry of Health and Social Welfare, Ministry of Lands and Regional Administration, Ministry of Transport, Works and Infrastructure, and Ministry Environment, Climate Change and Natural Resources and their satellite institutions.
 - Among the apex institutions: the Office of The President, National Assembly, The Judiciary and the Personnel Management Office.
 - The Directorate of Development Planning (MOFEA) and the planning entities MDAs. It is of vital necessity to clarify and institutionalize the central planning functions of government and take the appropriate measures.

- Key units within the Ministry of Finance and planning, particularly the Directorate of Loans and Debt Management and the Directorate of Public Private Partnerships and Public Enterprises; the former because of the huge debt burden the country faces (120% of GDP) and the latter because of the fiscal pressures arising from the poor management of SoEs and the considerable reform efforts needed.
- e) For reasons of time, no assessment was conducted of the capacity providers in the country – the supply side. This is necessary for the definition of a more global strategy;
- f) Finally, an important subsection of the country's public institutions not covered by the study are the State Owned Enterprises (SoEs) that currently are a huge liability to government, notwithstanding their capacity to generate wealth and jobs. It is therefore strongly recommended that these institutions benefit from detailed CNA as part of their reform efforts.

The table below summarizes the key findings with respect to the assessment of ministries and satellites at the three levels/ dimensions of capacity.

Capacity Dimension	Summary of Some Key Capacity Challenges Identified
Institutional	<ul style="list-style-type: none"> • 43.2% of institutions indicated that the laws establishing them were out dated and would need to be reviewed • 33% of the institutions surveyed indicated inadequate governance and accountability mechanisms • 90.0% of the ministries work effectively with key partners within government, however, 75.0% of the surveyed ministries and satellites reported having challenges working with their outside partners. The high percentage of ministries (75%) that face challenges working with outside partners is of serious concern as it impacts directly on service delivery as well as on formulation and delivery of effective policies and programmes.
Organizational	<ul style="list-style-type: none"> • Financial management systems: 56.8% of the ministries and satellites reported that they have effective financial management system in place, while 29.5% reported negatively • While M&E and data management system is reported either adequate or effective in 75.0% of the ministries and satellites, 75.0% of the respondents reported that they do not have well trained M&E staff. 63.6 %of the ministries do not have adequate management information system • 59.1% of the respondents do not have effective ICT system in place. Only 34.1% reported having effective system • Adequacy of working environment: 60.5% of the respondents do not have adequate working environment in their organizations, with 79.5% reporting that their equipment are inadequate and non-functional
Individual	<ul style="list-style-type: none"> • 6 ministries and satellites out of 44 representing 13.6 % reported that their organizations do not have adequate leadership and vision. About 34 ministries and satellites representing 77.3% indicates that their

	<p>organization have adequate leadership and vision</p> <ul style="list-style-type: none"> • For the middle managerial cadre, 28 ministries and satellites representing 63.6% indicates that it is optimum and 13 ministries and satellites representing 29.5% disagree. This is another pointer to train a critical mass of middle managerial cadre so that all the ministries will have the right size of staffing. • Skills: only 63.7% respondents reported that their organizations have staff with the right technical skills to deliver on the NDP outcomes. Another 31.8% indicated otherwise • Human Resource Strategy: 26 ministries and satellites representing 59.1% indicated that they had no HR development strategy • Staff retention: 52.2% respondents reported that their organizations have not been able to retain staff • Only 56.8% of the surveyed ministries and satellites have annual budget for training • Availability of specialized skills for the NDP: 14 of the 44 ministries and satellites representing 31.8% report that their organizations have the required specialized skills • Women representation at managerial and technical levels: 56.8% of the surveyed ministries and satellites indicate that women are not well represented at managerial and technical levels • Team work/inter-ministerial collaboration: 33 % of the surveyed ministries/satellites indicate that they have weak mechanisms for collaboration. This needs to be strengthened in the context of the implementation of the NDP which calls for strong inter-ministerial collaboration to deliver the priorities • Knowledge sharing: 22.8% reporting that there are no mechanisms for knowledge sharing among staff within their organizations. Furthermore, nearly all the respondents representing 93.2 % agreed that knowledge sharing among staff can be improved
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CHAPTER 4:

PROPOSED CAPACITY BUILDING STRATEGY AND ESTIMATED COST

This chapter lays out the proposed strategy for developing the required capacity to address the needs that emerged from the assessment exercise reported above and also to provide an estimate of the cost of developing such capacity. The section begins with presenting a conceptual framework for capacity development, provides some guiding principles for capacity development and explains the tools for capacity building.

4.1 Conceptual Framework for Capacity Building

Many times the term “capacity” is used without clearer understanding. It is very important therefore to define and clarify certain terms and concepts. Once capacity is mentioned, the first thing that comes to the mind of many people is training. This is not necessarily so because capacity is broader than training. There is also the confusion between capacity building and capacity development and also capacity dimensions and capacity tools. Therefore, it is necessary to have a common understanding of these concepts to understand the way they are used in this report.

First, the terms capacity development, capacity building, and capacity strengthening are used interchangeably in this report, as the focus of this capacity strategy is to address the needs that have emerged in order to successfully deliver on the priorities of the National Development Plan. Thus the ministries will require a combination of building capacity where none exist and or developing or strengthening existing capacity to equip the ministries and satellites with new skills, tools and systems and where necessary technical assistant through consulting may be sought to complement existing capacity at different levels or dimension for the implementation of the NDP.

Capacity is an empowerment concept. Therefore we have adopted the UNDP 1997 definition in this report. It defined capacity development as “the process by which individuals, groups, organizations, institutions, and societies increase their abilities to perform functions, solve problems and achieve objectives; to understand and deal with their development need in a broader context and in a sustainable manner”

Second, it is important to emphasize the levels or dimensions of capacity in a system context. Capacity can be built at three levels: individual, organization and institution. In some literature, Environment is used instead of institution. In this report, we used institution.

- i. Individual capacity refers to the will and ability to set objectives and achieve them using one's knowledge and skills. At the individual level, elements of capacity to build includes; knowledge, skills, attitude, awareness.
- ii. Organizational capacity refers to anything tangible and intangible that may influence an organization's performance. According to JICA 2004, it may include: human resources (capacities of individuals in the organization); physical resources (facilities, equipment, materials, etc); intellectual resources (organizational strategy, strategic planning, management, business know-how, program management, process management such as problem solving skills, decision making process, communication etc); inter-organizational linkage such as network, partnerships and collaborations; incentive and reward systems; organizational culture and leadership of

managers.

- iii. Institutional capacity refers to conditions necessary for capacity built at the individual and organizational levels to be demonstrated. It includes external formal systems and frameworks such as laws, policies, regulations and guidelines necessary for the formation/ implementation of an organization's strategy and plans.

All these three levels of capacity have been assessed and would guide the development of this strategy and related costs. However experience has shown that a larger part of the capacity needed for transformation and change in any organization and society are usually individual and organizational capacity such as skills, knowledge system, processes, procedures, tools and facilities.

4.2 Principles of Capacity Development

This capacity development strategy is guided by taking cognisance of the fact of:

- i. *Ownership*: those whose capacity is to be developed must own capacity development process. The capacity must be developed within the context of their experience and based on the desired changed. There should be no force fitting of methods and tools if capacity development is to take place. The organization whose capacity is to be developed should be given the opportunity to lead and drive the process for internalization.
- ii. *Learning-by-doing*: Opportunities should be given to those whose capacities are being built to be involved in the process. There is need to create space for learning which allows individuals, organizations, to dialogue and critically self-reflect; promote acceptance of

difficult and courageous decisions and generate innovative solutions to manage change process.

- iii. *Long-Term Investment*: Capacity development is a process that requires substantial investment. Therefore adequate resources must be systematically committed on a long-term horizon to avoid poor capacity development results.

- iv. *Sustainability*: In developing capacity, a key concern must be how to sustain the capacities particularly in a country like the Gambia, which is just emerging from many years of dictatorship and created a culture of inefficiency and nepotism in the civil service. Furthermore, a constant practice in the civil service is high rotation of technical staff, which makes it difficult to retain capacity that has been developed. A key principle that is taken into consideration in the development of this strategy plan is appropriate use of capacity developed and its sustainability.

4.3 Tools for Capacity Development

We need to clarify that capacity development tools are not the same as capacity development. The tools are the means by which the capacity is built. The central focus of capacity building is learning by doing and as such the tools are mostly learning tools. Therefore in this report the capacity building tools as part of the strategy that will be explored will include a combination of:

- Institutional and organisational development arrangements: where there is evidence that leadership for transformation exists in the organisation, or has been sanctioned by an appropriate authority, then any further capacity needs assessment and capacity develop-

ment maybe appropriate and linked to implementation capacity.

- Peer Learning and Mutual Exchanges, Network building: wherein participants begin facilitating change processes after training. These should be essential tools for agents of change and can be used effectively with farmer organisations when used as 'peer learning groups'. Strong leadership must drive country networks; policy networks must be informed and enhanced by engagement of key stakeholders.
- Coaching, mentoring and advisory support: to help internalisation of training outcomes and its application in the work situation and relies on an enabling environment within the organisation, such as political and accompanying organisational development processes to improve systems and procedures.
- Dialogue: which should be used as an instrument of change and allow for self-reflection and assessment. The round-table approach should play a pivotal role in in building a common understanding around the strategy by stakeholders and partners. It can be done by means of conferences, meetings, or virtual round-table discussions.
- Facilitating access to knowledge: Change is largely a process of learning and facilitating access and exposure to information and knowledge is important in the process of learning by doing.
- Training: which should include a baseline study or prior learning which is further developed to meet the capacity needs. Training can take several forms.
- Strengthening accountability systems and processes: This involves use of

authority transparently with appropriate incentives and sanctions as may be required.

4.4. Capacity Development Plan and Estimated Costs

Based on the needs assessment, there emerged what capacity to develop, what the capacity will be used for, and how the capacity can be developed. This has been put in a table that describes in summary, the capacity needs for each ministry and satellites, what the capacity will be used for, how such capacity can be developed, and the estimated costs (see Annex 7).

Summary of the costs of Capacity Development Strategy for the Ministries & Satellites Assessed

Capacity Dimension	Cost (\$US)
Policy and Institutional	23 million
Organizational	56 million
Individual/Human Resources Development	33 million
Total	112 million

For the newly established Gambia National Think Tank (GAMNATT), the capacity costs are estimated at \$ US 1 million. This brings the total figure to \$US 113 million.

4.4.1 Capacity for strategic Planning and Evidence-based Policy Analysis

Fort the successful implementation of the NDP, the capacity constraints being faced by the ministries and satellites have to be addressed. At the institutional level, most of the ministries and satellites surveyed have identified several elements of institutional capacities which come under capacity for strategic planning and evidence – based policy analysis to enable sector leaders champion, drive facilitate and coordinate the implementation of the sector strategy's principles, targets, and goal.

The NDP being a national development framework with many actors and stakeholders, there is need to improve and strengthen relationships among these key actors and stakeholders, thus a sector strategy plan that is linked and aligned to the NDP priorities helps to create a common vision, understanding, buy-in and trust around the goal, objectives and targets of NDP. Such capacities to be developed include translation of strategy to an implementable action plan, partnership and coalition building, resources allocation, and adaptive change management among others.

Moreover, a policy think tank devoted to evidence-based policy analysis helps to deepen policy discussion and debates through critical awareness, dialogue, and knowledge inputs; clarifying roles and responsibilities of actors in the strategy processes; cultivating partnerships and alliances, including with investors and development partners. Thus there is need to build policy analysis capacity to be able to review and continuously assess the national strategy and the sector strategies so as to ensure that the sector strategy is in sync with the national development strategies at all times. Furthermore, the constantly changing policy environment in the Gambia and globally demand also that policy analysis capacity be developed to: review policies and practices (taking stock and practices); develop scenarios through modelling and forecasting; analyse policy challenges and prioritization of policy options; create and set agenda on priorities of the NDP.

A key instrument in strengthening capacity for policy analysis in The Gambia is the recently established Gambia National Think Tank (GAMNATT). The specific capacity needs and a costed plan for GAMNATT is presented in Annex 10. Government ministries and their satellites will be responsible for sector specific policy development.

Some of the key capacities identified by

ministries and their satellite institutions include the following:

- Capacity for institutional review and development of appropriate structures, mandates, and visions;
- Development of institutional/sector strategic, implementation and financing plans;
- Capacity to monitor, review and adjust policy/strategy performance;
- Capacity for drafting legal agreements related to work of the sector/line ministries; and
- Strengthening budget analysis, implementation and monitoring capacity.

Annex 7 provides detailed activities and associated costs by the ministries and satellite agencies. The total estimated cost for development of institutional capacity is US\$23,267,444

To address this gap, the capacity of the Management Development Institute should be strengthened to provide continuous training in these areas. MDI should aim to forge partnerships with other Centres of Excellence in the region such as GIMPA, in Ghana and others.

4.4.2 Capacity for Organizational Performance

Organizational capacity refers to tangible and intangibles that may influence an organization's performance. It may include: human resources (capacities of individuals in the organization); physical resources (facilities, equipment, materials, etc); intellectual resources (organizational strategy, strategic planning, management, business know-how, program management, process management such as problem solving skills, decision making process, communication etc); inter-organizational linkage such as network, partnerships and collaborations; incentive and reward systems; organizational culture and leadership of managers.

Annex 8 below presents various elements of these capacities as expressed by the ministries and satellites during the need assessment. The total estimated cost for development of organizational capacity is US\$56,791,894.

The strategy to develop these capacities is procurements of tangible assets such as facilities, equipment and materials. For the capacities relating to systems and processes that requires intellectual resources, the strategy will be to hire top experts, including Gambians in the diaspora, who will work with a team of staff with a view to transferring skills and knowledge. The experts should be specifically tasked to work with staff so they can learn on the job.

4.4.3 Human Capacity Development

Individual capacity refers to the will and ability to set objectives and achieve them using one's knowledge and skills. At the individual level, elements of capacity to build includes; knowledge, skills, attitude, awareness. Annex 7 summarises the capacity required at the individual level to address the needs that emerged during the needs assessment in the ministries and satellites. The strategy to developing the necessary skills and competences will include short and medium to long-term strategies.

In the short term, a two-pronged strategy should be used:

- a) Currently, The Gambia receives many scholarships from friendly countries. Such scholarship should be targeted at the skills and competences identified from this study/assessment listed on the summary table. Overseas training should only be encouraged as a short-term measure where such specialised trainings are not available locally; and
- b) Encourage, Gambians with skills living in the Diaspora to return home either to take up full time job or to assist in coaching and mentoring. The medium to long term strategy should include redesigning of curriculums in the various institutions of higher learning in the Gambia to respond to

short-term training needs, specialized skills, graduate, and post graduate trainings.

The total estimated costs for human capacity development are US\$33,425,163. The summary table in Annex 7 provides detail cost by ministries and satellite agencies.

4.4.4 Priority Capacity Development Interventions to Support Implementation of the National Development Plan (2018-2021)

Based on the analysis of the needs assessment, and the strategies identified under the preceding sections, some of priority capacity development interventions have been identified and grouped under three categories:

- Short-term interventions;
- Medium to long-term interventions; and
- Long-term interventions.

Priority capacity development interventions for the National Development Plan (2018-2021) should focus on the most urgent short-term and medium term needs, as follows:

Short Term

- a) **Implementation of The Gambia Government civil service reform programme:** this is vital order to make the civil service more attractive and professional. Any capacity building measure will only be successful in the long-term if the conditions and schemes of service are optimal and there is in place an enabling environment that permits a full professionalization of the public sector institutions. This will help stem the high attrition rates in Gambia's civil service and ensure its full professionalization.
- b) **Addressing the short-term skills gaps through the following measures:**
 - (I) **Reintegration of dismissed qualified professionals:** Many qualified professionals were dismissed from the civil service for political and/or arbitrary reasons. Government should review

these cases and bring back those competent ones to fill some of the existing gaps. The current government policy on this issue is on the right track and needs to be continued.

- (ii) *Using retired experienced former civil servants to provide mentoring and support in critical ministries:* despite the years of dictatorship, the country is fortunate to have many able retired civil servants who served in the administration of the first republic when Gambia's civil service had a strong reputation for excellence. The current civil service is manned by generally young staff who lack experience. They can benefit from the guidance of such these retired civil servants through an appropriately structured mentorship programme.
- (iii) *Tapping Diaspora expertise:* Many well-qualified professionals emigrated during the draconian regime of the past government. The Gambian skilled workers scheme (GSWS) is being proposed to register all professional workers living outside the country such as doctors, engineers, nurses, accountants, teachers, agricultural experts, etc. The Personnel Management Office can host such intervention with the aim of attracting them to come back to work with Government or provide technical support. The intervention can be packaged as a project in the PMO. The project can replicate Skills for South Sudan (SKILLS) that was established in 1995 by the South Sudanese community in the UK in response to the challenges of human resources following decades of civil war. A good starting point has been provided by the Migration and Sustainable Development Project of The Gambia (MSDG) managed by GK Partners. The scope of this project can be expanded to address this issue.
- (iv) *Prudent management of foreign scholarships:* Gambia benefits from many scholarships being offered by countries in different

fields. At the moment, such scholarships are not linked to any specific capacity requirements in the Country. In a particular case of the Ministry of Lands and Regional Government, eleven staff benefited from MSc programs many of which are not relevant to the need of the Ministry. The PMO in collaboration with the Ministry of Higher Education, Research, Science, and Technology can coordinate to match scholarship awards to capacity required to deliver on NDP priorities, using the skills gaps identified in this assessment as a starting point.

- (v) The assessment conducted has inventoried in detail the skills profiles needed in the different MDAs. This inventory should be used for the planning and implementation of the three measures outlined above.
- c) *Strengthening leadership and middle management cadre in the civil service:* Although many MDAs reported fairly good leadership, several noted weaknesses in leadership and visioning. Most MDAs also reported weaknesses in the middle management cadre. Efforts are therefore needed to strengthen these two areas. The Management Development Institute (MDI) and other institutions, including in the private sector, can be supported to develop required programs that will meet these needs. Presently the MDI is in the process of being merged with The University of Gambia (TUG) and until it is completed, the exact support needed might be difficult to specify:
 - (i) *Leadership and management at the Permanent Secretary level:* This could involve training on strategic management, policy-related training in the relevant fields and ensuring that cadres at this level are exposed to global best practices. More stability is need also at this level as frequent changes of staff at this level are not ideal for consistency in policy setting and programme delivery.
 - (ii) *Strengthening middle management cadre:*

The middle management cadre is responsible for programme design, management and implementation/service delivery. Training of these cadres can ensure more effective planning, programme delivery and monitoring for results.

d) Addressing organizational weaknesses in key MDAs: This can be done through:

- (i) *Reviews and up dating of the legal frameworks and conducting functional reviews of key MDAs* to ensure that they are appropriately governed and structured. The weak accountability and governance mechanisms cited by many MDAs should be further reviewed and corrective measures taken.
- (ii) *Addressing the gaps in functional capacities at the organizational level* pertaining to improvements in financial management, planning, monitoring and evaluation, ICT. A combination of robust training and supply of equipment would be needed.

e) Strengthening crossing cutting policy and research coordination capacities in government through the following measures:

- (i) *Strengthening the newly established Gambian National Think-Tank (GAMNTT):* The GAMNTT is to serve as a policy think tank to the Country to provide research and analysis capacity to support the implementation of NDP priorities. It will also support the Government to provide evidence-based policy analysis. The institution is still in its infancy and needs support to further clarify its mission, vision, mandate, as well as putting in place and organizational structure, staffing and logistics. It needs support to develop a policy research agenda and begin its implementation.
- (ii) *Strengthening Policy and Program Coordination within government:* Currently, these functions are not centralized therefore resulting in policy incoherence and weak programmatic implementation. The National Development

Plan proposes a detailed review followed by adoption of an institutional mechanism for policy coordination. This mechanism should be placed at the highest level of government to make it more effective. Such a unit should bring together existing entities, and could provide technical support in the areas of:

- Support the identification of gaps and opportunities for development of new policies for improving the quality and impact of decision-making.
- Working on policy coherence, prepare inputs for briefings requested by Government/Cabinet through sourcing information from available evidence, research and corporate knowledge, and ensuring timely production of materials.
- Extract, analyse, document, and codify results/lessons learned in policy and program coordination areas.
- Ensuring that development assistance is in line with government priorities as reflected in the NDP.

Medium Term

- a) For the medium to long term, capacity building intervention can focus on *strengthening the capacity providers (UTG, MDI,) to respond more effectively to the skills gaps identified.* A broader national skills audit including looking at private sector needs should inform the restructuring of the country's middle and higher education system.
- b) In addition, there is need to closely review private sector training institutions in order to strengthen their role and ensure that the country is endowed with quality human capital to power the economy.

These immediate capacity development needs to strengthen NDP implementation as outlined above amounts to \$US 14 million and presented in the table below:

Time Frame	Capacity Interventions	Estimated Costs (\$US)
Short-term	Implementation of the Civil Service Reform Programme	\$US 4 million
	Address the short-term skills gaps <ul style="list-style-type: none"> • Reintegration of dismissed qualified professionals • Retired experienced former civil servants to provide mentoring • Tap Diaspora expertise (Gambia Skilled Workers Scheme - GSWS) • Prudent management of foreign scholarships 	PM PM \$US 3 million PM
	Strengthen leadership and middle management cadre in the civil service (training workshops and study tours)	\$US 1, 500,000
	Address organizational weaknesses in key MDAs <ul style="list-style-type: none"> • Review and up date the legal frameworks • Address the gaps in functional capacities at the organizational level (Training workshops on M&E, ICT, Planning, etc) 	\$US 500,000 \$US 3 million
	Strengthen policy and research coordination capacities <ul style="list-style-type: none"> • Support to The Gambia National Think Tank • Support to Policy Coordination 	\$US 1 million \$US 500,000
Medium-term	<ul style="list-style-type: none"> • Strengthen the capacity providers (UTG, MDI) • Conduct a National Skills Audit 	PM \$US 500,000
Total		\$US 14,000,000

Long term Interventions

For the long-term, government should take measures to build modern and functional offices to accommodate MDAs, including offices in all the regions. The poor working environment, including adequate logistics has been identified as a cross cutting concern by all the MDAs assessed.

CHAPTER 5: LESSONS LEARNT

The ACBF approach to capacity intervention has always been holistic through 'learning by doing'. This capacity needs assessment and capacity building plan is not the first that the Foundation is undertaking. There have been several at project and program levels. Some of those that have been done at Country level focuses on specific themes such as Public Sector Reforms; Strengthening of Policy and Planning; Strengthening of Public Expenditure Management from which the Foundation has learnt lessons to improve its interventions.

The Gambia intervention offers a unique experience in a number of ways that are discussed as follow:

1. *Timing of Intervention:* The decision to undertake capacity needs assessment in the Gambia comes at a time when a new democratic government came to power, several years after the Country had experienced a dictatorial regime. Under the old regime, government business was conducted based on the whims and caprices of the President such that there was no regard for evidence-based policy making. There was no clear vision or goal on how to develop the country. Therefore, any investment in capacity development during this period would have been a waste as there was no clear development agenda. The new democratic government has shown willingness to be guided by a development agenda, which will require capacity to implement. Therefore the visit of the ACBF Delegation to the President of the Gambia shortly after the government was inaugurated and the commitment to support the government through a needs assessment and capacity development plan was very timely. This has boosted ACBF visibility in the Gambia as it is now perceived as a trusted partner in time of need.
2. *Entry Point:* The use of the National Development Plan (NDP 2018-2021) as entry point for this exercise provided a broader framework to assess capacity needs across all key government institutions that are either leading a sector in the delivery of the Plan outcomes or are supporting the lead ministries. From the findings of the needs assessment study; nearly all the ministries, satellites, and agencies indicated that they are relevant in implementing the development plan. This approach has a clear advantage over focusing on narrow sectoral capacity building intervention programs. Thus the entry point will ensure that capacity support will align to the delivery of the NDP priorities. For a more robust intervention in other African countries, ACBF can use this experience to ensure that country capacity program are tied to preparation of a national plan or during the mid-term review of a national plan for greater visibility and relevance.
3. *The Role of Champions:* Having a champion to drive the process of a capacity needs assessment has always been a critical success factor. Again, this exercise benefitted from the structure that was put in place to drive the NDP and as such it did not need to create new champions or Technical Working Group, which sometimes can be cumbersome or unworkable. For the NDP, the government had constituted a Technical Working Group with Permanent Secretaries and the cabinet steering the process. The CNA exercise used the same platform to undertake the study and prepare the capacity development strategy. Another important lesson is that at the technical level, ACBF strategy to use the National Consultant driving the NDP process to also work with the ACBF Team on the capacity needs assessment created coherence and

formally linked the two plans. This strategy helped to create national ownership and acceptance for the exercise, unlock doors to ACBF team, and helped in guiding the CNA team to navigate difficult ministries. This experience shows that for future interventions, ACBF should look for consultants that have worked closely with the government of country of intervention to lead the process and supported by other Consultants.

4. *Financing of the Capacity Building Plan:* Linking the capacity needs assessment and the capacity building plan to the National Development Plan provides a great opportunity for the capacity building plan to receive the funding support of other donors. As it is planned in the case of the Gambia, both the NDP and the Capacity Building Plan will be jointly presented at a donor conference. This is perhaps the first time an African country will be approaching development partners with its national development plan and the capacity needed to implement the national plan.
5. *Skills Transfer:* The involvement of the staff of the Personnel Management Office (PMO) in the Presidency in the process was very important, as it ensured that the staff are capacitated to do similar exercise either at sectoral level for ministries. Again, talking about the role of champions, the Permanent Secretary in the PMO ensured the full participation of its entire staff to ensure that they learn skills of conducting needs assessment.
6. *ACBF Presence in the Region:* The CNA team found that nearly 70 per cent of the staff of the Development Management Institute (DMI) of Gambia are beneficiaries of the ACBF Public Sector Management Training Program (PSMTP) at the Ghana Institute of Public Administration (GIMPA). The DMI is a key training institute for public sector

programs and therefore will play a critical role in the delivery of the short courses for government officials as identified in the capacity building strategy. The learning and experience of the PSMTP program graduates will now be readily applied in supporting skills development in Gambia public sector. Furthermore, the DMI is planning to offer joint program with GIMPA to strengthen their faculty. The PSMT in Ghana is already having multiplier effects in the region.

It is important to point out that the exercise was not without challenges mainly in two areas; scope and methodology.

1. *Scope:* In the Terms of Reference (ToR) to the consultants, the study was limited to main ministries and institutions such as the National Assembly, which is critical in delivering good governance results. The ToR envisages about 18 ministries. However, during the inception phase of the work, the main ministry mainly does strategy planning, coordination, and monitoring. The actual delivery of goods and services that are planned by the ministries are done through satellites and agencies. The consultants took the initiative to cover all the 18 ministries and their satellites making the scope of the work expanded to 78 institutions. This obviously became times four (4) of the originally planned scope to be delivered at the same level of resources assigned to 18 ministries. In future the ACBF should be flexible to accommodate changes in scope both in time and financial resources required for more quality work to be delivered.
2. *Approach and Methodology:* Covering main ministries and satellites impose huge constraints on the team in term of time constraints. The public servant has other schedules and programs to attend. Therefore, there is limited window of

opportunity. The team piggybank on the Retreat of the Permanent Secretary organised by Cabinet to address the body of Permanent Secretariat in one venue. It was a useful experience in that the venue provided a central place to meet them all.

Similarly for the administration of questionnaires, focus group discussion and or

interview, fully funded workshop should be part of the data and information collection process. It will help to bring all identified respondents institutions into one place in a workshop format for 2 to 3 days and the data collection will be nearly completed within a week. The 2-3 days can be staggered across a week. This approach will help to improve the quality of data and information collection.

CHAPTER 6: CONCLUSION

Implementation of The Gambia's National Development Plan (2018-2021) will require enhanced capacities at all levels. But as shown by the assessment, weaknesses are evident in the country's public institutions at all levels: institutional, organizational and individual levels. If these weaknesses are not addressed in a timely manner, realizing the vision and goal of the plan could be compromised. A joint effort between government and development partners is therefore critical. The consultants recommend Government to adopt a holistic approach, using the findings of this assessment as the framework for coordinated support to capacity development. This will complement the Civil Service reform strategy developed by government.

Due to the scope and time available for the study, it was not possible to thoroughly review the capacity providers in the country to obtain an accurate picture of the in-country capacity

to meet the demand for the skills identified for implementing the NDP. Anecdotal evidence however suggests the need for substantial restructuring of The Gambia's High Education Sector in order to create the manpower for transforming the economy and render Gambia more competitive in the global system. In this regard, the issue of the capacity of capacity providers deserves serious attention. However, the entire educational sector in the Gambia is currently undergoing restructuring and it will be too early to identify which institution will offer what course and fairly assess their capacity to respond to the needs expressed.

Another key area that requires attention is a capacity assessment of the country's State Owned Enterprises (SoEs) which have a potential to drive The Gambia's economy but which unfortunately have become a huge fiscal burden.

ANNEX I:

LIST OF PERSONS CONSULTED

1. Hon. Momodou Lamin Dibba, Minister of Lands and Regional Government
2. Abdoulie Jallow - PSMOFEA
3. Pateh Jah - PS/PMO
4. Nfamara Kuyateh, Director, CSR/Planning, PMO
5. Abdoulie M. Kah - Deputy Permanent Secretary, Ministry of Youth and Sports
6. Amie Njie-Joof - Permanent Secretary, Office of the President
7. Dr. Bamba A. M. Banja, Permanent Secretary, Ministry of Fisheries, Water Resources and National Assembly Matters
8. Adama Ngum Njie, Permanent Secretary II, Ministry of the Agriculture
9. Mr Ebrimah Drammeh - Deputy Permanent Secretary, Office of the President
10. Salifu Jobe- Registrar, Management Development Institute
11. Prof. Faqir Muhammad Anjum Chaudry - Vice Chancellor, University of the Gambia
12. Dr Ousman Nyan, Deputy Vice Chancellor
13. Buba Sanyang, Permanent Secretary, Ministry of Lands and Regional Government
14. Mr. Doudou Kebbeh, Clerk, National Assembly
15. Kalipha M M Mbye - Director of Parliamentary Table Office, National Assembly
16. Momodou a Sise - Deputy Clerk, National Assembly
17. Juldeh Ceesay - Deputy Permanent Secretary, Ministry of Finance and Economic Affairs
18. ESSA Drammeh, Director of Planning, Ministry of Transport, Works and Infrastructure
19. Adama Jimba Jobe, Deputy Permanent Secretary (Programmes), Ministry of Basic and Secondary Education
20. Cherno Omar Barry PhD, Permanent Secretary, Ministry of Health and Social Welfare
21. Dr. Gibril Jaw, CEO, National Accreditation and Quality Assurance Authority Gambia
22. Edmond Shonubi, Communication and IT Managers, National Accreditation and Quality Assurance Authority Gambia
23. Daouda Niang, Director General, Gambia Tourism and Hospitality Institute
24. Dawda Ceesay, Permanent Secretary, Ministry of Youth and Sports
25. Cherno Marenah, Solicitor General, Ministry of Justice
26. Cordu L. Jabang, Permanent Secretary , Ministry of Tourism and Culture
27. Malang Jatta, Senior Planner, Ministry of Tourism and Culture
28. Fatou Beyai Raji, Director, Product Development, Investment and Culture, Ministry of Tourism and Culture
29. Ronald Williams, Accountant/ Finance Manager, National Centre for Arts and Culture
30. Abdoulie Jefunneh, Deputy Permanent Secretary, Finance and Administration, Personnel Management Office Office of the President
31. Lamin Saidy Kuyateh, Ag. Director, Civil Service Reform, Personnel Management Office, Office of the President
32. Baboucarr Sarr, Ag. Personnel Management Services, Personnel Management Office, Office of the President
33. Ebraima M K Jaaju, Service Personnel Officer (MSD), Personnel Management Office, Office of the President
34. Musa Chan, Ag. Director (HRIS), Personnel Management Office, Office of the President
35. Omar Sarge, Personnel Officer (HRDD), Personnel Management Office, Office of the President
36. Ousainou Barrow, Principal Personnel Officer, Personnel Management Office, Office of the President
37. Lamin E. Kanyi, Senior Personnel Officer, Personnel Management Office, Office of the President
38. Mustapha Samateh, Director, PPP Division, MoFEA
39. Ousman M Njie, Principal Economist, Ministry of Finance and Economic Affairs
40. Alagie Fadera, Director, Development Planning, Ministry of Finance and Economic Affairs
41. Kemo K Ceesay, Director of Energy, Ministry of Petroleum and Energy
42. Sanna Fatajo, Planner, Ministry of Petroleum and Energy
43. Alagie Manjang, Deputy Permanent Secretary, Ministry of Environment
44. Lamin Jawara, Permanent Secretary, Ministry of Environment
45. Salmina e. Jobe, Director, Projects Coordination, Ministry of Environment
46. Dello Bah, Deputy Judicial Secretary, Judiciary
47. Richard Gomez, Planner, Ministry of Finance and Economic Affairs

ANNEX 2: METHODOLOGICAL TOOLS

Annex 3A: Questionnaire for the Capacity Needs Assessment of Gambia’s Public-Sector Institutions - Capacity Needs Assessment at Institutional/Policy Level

The African Capacity Building Foundation (ACBF) has been requested by Government of The Gambia to undertake a capacity needs assessment of the public-sector institutions that would be leading the implementation of the NDP, with a view to developing a comprehensive capacity building strategy and action plan.

A team comprising Dr. Tijan Jallow and Dr. Adeboye Adeyemo has been contracted to carry out this assignment. We seek your maximum cooperation in filling this questionnaire. All information provided will not be attributed to the individual respondent and would be treated with outmost confidentiality.

NAME OF INSTITUTION:

DATE CNA CONDUCTED:

NAME AND DESIGNATION OF RESPONDENT:

Tick the appropriate box that best describe your perception. Please do not leave any box blank.

Capacity Assessment Area	Key Factors	Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Effectiveness and Adequacy of Legal and Regulatory Environment	• Our organization is established and operates by law					
	• The law has been recently updated					
	• Our organization has regulatory framework					
2. Effectiveness and adequacy of the policy framework	• Our Organization have a Vision and Mandate					
	• Our Vision and Mandate is appropriate to the NDP overall goal and strategic Objectives.					
3. Effectiveness of Governance and Accountability Framework	• Our organization have effective governance mechanism					
	• Our organization have effective accountability mechanism					
4. Effectiveness of	• Our organization work					

mechanisms to engage with stakeholders	<p>effectively with key partners within government</p> <ul style="list-style-type: none"> • Our organization work effectively with key partners outside of government • Our organization have challenges working with our partners 					
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5. If your Organization does not have an effective and adequate Legal and Regulatory Environment, what is your recommendation?

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6. If your Organization have Vision and Mandate. Please state it

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7. If your Vision and Mandate is not appropriate to the NDP overall goal and strategic Objectives, what is your recommendation?

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8. If your organization does not have effective governance and accountability Framework, what is your recommendation?

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9. If your organization works with partners within and outside government, please list them

Within Government

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Outside Government

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10. If your organization is not working effectively with key stakeholders/ partners within and outside the government, what are your recommendations?

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**Annex 3B: Questionnaire for the Capacity Needs Assessment of Gambia’s Public-Sector Institutions -
Capacity Needs Assessment at Organizational Level**

NAME OF INSTITUTION:

DATE CNA CONDUCTED:

NAME AND DESIGNATION OF RESPONDENT:

Tick the appropriate box that best describe your perception. Please do not leave any box blank

Capacity Assessment Area	Key Factors	Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Alignment of the vision, mission, mandate with the NDP priorities	<ul style="list-style-type: none"> The NDP outcomes our organization is tasked to deliver is in line with our core functions 					
	<ul style="list-style-type: none"> Our current vision, mission and mandate are aligned to the NDP 					
2. Alignment of Strategic Plan of your organization with the NDP	<ul style="list-style-type: none"> Our organization has a strategic plan 					
	<ul style="list-style-type: none"> Our organization’s strategic plan is aligned with the NDP priorities 					
3. Adequacy of structures to respond to the NDP	<ul style="list-style-type: none"> We have a well-defined and established organizational structure 					
	<ul style="list-style-type: none"> Our current organizational structure is suited to deliver on the NDP priorities 					
	<ul style="list-style-type: none"> We have no challenges/shortcomings with our structure 					
4. Budget and Resources	<ul style="list-style-type: none"> Our Ministry annual budget is adequate 					
	<ul style="list-style-type: none"> We do not have consequences for budget shortfalls 					
	<ul style="list-style-type: none"> Annual Budget are timely disbursed. There are no consequences for budget delay 					

	<ul style="list-style-type: none"> The donors working with our organization provide adequate budget support 					
5. Adequacy of systems in place	<ul style="list-style-type: none"> We have an effective financial management system in place 					
	<ul style="list-style-type: none"> We have an effective ICT system in place 					
	<ul style="list-style-type: none"> We have an effective HR system in place 					
	<ul style="list-style-type: none"> We have adequate M&E system in Place 					
6. Adequacy of equipment and working environment	<ul style="list-style-type: none"> The working environment in my organization is adequate 					
	<ul style="list-style-type: none"> Our equipment are adequate and functional 					
	<ul style="list-style-type: none"> The logistical support is adequate 					
7. Planning effectiveness and delivery of programmes	<ul style="list-style-type: none"> Our organization develop its Annual work plans 					
	<ul style="list-style-type: none"> Our Annual Work Plan is fully implemented so we deliver on all planned programmes 					
	<ul style="list-style-type: none"> Our implemented programmes adequately impacts on the wellbeing of Gambians 					
8. Adequacy of systems for M&E and data	<ul style="list-style-type: none"> We have an adequate and effective M&E system in place? 					
	<ul style="list-style-type: none"> We have well-trained M&E staff? 					
	<ul style="list-style-type: none"> We have an adequate MIS 					

9. What outcomes of the NDP is your organization tasked with delivering?

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10. If your current vision, mission and mandate are not aligned to the NDP priorities, what are your recommendations ?

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11. If your organization's strategic plan is not aligned with the NDP priorities, what are your recommendations?

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12. If your organization do not have a well established structure that can deliver on the NDP Priorities, what are your recommendations?

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13. If your organization has been experiencing untimely budget disbursement and inadequate donor budget support, what are your recommendations?

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14. List the names of donor supporting your organization, the areas of support, the amount in US Dollars and the period of support

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15. If your organization does not have adequate financial, ICT, HR and M&E system, what are your recommendations?

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16. If your working environment and logistic is in adequate and the equipment are not functional, what are the main challenges and your recommendations?

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17. If your organization is not fully implementing its Annual work plan, what are the main reasons and your recommendations?

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18. If your organization does not have an adequate and effective M&E system, M&E staff and MIS, what are your recommendations?

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B. Organizational SWOT Analysis

1. What do you consider to be your organization's strongest assets?

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2. What mechanisms should be put in place to safeguard these assets?

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3. What are your organizations biggest weaknesses?

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4. How can the weaknesses be overcome?

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5. What are the threats that your organization faces?

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6. How can these be mitigated?

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7. What are the emerging opportunities for your organization?

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8. How can opportunities be capitalized upon?

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9. Based on the SWOT Analysis, what type of Programs would you suggest to build leadership capacity in you organization to foster ownership of development policies, legislation, strategies, formulate vision and missions, and implement plans and programs (Max of 3 programs/activities/initiatives)

Annex 3C: Capacity Needs Assessment at Individual level

Capacity Assessment Area	Key Factors	Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
1. Availability of skills, knowledge and qualifications of staff to fully deliver on their responsibilities	• Our institution have adequate leadership and vision					
	• Our organization have the optimum middle managerial cadre					
	• Our organization have staff with the right technical skills to deliver on the NDP					
	• There is a human resource development strategy for our organization					
	• Our organization has been able to retain staff					
	• Women are well represented at managerial and technical levels					
	• There is a proactive policy to ensure that women are well represented at all levels within our organization					
2. Availability of highly specialized skills to deliver on the NDP	• Our organization have specialized skills to implement the NDP priorities					
	• Our organization have short, medium, and long-term measures to a fill these gaps • Our organization has annual budget for training					
	• Our training budget is effectively used					

3. Effective Inter-ministerial Collaboration Mechanisms	<ul style="list-style-type: none"> • There are mechanisms for inter-ministerial collaboration mechanisms • Is there good team cohesiveness in the different units/structures of your organization? • 					
4. Incentives and opportunities for continuous professional development	<ul style="list-style-type: none"> • There are opportunities and incentives for continuous professional development 					
5. Mechanisms for knowledge sharing	<ul style="list-style-type: none"> • There are mechanisms for knowledge sharing among staff within our organization 					
	<ul style="list-style-type: none"> • Knowledge sharing among staff can be improved. 					

6. If your organization does not have adequate staff with competent skill and knowledge to deliver on their task and responsibilities, how has this been affecting the performance of your organization?

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7. If your organization does not have adequate staff with competent skill and knowledge to deliver on NDP priorities, what are the gaps?

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8. If your organization has not been able to retain staff, what are the challenges?

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9. If women are not adequately represented in the managerial and technical levels, why and what are your recommendations?

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10. List types of specialized skill and their numbers your organization require to implement the NDP priorities?

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11. What short, medium, and long-term measures are needed to fill these gaps?

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12. What is your organization's average annual Training Budget

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13. If your organization's training budget is not effectively used, how can it be used effectively?

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14. What measures are needed to strengthen effective inter-ministerial collaboration?

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15. If there are no opportunities for continuous professional development, what are your recommendations?

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16. If there is no mechanisms for knowledge sharing among staff within your organization, how can this be improved?

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Annex 3D: CNA Costing Template

Name of Ministry: _____

Name of Agency: _____

Please list types of capacity and their purpose by unit cost and total cost

Elements of Capacity	Purpose	Unit Cost GMD	Quantity	Total Cost GMD
A. Institutional Level (such as hiring consultant to review legal framework, mandate and Vision etc)				
1				
2				
3				
B. Organizational Level (such as establishment of systems, structures, facilities, logistics, etc)				
1				
2				
3				
4				
5				
C. Individual Level (such as training for specialized skills)				
1				
2				
3				
4				
5				
6				
7				

Annex 4: List of Public sector Institutions covered during Field Work 14-31 August

No	Ministry/Satellite	No. Distributed	No. Returned as at 18/9/2017	No. Returned as at 21/10/2017	Post Validation Returns 5 March 2018
1	Personnel Management Office	1	1		
	1) National Record Service				
2	Ministry of Finance and Economic Affairs	8			
	1) Main Ministry				
	2) Public Private Partnership and Public Enterprise				
	3) Planning Directorate				
	4) Debt Management Dept.				
	5) Budget Dept.				
	6) Accountant General Office				
	7) Gambia Bureau of Statistics				
	8) Gambia Revenue Authority				
3	Office of the President	1	1		
4	Office of the Vice President and Women Affairs	5			
	1) Women Bureau				
	2) National Nutrition Agency		1		
	3) National Disaster Management				
	4) Food Safety and Quality		1		
	5) National Population Secretariat				
5	Ministry of Agriculture	6			
	1) Main Ministry		1		
	2) National Seed Secretariat		1		
	3) Gambia Livestock Marketing Agency		0		
	4) National Agricultural Research Institute		1		
	5. Department of Agriculture		0		
	6. Department of Livestock		1		
6	Ministry of Justice	5			
	1) Main Ministry				
	2) NATTIP				
	3) NALA				
	4) Gambia Law School				
	5) ADR				
7	Ministry of Trade, Industry, Regional Integration and Employment	6			
	1) Main Ministry		1		
	2) Labour Department		0		
	3) Weight and Measures Dept.		0		
	4) Gambia Competition and Protection Commission		1		
	5) Gambia Investment and Export Promotion		1		

	Agency				
	6) Gambia Standards Bureau		1		
8	Ministry of Basic and Secondary Education	1	1		
9	Ministry of Petroleum and Energy	3			
	1) Main Ministry				
	2) NAWEC				
	3) Gambia National Petroleum Corporation				
10	Ministry of Information and Communication Infrastructure	1			
11	Ministry of Youth and Sports	7			
	1) Main Ministry				
	2) National Sports Council				
	3) National Youth Council				
	4) National Youth Service Scheme				
	5) The President's International Award				
	6) National Enterprise Development Initiative				
	7) Independence Stadium				
12	Ministry of Higher Education, Research, Science and Technology	4			
	1) Main Ministry				
	2) MDI				
	3) GTTI		1		
	4) UTG				
13	Ministry of Tourism and Culture	4			
	1) Main Ministry				
	2) Gambia Tourism Hospitality Institute		1		
	3) Gambia Tourism Board				
	4) National Centre for Arts and Culture		1		
14	Ministry of Fisheries and Water Resources	3			
	1) Main Ministry				
	2) Department of Fisheries		1		
	3) Department of Water Resources		1		
15	Ministry of Transport, Works and Infrastructure	7			
	1) Main Ministry				
	2) National Road Authority				
	3) Gambia Port Authority				
	4) Gambia Maritime Administration				
	5) Gambia Civil Aviation Authority				
	6) Gambia International Airlines				
	7) Gambia Transport Service Company				
16	Ministry of Health and Social Welfare	2			
	1) Main Ministry		1		
	2) Medicine Control Agency		0		
17	Ministry of Lands and Regional Government	7			
	1) Main Ministry		1		
	2) NGO Affair Agency		1		
	3) Department of Community Development		1		
	4) Dept. of Physical Planning and Housing		1		

	5) Directorate of Local Governance		1		
	6) Department of Lands and Housing		1		
	7) Rural Development Institute		1		
18	Ministry of Environment, Climate Change and Natural Resources	5			
	1) Main Ministry		1		
	2) Dept. of Wild life and Parks Mgt.				
	3) Dept. of Forestry				
	4) National Environment Agency				
	5) Forestry Training Institute				
19	National Assembly	1	1		
20	Judiciary	1	1		
22	National Audit Office	-			
	Total	76	30	14	5

Annex 5: Ministry and Satellites' Visions and Mandates

Ministries	S/N	Department	Vision	Mission/ Mandate
Personnel Management Office	1	Personnel Management Office	To be the centre for human resources management and development in order to maintain a highly motivated, professional, effective and efficient civil service responsive to national development goals and objectives.	To attract, develop and retain a highly skilled workforce through a merit based system for quality service delivery
	2	Main Ministry	To be the center of excellence in Economic Management and Development Planning.	To promote sustainable socio economic development and the welfare of Gambians through the development and implementation of policies that support macroeconomic stability and effective public financial management.
Ministry of Finance and Economic Affairs	3	Directorate of Development Planning		
	4	Debt Management Department	To be the center of excellence in Economic Management and Development Planning.	To promote sustainable socio economic development and the welfare of Gambians through the development and implementation of policies that support macroeconomic stability and effective public financial management.
Office of the President	5	Directorate of Public Private Partnership.	A Centre of Public Private Partnership expertise.	To introduce and communicate the PPP Policy, Legal and Institutional Framework, develop PPP practice and take a vital role in the sustainable delivery of PPP projects.
	6	Accountant General Department	To provide efficient and effective financial management services across Government, with highly skilled and motivated staff	
Office of the Vice President and Women Affairs	7	Office of the President		To coordinate efforts across government to deliver government's vision and development agenda and effectively manage public expectations from government.
	8	National Nutrition Agency	The National Nutrition Policy is founded on the need to improve the population's nutritional status especially that of the most vulnerable groups, render the country malnutrition-free, and assure healthy and sustainable living for all people living in the country.	
Ministry of Agriculture	9	Food Safety and Quality	To ensure an integrated and coherent approach by ensuring that all relevant food safety hazards are taken into account and that resources are allocated to controls according to risk of food safety hazards impacting negatively on consumer health, trade and commerce.	To strengthen compliance to standards by Food Business Operators to ensure the availability of safe and quality food for all
	10	Main Ministry	To transform agriculture into a sustainable, modernized, diversified, production and export oriented sector, which contributes to improved food security, farmers livelihood and overall economic growth.	Our purpose is to improve and sustain measurable levels of food and nutrition security for the population, attain a modernized sector ensuring measurable competitive, efficient and sustainable food and agriculture value chains and linkages to markets, ensure a diversified and export oriented production system to minimize risk in food security , farmer import and export earnings and to ensure sustainable effective management of the natural resource base of the sector
	11	National Seed Secretariat	The NSS is fully committed to the provision of independent and accurate seed testing services to the seed industry, thereby promoting national agriculture in line with tenets established by ISTA rules and ECOWAS regulations.	To maintain and promote sustainable agriculture through agricultural transformation by providing transparent and accurate seed testing and quality verification, which shall contribute to a strong and viable seed industry.

	12	Gambia Livestock Marketing Agency	Being a standard livestock marketing body within the sub-region through quality-focused commercialization and marketing and full Gambian participation in livestock marketing	Being committed to professionalism, excellent quality service delivery, fair trade and pricing, mutual understanding, development-orientation and adherence to internationally accepted standards and procedures for commercialized livestock marketing with effectiveness and efficiency, geared towards sustainability and full Gambian participation in the marketing of livestock
	13	Department of Livestock Services		The Department of Livestock Services is the technical arm of the Government of The Gambia under the Ministry of Agriculture mandated by CAP 62: 03 (Diseases of Animals Act 1944 as amended) in the Common Laws of The Gambia for veterinary services delivery.
	14	National Agricultural Research Institute		The National Agriculture Research Institute (NARI) is mandated to provide technological solutions to the problems of producers and inform policy makers on options to increase agricultural production and productivity by conducting applied client-oriented and adaptive research in all the major agriculture and natural resources sectors.
Ministry of Justice	15	Main Ministry	A credible and model system characterized by a decentralized, speedy and accessible justice delivery service that is responsive and accountable to the needs of the Government, partners and the general public; efficient and consistent with the ideas of democracy, good governance and the rule of law; contributing towards sustainable socio-economic growth and development.	To strengthened good governance and equitable justice as a foundation of solid democracy in the Gambia, through a cadre of highly trained , versatile and motivated staff that provide responsive legal services supported by adequate resources and strategic partnerships and alliances; with total commitment to the rule of law and respect for peoples' and human rights.
	16	National Agency Against Trafficking in Persons (NAATIP)		To combat cases of human trafficking
	17	National Agency for Legal Aid	To provide access to justice for the vulnerable groups	
	18	The Gambia Law Reform Commission	To reform old Gambian laws to reflect international best practices	
Ministry of Trade, Industry, Regional Integration and Employment	19	Main Ministry	To strive for and be dedicated to use trade as an engine of economic growth and take full advantage of Gambia's potential in trade for greater integration into the global economy and create employment for poverty reduction.	
	20	Gambia Competition and Protection Commission (GCPC)	To become the leading Competition Authority in the West African sub-region respected for its integrity and professionalism	To curb all forms of anti-competitive practices and enhance consumer welfare in all sectors of the economy
	21	Gambia Investment and Export Promotion Agency (GIEPA)	A world class agency that promotes and facilitates private sector-led growth	Investment Promotion and Facilitation, Business and Export Development and Support to Small Businesses

	22	Gambia Standards Bureau	Be the leading standardization institution in promoting industrial growth and consumer welfare	Keep and maintain national primary standards of measurements in line with international standards and reference standards for calibration and verification of measures and measuring instruments
Ministry of Basic and Secondary Education	23	Main Ministry	To provide quality, relevant and accessible education for sustainable development.	To provide free, non-discriminatory and all-inclusive basic and secondary education.
Ministry of Higher Education, Research, Science and Technology	24	Gambia Technical Training Institute (GTTI)	The Vision of the Institute is to efficiently and effectively contribute towards addressing the middle level human resource requirements of the Technical, Commercial and Industrial sectors of the country and the creation of opportunities for higher-level technical training	The mission of the Institute is to continue to operate as a centre of excellence through the provision of quality Technical, Vocational and Professional Education and Training thus contributing towards meeting the middle level human resource requirements of The Gambia.
Ministry of Tourism and Culture	25	Gambia Tourism Hospitality Institute (GTHI)	To meet the Human Resource need of Tourism and Hospitality stakeholders through the delivery of sustainable quality programs with an International Perspective.	To train highly competent tourism and hospitality human resource through Technical and Vocational Education and Training (TVET) that adequately responds to the needs of all the stakeholders in the industry.
	26	National Centre For Arts And Culture (NCAC)	To provide the primary stimulus at the national and local government level for the orderly and professional development of a vibrant, integrated and sustainable cultural sector for the scientific, socio-cultural and economic benefit of The Gambia.	To serve as a focal point in full partnership with the necessary national and international linkages for conserving, nurturing, presenting, celebrating and marketing of the country's diverse cultural resources in the interest of the Gambia and the world at large
Ministry of Fisheries and Water Resources and National Assembly Matters	27	Department of Fisheries	To be recognized as one of three most critical contributors to national economic growth, food and nutrition security, employment creation and exchange earnings	
	28	Department of Water Resources	Is to achieve a sustainable water resources, weather and climate Management system for all by all.	To "regulate and manage the sustainable utilization of water resources, coordinate related policies and provide timely and accurate weather and climate data and information to safeguard population and promote food security through effective participation, monitoring and awareness creation for overall socio-economic development of The Gambia.
Ministry of Transport, Works and Infrastructure	29	Main Ministry		
	30	Gambia International Airlines Limited		
Ministry of Health and Social Welfare	31	Main Ministry	Provision of quality and affordable health service for all by 2020	To promote and protect the health of the population through the equitable provision of quality health care.
Ministry of Lands and Regional Government	32	Main Ministry	To Be the Platform for Effective Land Resource Management, Local Governance and Sustainable Community (Rural) Development for Poverty Reduction	To facilitate the effective coordination, inspection, implementation, management, Monitoring and Evaluation of decentralized development programs of LGA, Technical line departments and community level institutions in a democratic and transparent manner
	33	NGOs Affairs Agency	To be the centre of excellence for promoting the living standards of the poor and the under privilege	
	34	Department of Community Development	To be the platform for effective land resource management, local governance and sustainable community (rural) development for poverty reduction".	To improve living conditions of all Gambians and in particular the poor in the rural and urban areas.
	35	Department of Physical Planning and Housing	To be the platform for effective and efficient land resource management	

	36	Directorate Of Local Governance	To Be the Platform For Effective Land Resource Management, Local Governance and Sustainable Community (Rural) Development for Poverty Reduction	To ensure rational and equitable utilization of available land resources between the various uses for socio-economic development. To ensure judicious administration of land and enhance its equitable access through comprehensive surveying and mapping processes.
	37	Department of Land and Survey	To be the platform for effective land resource management, local governance and sustainable community (rural) development for poverty reduction.	Building the capacities of front line extension agents and professionals on rural and community development profession in the Gambia for both public and sector institutions
	38	Rural Development Institute	To serve as the leading center of excellence in providing professional training in sustainable development as well as research in The Gambia	
Ministry of Environment, Climate Change and Natural Resources	39	The main ministry	The Gambia's environment and natural resources are sustainably managed for the benefit of all citizens in a coordinated manner	
	40	Forestry Department	To maintain 30 per cent of the total land areas of The Gambia under forest cover and manage 75 per cent of the land under forest cover for environmental and socio-economic development.	Enforcing the Forest Act and Regulations, Promoting natural forest management in accordance to the Gambian Forest Management Conception Promoting community participation in forest development and management, Promoting the development of plantations, Educating the general public on the values of the forests, Advising Government on forestry matters, Institutionalizing forestry training
	41	National Environment Agency (NEA)	To be an enterprising agency, embracing all in achieving a livable and sustainable environment for present and future generations.	To work with all stakeholders and communities to safeguard, nurture and promote sound environmental practices with passion and excellence.
The National Assembly	42	The National Assembly	To be an Independent, Effective and Democratic Legislature Serving the People of The Republic of The Gambia.	The National Assembly of The Republic of The Gambia Aspires to be an Open, Transparent and Democratic Legislature, Bound by the Principles of Good Governance, Accountability and Probity in Order to Provide Effective Legislative, Scrutiny/Oversight and Representation Functions for the Citizens of the Republic of The Gambia.
The Judiciary of the Gambia	43	The Judiciary of the Gambia	An effective, efficient and an independent Judiciary	
National Audit Office	44	National Audit Office	To be a model audit institution in promoting transparency, accountability and improving the economy, efficiency and effectiveness of the use of public resources.	Section 159 sub section 1 of the 1997 constitution states: there shall be a National Audit Office in the public service of which the Auditor General shall be the head, and the other members of which shall assist the Auditor General in the performance of the functions conferred on him/her by this constitution or any act of the National Assembly.

Annex 6: Ministry and Satellites' Partners

Ministries	S/N	Department	Partners within government	Partners outside government
Personnel Management Office	1	Personnel Management Office	Ministries, Departments and Agencies	Donor Partners, Citizens, Overseas Training Institutions
Ministry of Finance and Economic Affairs	2	Main Ministry	All Ministries, Departments and Agencies,	IMF, World Bank, UN Agencies, IDB, AfDB, BADEA, ITFC, NGOs, Private Sector and bilateral partners.
	3	Directorate of Development Planning	All MDAs, LGAs, and UNCT.	Multilateral and bilateral partners, NGOs, CSOs, and Private sector
	4	Debt Management Department	Central Bank of The Gambia (CBG), Accountant General Department (AGD)	
	5	Directorate of Public Private Partnership.	Almost all Ministries, Departments and agencies including the 13 commercial SOEs	World Bank, international finance corporation, The Public – Private Infrastructure Advisory Facility (PPIAF), International Monetary Fund (AFRITAC WEST)
	6	Accountant-General Department	Ministries, Departments and Agencies, Central Bank of The Gambia, Gambia Revenue Authority, National Audit Office, Gambia Ports Authority, Gambia Bureau of Statistics, Gambia International Airlines,	World Bank, International Monetary Fund, West African Institute for Financial and Economic Management, ECOWAS,
The Office of the President	7	Office of the President	All Ministries, Departments and Agencies (MDAs),	The Un Systems, AU, ECOWAS, EU, EC, Private sector, CSOs, NGOs's, bilateral partners, the general public, press
Office of the Vice President and Women Affairs	8	National Nutrition Agency	Ministry of Health and Social welfare, Ministry of Agriculture, Ministries of Education, Department of Community Development, Ministry of Trade, Gambia Bureau of Standards, Food Safety and Quality Authority, Gambia Bureau of Statistics	Consumer Protection Association Gambia, GAFNA, Red Cross, National Association of Salt Producers and Traders (NASPaT), National Association of Food Processors, UNICEF, WHO, WFP, FAO, World Bank
	9	Food Safety and Quality	Ministries of Health, Agriculture, Trade and Fisheries, GIEPA, NEA, GCCPC, TGSB, NaNA, MRC, GCC	FAO, WHO, EU, ITC Geneva, STDF, AU, ECOWAS, CODEX, WTO
Ministry of Agriculture	10	Main Ministry	All line Ministries, National Environment Agency (NEA), National Disaster Management Agency (NDMA), Gambia Chamber of Commerce and Industry, Gambia Investment Export Promotion Agency (GIEPA), National Nutrition Agency (NaNA),	

Ministry of Agriculture	11	National Seed Secretariat	MOA, NARI, DOA, CPCU & Agricultural Projects	FAO, CORAF, World Bank, Africa Seeds, ADB
	12	Gambia Livestock Marketing Agency	Ministry of Agriculture, Ministry of Trade, Gambia Revenue Authority, department of livestock services, agricultural projects.	National Livestock Association, Dealers Association, Butchers Association, and Gambia Competition Commission and Consumer Protection Consortium
	13	Department of Livestock Services	MoHSW, MoTIE, MoE (DPWM, Water Resources, Forestry), Fisheries, MoYS, MoHERTS, NDMA GLMA	FAO, OIE, AU-IBAR, UNDP, WFP, ECOWAS, ACTION AID, WHO, UNHCR, Projects (FASDEP, NEMA, WAAPP, AVCDP)
	14	National Agricultural Research Institute	Department of Agriculture (DOA), Department of Livestock Services (DLS), National Environmental Agency (NEA), Department of Water Resources (DWR), Department of Forestry (DoF), Food Safety and Quality Assurance (FSQA), National Nutrition Agency (NaNA), Ministry of Higher Education, Research, Science and Technology, UTG and Gambia College.	CORAF/WECARD, FAO, Africa Rice, IITA, ISRA, FARA, IRRI, IFPRI, ICRISAT, ITC, ASTI, ASPUNA, United Purpose, CRS, AUSAID, UNDP, EU and African Union.
Ministry of Justice	15	Main Ministry	The police, Gambia Immigration Department, DLEA, State Intelligence Agency (SIS), Judiciary, Lands and Surveys and the entire structure of government.	NGO's, International Organizations, International Criminal Court (ICC), UN, African Commission on Human and Peoples' Rights, ECOWAS and Development Partners, UNICEF and General International Partners.
	16	National Agency Against Trafficking in Persons (NAATIP)	MOJ, GID, CHILDFUND, CSCCTS, DSW, GPF, DOL, GT BOARD	ECOWAS, ICMPD, UNODC, UNICEF, AU, IOM, CNLTP, UNDP
	17	National Agency for Legal Aid	Ministry of Justice, the Judiciary	UNDP and EU
Ministry of Trade, Industry, Regional Integration and Employment	18	The Gambia Law Reform Commission	Government ministries and Department	NGO's and private sectors
	19	Main ministry	MOFEA, MOJ, MOFA, MOYS, MOA, Immigration Department, MOTC, MOFWR, Ministry of Environment, MoLRG, NEA, GRA, GBoS, FSQA, NAGAA	GCCI / Private Sector, TANGOs / CBOs, UN Agencies, WTO, ECOWAS, AU, ILO, EU, ACP, OIC, IDB, BIE, Academia
	20	Gambia Competition and Protection Commission (GCPC)	Standard Bureau, Weights and Measures Bureau, PURA, FSQA, Ministry of petroleum, MTWI, CBG, GT Board, GLMA, GBOS, GRA	OECD, OIC, ACF, ICN, TRADECOM, Consumer International, UNCTAD, Consumer Associations

	21	Gambia Investment and Export Promotion Agency (GIEPA)	All Ministries but especially the following MOTIE, MOFEA, MOA (NEMA, FASDEP, GCAV), GRA, NEDI, NYC, GTBoard, CBG, GPA, NAWEC, SDF	GCCI, AcHAM, UNDP, ITC, UNCTAD, WAIPA, WTO, IDB, AfDB, World Bank, FAO
	22	Gambia Standards Bureau	(a) Ministries of Trade, Agriculture, Health, Finance, Local Government, Petroleum, Energy, Fisheries (b) Departments/Agencies: Physical Planning, Lands, Livestock, Plant Protection, Weights and Measures, PURA, Gambia Competition Commission, Food Safety and Quality Authority, Water Resources, National Nutrition Agency, National Agricultural Research Institute	World Food Programme, Gambia Chamber of Commerce and Industry, Association of Gambian Manufacturers, Food Processors Association, Gambia Groundnut Cooperation, Atlantic Seafood
Ministry of Basic and Secondary Education	23	The main Ministry	MOHSM, MOA, MOYS, MOHERST, MOICI, MOFEA, MOFA.	FIOH, EFFECTIVE INTERVENTION, ACTIONAID INTERNATIONAL, MRC HOLLAND FOUNDATION, CHILD FUND, RED CROSS, CZECK BIKES, JOLLY RIDERS, FAWEGAM, GTU, EFANET, RELIGIOUS MISSIONS, WAEC, UN AGENCIES.
Ministry of Higher Education, Research, Science and Technology	24	Gambia Technical Training Institute (GTTI)	NAWEC, GPA, NRA, UTG, MDI, NAQAA, SDF, MOBSE, MOTIE, BCC, KMC, BAC, MOJ, IEC, GPPA, SSHFC	PRIVATE CONTRACTORS, CONSULTANTS, INTERNATIONAL PARTNERS
Ministry of Tourism and Culture	25	Gambia Tourism Hospitality Institute (GTHI)	MOTC, GTBOARD, NCAC, THE NATIONAL THE NATIONAL ACCREDITATION AND QUALITY ASSURANCE AUTHORITY (NAQAA)	THE GAMBIA HOTEL ASSOICATION, THE TOURISM AND TRAVEL ASSOCIATION OF THE GAMBIA
	26	National Centre For Arts And Culture (NCAC)	Gambia Tourism Board, Gambia Hospitality Institute, Gambia National Library, The National Records Service/National Archives, The Gambia Police Force for copyright and other enforcement provisions in the NCAC Act	UNESCO, Artists' associations- Music Union, Writers Union, Film Producers Union, etc; and culture entrepreneurs, Grant and Philanthropic bodies working in arts and culture
Ministry of Fisheries, Water Resources and National Assembly Matters	27	Department of Fisheries	Gambia Investment and Export Promotion Agency (GIEPA), Gambia Maritime Administration (GMA), Gambia Navy (GN),	Food and Agriculture Organization (FAO), Ministerial Conference on Fisheries Cooperation among African States (COMHAFAT), Fishery Committee for the Eastern Central Atlantic (CECAF), Sub-regional Fisheries Commission (SRFC), National Association of Artisanal Fisheries Organization (NAAFO), National Sole Fisheries Co Management (NASCOM), National Environment Agency (NEA), The Association of Gambia Fishing Companies (TAGFC)
	28	Department of Water Resources	MOFA, MOA, MOFEA, MOBSE, NEA, NDMA, GCAA, MECCNAR.	UNICEF, UNDP, FAO, WFP, TANGO, UTG
Ministry of	29	Main Ministry		

Transport, Works and Infrastructure	30	Gambia International Airlines Limited		All government ministries and Agencies	Global Fund, UN Systems, GAVI, Child Fund, Action Aid International, CRS, United Purpose, RAID the Gambia, Sight Savers International, GAFNA, One Sight, Child Protection Alliance, HEPDO, Red Cross, MRC The Gambia, GSM Operators, CIAM, RFH
Ministry of Health and Social Welfare	31	Main Ministry		The Ministry works with all government sectors directly or at least indirectly	We work with all sectors either productive or non-productive sectors base on their requirement for land resources
	32	Main Ministry		Ministry of Finance, Ministry of Basic and Secondary Education, Ministry of Health and Social Welfare, Women's Bureau, Gambia Immigration Department, Financial Intelligent Unit etc.	TANGO and NGO community in The Gambia.
Ministry of Lands and Regional Government	33	NGOs Affairs Agency		Department of Agriculture; Ministry of Health; Ministry of Basic and Secondary Education; Department of Water Resources; Regional Governor's offices; Area Councils; Department of Lands and Surveys; Department of Physical Planning and Housing; Department of Livestock Services; Ministry of Energy, University of The Gambia; National Disaster Management Agency; National Nutrition Agency; National Environment Agency; Department of Fisheries; Department of forestry; Ministry of Works, Infrastructure and Transport; Social Development Fund	UNICEF; UNDP; UNHCR-GAFNA, GAMWORKS, FAO, NGOs and CSOs such as AAITG, ChildFund, NOVASCOTIA-The Gambia, National Farmers Platform, National Cashew Alliance, amongst others
	34	Department of Community Development		SSHFC, NEA, GT Board, Local Councils, Department of Lands & Surveys, Department of Community Development, GCAA, Local Government Authorities	Estate Agents, Consultants and Contractors, Land Owners
Ministry of	35	Department of Physical Planning and Housing		MoFEA, PMO, PSC, AGD, NAO, MoJ, WB, OVP, OP,	UNDO, EU, COMMONWEALTH SECRETARIATE, UN-HABITAT, GALGA
	36	Directorate Of Local Governance		National Environment Agency, Dept. of Physical Planning & Housing, Dept. of Forestry, Gambia Tourism Board, etc.	UNDP, NGOs, etc.
Ministry of	37	Department of Land and Survey		Community Without Borders (CWB), International Visitors Leadership Alumina Association (IVLP)	Coventry University in the UK
	38	Rural Development Institute		Ministry of Agriculture, Ministry of	UNDP, FAO, EU, AU, ECOWAS, UNEP, AfDB, World Bank ADAWAC, Komffora, All Gambia Forest
39	The main ministry				

Environment, Climate Change and Natural Resources			Energy and Petroleum & Ministry Finance and Economic Affairs, Ministry of Justice, Ministry of Lands and Regional Administration, University of The Gambia, Women's Bureau	Platform, NACO
	40	Forestry Department	Department of Parks and Wildlife Management (DPWM), National Environment Agency (NEA), Department of Agricultural services (DOA), Gambia Public Printing Corporation (GPPC), Ministry of Local Governments, Ministry of Justice (MOJ), Ministry of Information, Ministry of Interior, Ministry of finance and economic affairs (MOFEA), Ministry of Foreign Affairs (MOFA)	National Consulting (NACO), Agency for Development of Women and Children (ADWAC), National Farmers Platform of the Gambia (NFPG), All Gambia Forestry Platforms (AGFP), UNDP, FAO, UNEP, WB, Gef, EU
	41	National Environment Agency (NEA)	All government institutions, CBOs, NGOs, CSOs etc.	UN bodies (UNEP, IAEA), inter-governmental bodies/ organizations
The National Assembly	42	The National Assembly		
The Judiciary of the Gambia	43	The Judiciary of the Gambia	All MDAs in particular OP/MOJ/PMO/MOWI etc. and other development partners such as civil society NGOs	UNDP /EU/UNICEF
National Audit Office	44	National Audit Office	National Assembly, All Ministries, Departments, Area Councils, Parastatals and Agencies.	Projects, Private Audit firms, International Organisation of Supreme Audit Institutions (INTOSAI), African Organization of Supreme Audit Institutions (AFROSAI-E), Other Supreme Audit Institutions, UN Agencies, World Bank, IMF etc

Annex 7: Capacity Requirements and Costs at the Institutional Level

Ministry	S/N	Satellite	Elements of the Capacity	What the capacity will be used for	How the capacity will be developed	Unit Cost GMD	Quantity	Total Cost (GMD)	Total Cost (USD) GMD45/\$			
Personnel Management Office	1	Personnel Management Office	Capacity to review and assess e.g. the 1991 Public Service Act	To enable the public service to fulfil its mandate	On the job training through hiring of Consultant to work with PMO Staff			500,000.00				
										Sub-total	500,000.00	11,111.00
	National Record Service	2	National Record Service	Review of the 1993 National Records Service Act	To enable the NRS to fulfil its mandate	On the job training through hiring of Consultant to work with NRS Staff			700,000.00			
				Regulatory frameworks (Records Management Policy and Standards and guidelines)	For standardization and compliance	On the job training through hiring of Consultant to work with NRS Staff			1,000,000.00			
				Consultancy for the development of a strategic plan	To align it to the NDP	On the job training through hiring of Consultant to work with NRS Staff			750,000.00			
				Recruitment of a Resident Records Management Consultants	To strengthen institutional reforms (ERMS, Archives administration, Records Centre operations etc)	On the job training through hiring of Consultant to work with NRS Staff			3,500,000.00			
				Sub-total					5,950,000.00		132,222.2222	
				Main Ministry	3	Main Ministry	Capacity to develop Strategic Plan	For coordination and monitoring of Ministry plans and programs	On the job training through hiring of Consultants to work with ministry staff	14.85m	1	14,850,000
	Capacity to monitor policy/strategy performance	To conduct Balance Scorecards assessment of staff with a view to identify KPIs	On the job training through hiring of Consultants to work with ministry staff				2.5m	1	2,500,000			
	Capacity for drafting legal agreement for on-lending and guarantees	To enable government recovery any fiscal commitment to its outstanding and guarantees facilities	On the job training through hiring of Consultants to work with ministry staff				0.8m	2	1,600,000			
Strategic linkage between budget and National Development Plan	Enhance the capacity of the budget directorate to strengthen the link between budget and national development plan	Development Management Institute (DMI) Gambia to offer short term training on National Budget and Development Plan	0.329m				4	1,316,000				
Ministry of Finance and Economic Affairs			Strengthening Budget analysis and monitoring	To enable Budget Directorate, perform better	Development Plan	0.329m	4	1,316,000				
			Sub-total									

		capacity	Strengthen capacity within the budget Directorate to deepen budget reforms namely: MTEF & PBB (Medium term Budget Framework and Programme based Budgeting)		0.329m	4	1,316,000	
		Implementing Budget Reforms						
								508,844.44
		Sub-total						22,898,000
4	Directorate of Public Private Partnership and Public Enterprises	Capacity for Development of strategic plan	To coordinate and monitor the plans and program of DPPP&PE	On the job training through hiring of Consultants to work with ministry staff	3.1m	1	3,100,000	
		Sub-total						68,888.89
5	Directorate of Development Planning	Capacity to develop Policy and regulatory framework	To finalize the policy and develop a legal framework for effective coordination.	On the job training through hiring of Consultants to work with ministry staff	750,000	1	750,000	
		Sub-total						750,000
6	Loans and Debt Management	Capacity for drafting legal agreement for on-lending and guarantees	To enable government recover any fiscal commitment to its outstanding and guarantees facilities	On the job training through hiring of Consultants to work with ministry staff	0.8m	2	1,600,000	
		Sub-total						1,600,000
7	Accountant General	Capacity for Development of strategic plan	To coordinate and monitor the plans and program of AGO	On the job training through hiring of Consultants to work with ministry staff	11.75m	1	11,750,000	
		Sub-total						11,750,000
8	Office of the President	Capacity for institutional review and development of appropriate structures, mandate, vision and a strategic plan for the Office	To coordinate and monitor the plans and program of the Office of the President	On the job training through hiring of Consultants to work with ministry staff	2,500,000	1	2,500,000	
		Capacity for training needs assessment for staff of the Office and development of a training plan and implementation strategy	To develop appropriate skills and competences	On the job training through hiring of Consultants to work with ministry staff	2,500,000	1	2,500,000	
		Sub-total						5,000,000
								111,111.11

					through hiring of Consultants to work with Agency staff			0	
		Development of GIEPA Strategic and Business Plan	Development of GIEPA Strategic and Business Plan for the attainment of GIEPA mandates	On the job training through hiring of Consultants to work with Agency staff	500,000.00	1	500,000.00		
		Sub-total					7,300,000.00	162,222.22	
	20	Gambia Standards Bureau	Capacity to Review and Update the Gambia Standards Bureau Act and develop Regulations	After being operational for about six years now, our experience has demonstrated the need to update the Act in order to adjust to the realities on the ground and fill in identified gaps. Regulations are needed to implementation Inspection, Testing, Calibration and Certification schemes as well as the Standard Mark.	On the job training through hiring of Consultants to work with Bureau staff	1	570,000		
			Capacity to formulate a National Metrology Law	This is to address the lack of a National Metrology Law covering areas of Legal, Industrial and Scientific metrology in Gambia.	On the job training through hiring of Consultants to work with National Metrology staff	1	700,000		
			Sub-total				1,270,000	28222.22222	
Ministry of Basic and Secondary Education	21	Main Ministry							
Ministry of Petroleum and Energy	22	Main Ministry	Capacity to review existing strategy plans	To match the two strategic plans	On the job training through hiring of Consultants to work with Ministry staff	1	106,000		
			Capacity to review energy policy and Updating model license regulatory instrument	Review energy policy and Updating model licence regulatory instrument	On the job training through hiring of Consultants to work with Ministry staff	3	418,000		
			Capacity to conduct feasibility studies in the establishment of National Petroleum Laboratory and feasibility studies on inline	Carryout feasibility studies in the establishment of National Petroleum Laboratory and feasibility studies on inline importation of fuel	On the job training through hiring of Consultants to work with Ministry staff	2	300,000		

26	Department of Water Resources	Capacity to Review and develop the National Water Policy and strategic action plans	Review and develop the National Water Policy and strategic action plans and validation workshop	On the job training through hiring of Consultants to work with the Department staff	675,000	1	675,000	
	Sub-total				675,000.00		15000	
27	Main Ministry	Capacity to Review Current Regulatory framework	To hire a consultant to review the current transport laws and regulations.		300,000	1	300,000	
	Sub-total				300,000		6666.666667	
28	Main Ministry	Capacity for Review of Regulatory framework	To regulate health care delivery service at all levels with the view of protecting the users	On the job training through hiring of Consultants to work with Ministry staff	9600	30 Days	288000	
	Sub-total				700,000	1	700,000	
					988,000		21955.55556	
29	Directorate Of Local Governance	Review of the Local Government Act 2002	Streamlining the Act with present day democratic realities	On the job training through hiring of Consultants to work with Ministry staff	250,000	1	250000	
		Development of training policy on decentralization and local governance	To enhance skills and knowledge thereby improve efficiency and knowledge sharing	On the job training through hiring of Consultants to work with Ministry staff	300,000	1	300000	
	Sub-total				550,000.00		12,222.22	
30	NGOs Affairs Agency	A validation workshop for the NGO Bill	To incorporate the views of all the relevant stakeholders.	On the job training through hiring of Consultants to work with Agency staff	1,666.66	150	250,000	5,555.56
31	Rural Development Institute	Review of existing Legal regulatory Framework (curriculum review & expansion)	For the transformation of the institute into a fully fledged local government institution	On the job training through hiring of Consultants to work with Institute staff Training of the teaching staff to at least masters level in various fields Provision of teaching	1,000,000	1	1,000,000.00	

Annex 8: Capacities required and related costs at Organizational Level

Ministry	S/N	Satellite	Elements of Capacity	What the capacity will be used for	How the capacity will be developed	Unit Cost (GMD)	Quantity	Total Cost (GMD)	Total cost (USD) GMD 45/\$		
Personnel Management Office	1	Personnel Management Office	Performance Management System	To reinstate discipline, ethical conduct and high performance of civil servants	On the job training through hiring of consultant to work with staff			50,000,000.00			
			HR database and System Administration	To accelerate improvements in public service delivery through ICT applications	On the job training through hiring of consultant to work with staff			1,000,000.00			
			Maintenance of Vehicle and purchase of Office equipment (Computers, furniture)	To achieve timely, efficient and effective programme implementation	Procurement					3,000,000.00	
			Sub-total						54,000,000.00	1,200,000	
Personnel Management Office	2	National Record Service	Electronic Records Management System (ERMS)	To successfully implement ERMS across government				50,000,000.00			
			Completion of NRS building Complex	Provision of various facilities such as Repositories (Archives and Records Centre) Exhibition Hall, Conference Centre, Search Room, Reprography and conservation facilities					53,000,000.00		
			Provision of furniture and fittings	To fully furnish the new NRS Headquarters Complex						25,000,000.00	
			Specialized equipment (Reprographic, metal shelves, mobile shelves, computers, Servers etc)							50,000,000.00	
			Development of a Trusted Digital Repository	To provide a 'technology-neutral' national repository for digital collections and datasets which require long-term or permanent preservation. Provide long-term access to the nation's social, economic, cultural, and intellectual heritage in digital form.				50,000,000.00			

Ministry of Finance and Economic Affairs	3	Sub-Total									228,000,000.00	5,066,666.667	
		Main Ministry	New AGD Building and Facilities	To address inadequate Office Space and Server Rooms	Procurement	150 million	1				150,000,000		
			Implementation of M&E System	To provide Monitoring and Evaluation Mechanism for AGD	On the job training through hiring of consultant to work with staff								
			Integration of CS-DRMS units settlements system at CBG and CS-DRMS aggregate and sustainability	Enable timely capturing of domestic debts into the CS-DRMS	On the job training through hiring of consultant to work with staff	0.3 million	1			300,000			
			Sub-total							150,300,000		3,340,000.00	
	4	Directorate Of Public Private Partnership And Public Enterprises		Development of Balance Scorecard Tools and Guidelines	To conduct Balance Scorecards assessment of staff with a view to identify KPIs	On the job training through hiring of consultant to work with staff	2.5 million	1			2,500,000		
				Implementation of M&E System	To provide Monitoring and Evaluation Mechanism for PPP projects	On the job training through hiring of consultant to work with staff							
				Sub-total								2,500,000	
	5	Directorate of Development Planning		Develop ICT, HR and M&E systems	To develop relevant systems for improved human resource management and monitoring and evaluation.	On the job training through hiring of consultant to work with staff	2,000,000	2			4,000,000		
				Organizational Capacity Building programme	To Provide equipment and logistics support for enhanced service delivery.	Procurement	500,000	4			2,000,000		
			Sub-total								6,000,000		133,333.33

6	Loans and Debt Management	Integration of CS-DRMS units settlements system at CBG and CS-DRMS aggregate and sustainability	Enable timely capturing of domestic debts into the CS-DRMS	Hiring of consultant to work with staff	0.3 million	1	300,000	6,666.67
7	Accountant General	New AGD Building and Facilities	To address inadequate Office Space and Server Rooms	Procurement	150 million	1	150,000,000	
		Implementation of M&E System	To provide Monitoring and Evaluation Mechanism for AGD	Hiring of consultant to work with staff				
		Sub-total					150,000,000	3,333,333.333
8	Office of the President	Establishment of an IT Unit and facilities		Hiring of IT Consultant to work with staff			5,000,000	
		Establishment of an M&E Unit and facilities		Hiring of M&E Consultant to work with staff			5,000,000	
		Strength OP's capacity in terms of Purchase of office equipment, logistics		Procurement			10,000,000	
		Creation of an effective MIS in the Office		Hiring of MIS Consultant to work with staff			2,000,000	
		Development of communication strategy for the Office		Hiring of Consultant to work with staff			3,000,000	
		Sub-total					25,000,000	555,555.56
9	Food Safety and Quality	Design and construction for upgraded inspection posts	Upgrading of Border Inspection Posts and supply of equipment for upgraded inspection post facilities \$1.1million	Procurement	49,500,000	As per Bill of Quantities and construction plan	49,500,000	
Office of the Vice President and Women Affairs		1. Banjul Port BIP: container vehicle access, unloading deck, refrigerated storage (250m ² refrigerated chambers or parking of						

	<p>2x 6 metre reefer containers), ambient storage, laboratory and office/washrooms space, and incinerator. The area must be capable of being secured (fenced/walled).</p> <p>2. Land border BIP: unloading and inspection area; refrigerated (100m² refrigerated chamber or parking of 1x 6 metre reefer containers), ambient storage, office/washrooms space, and incinerator; animal lairage and inspection facility; slaughter facility; incinerator. The area must be capable of being secured (fenced/walled).</p> <p>3. Office accommodation for inspectors; Closed area for unloading vehicles/unstuffing containers; Cold and chill storage areas for holding of temperature sensitive samples/goods pending decisions; Basic laboratory facilities (sampling, sample preparation, organoleptic and rapid tests, microscopy etc); Back-up Power generator</p>								

					2,500,000	1		2,500,000	
				The Gambia does not have a national accreditation body and hence accreditation remains one of the most serious challenges for The Gambia to get its inspection, testing and certification accepted internationally.	Procurement				
				Implementa-tion of the National Standardization Strategy and relevant standards	Hiring of experts to work with staff	1	35,815,000	35,815,000	
				Sub-total				149,528,000	3,322,844.444
Ministry of Petroleum and Energy	21	Main Ministry		Data storage facilities	Procurement	1	300,000	300,000	
				Construction of Regional Offices	Procurement	6	265,000	1,590,000	
				Sub-total				1,890,000.00	42,000.00
Ministry of Information & Communication Infrastructure	22	Main Ministry		Establishment of MOICI HQ		1	8000000	8,000,000	
				Establishment of a Data Centre complex		1	5000000	5,000,000	
				Sub-total				13,000,000	288,888.89
Ministry of Higher Education, Research, Science and Technology	23	GTTI		Intranet		1	475,000.00	475,000.00	
				Establishment of Systems	Hiring of Expert to work with staff	1	115,000.00	115,000.00	
				Structures	Hiring of Expert to work staff	4	9,000.00	36,000.00	
					Procurement	1	500,000.00	500,000.00	
					Procurement	4	300,000.00	1,200,000.00	
					Procurement	5	250,000.00	1,000,000.00	

			Registry (Short term)	Procurement	200,000.00	1	200,000.00	
			Departments (Short term)	Procurement	175,000.00	10	1,750,000.00	
		Facilities	ICT Laboratories Furniture (3 labs at 25 sets/lab)	Procurement	6,500.00	75	487,500.00	
			Renewable Energy (Solar Systems)	Procurement	2,135,619.00	1	2,135,619.00	
			Library	Procurement	500,000.00	1	500,000.00	
			Electronic Boards	Procurement	10,000.00	25	250,000.00	
			Projectors	Procurement	45,000.00	25	1,125,000.00	
			Laptops	Procurement	45,000.00	50	2,250,000.00	
			Desk top computers	Procurement	35,000.00	100	3,500,000.00	
		logistics	Procurement of Equipment for the Civil Engineering, Mechanical, Auto Motive, Electrical/Electronic Laboratories (For a Start)	Procurement	2,750,000.00	1	2,750,000.00	
			Sub-total				16,138,500.00	358,633.33
Ministry of Tourism and Culture	24	Gambia Tourism and Hospitality Institute	Development of a human resource system	Hiring of HR Consultant to work with staff	800,000	1	800,000	
			Establishment of a staff payroll system	Hiring of HR Consultant to work with staff	1,000,000	1	1,000,000	
			Construction of equipping of a training hotel	Procurement	120,000,000	1	120,000,000	
			Installation of a solar systems in 4 blocks (Admin, laundry, Bar & Restaurant and Kitchen)	Procurement	700,000	4	2,800,000	
			Sub-total				149,800,000.00	3,328,888.89
Ministry of Fisheries, Water	25	Department of Fisheries	Capacity need assessment and	Hiring of Consultant to	800,000.00	6	4,800,000.00	

Resources and National Assembly Matters			NDP objectives. There is a need for reorganizing the ministry responsible for fisheries and relevant agencies to be determined with the objective to improve the efficiency of coordination across agencies and committees. Unit issues responsible for fishing licenses should be separated from those that conduct enforcement of the licenses. The MCS unit of Fisheries Department (FD) manages currently fishing licenses, while the same unit and the Navy provide enforcement function. The MCS unit of FD also manages the on-board observer program. While some reorganization is desired in order to resolve the problem, there is a need to establish an inter-agency joint maritime committee aimed at improving information sharing, collaboration, and teamwork.	work with staff Procurement		600,000.00	
	development Infrastructural development		Provide material and logistics support to stakeholders: In partnership with key stakeholders especially the Gambia Navy, Gambia Maritime Administration, NASCOM and fishing communities, Government will during the period determine and seek the resource requirements for improved territorial water policing/monitoring to combat IUU. The needed resources will be mobilized using varied means such as the Public budget, PPPs and grants.	Procurement		1,500,000.00	
	Strengthening the		To help access the export	Procurement		2,000,000.00	

					especially the EU market.	Fisheries' micro biology lab												
					This will promote aquaculture development	Construct/provide ponds, cement tanks, fiber glass tanks and cages				Procurement								3,000,000.00
						Sub-total												11,900,000.00
	26				Archiving water supply facilities, hydrology and meteorology data	Creation of data base	Department of Water Resources			Hiring of Consultant to work with Staff								750,000
					Inventories rural water supply facilities and training of field data collectors	Establishment of Data Base				Hiring of Consultants to work with Department staff								2,000,000
					-Office and staff quarters for meteorological, hydrological and rural water supply operations at basse, Kaur, Fatoto, Kerewan, Sapu, Sibanor, Jenio	Construction of hard structures				Procurement								20,000,000
						Sub-total												22,750,000
	27				To develop relevant systems for improved human resource management and monitoring and evaluation.	Develop ICT, HR and M&E systems	Main Ministry			Hiring of Expert to work with staff								3,000,000
					To hire a consultant to help restructure the Ministry in order to effectively respond to its changing needs.	Review and restructure the transport sector policies and institutional framework				Hiring of Consultants to work with the Ministry staff								300,000
					To Provide equipment and logistics support for enhanced service delivery.	Organizational Capacity Building programme				Procurement								4,000,000
						Sub-Total												7,300,000
	28				For proper or effective coordination of ministry's activities in order to decongest frequent visits to the PS or Minister.	Directorate of Health Services to be elevated to the director general	Main Ministry			Hiring of HR Consultant to work with staff								-
					Improve working environment and coordination	MoH office complex				Procurement								400,000,000
					To motivate and retain staff particularly in the rural area	Staff accommodation				Procurement								250,000,000
					Improve working environment	Regional Directorates				Procurement								70,000,000

				Office complex	and motivate staff								
				Internet infrastructure (FIBRE)	To improve access to reliable and sustainable internet service	Procurement	23,000,000	1		23,000,000			
				M&E system	To have a robust M&E system that is responsive to the M&E needs of the ministry	Hiring of M&E consultant to work with staff	1,500,000	1		1,500,000			
				Equipment: Computer	To increase productivity and timely completion of tasks, duties and responsibilities	Procurement	5,139,680	1		5,139,680			
				Maintenance of computers			10,450,450	1		10,450,450			
				Sub-total			749,639,680			749,639,680			16,658,659.56
Ministry of Lands and Regional Government	29	Directorate Of Local Governance		Establishment of HR Unit	To regulate and streamline general staff training matters	Hiring of HR Consultant to work with staff	100000	2		200000			
				Establishment of M&E unit	To provide the necessary technical support in project planning and M&E	Hiring of M&E Consultant to work with staff	100000	1		100000			
				Sub-total			300,000			300,000			6,666.67
	30	Department of Land and Survey		H.R Consultant	To help revise and develop human resource structure of the department for submission to Ministry & PMO for consideration and approval	Hiring of HR Consultant to work with staff	500,000.00	1		500,000.00			
				IT Consultant	To properly establish network system and management of Information System in respect to Department mandate (IS), To develop Database System for the three Units; Cartography, Survey & Valuation on their respective functions, eg. Lease plans database, Valuation roll	Hiring of IT/MIS Consultant to work with staff	3,000,000	3		9,000,000			
				Civil Engineer	Extension of existing Office Building to one level to be able to accommodate the staff, or renovation of Annex building with furniture and equipment	Procurement							
				Sub-total						9,500,000.00			211,111.11
	31	Rural		General renovation of	To make them more suitable	Procurement	Five million	One set of		5,000,000			

	Furniture and fittings	To replace current furniture's and to provide new ones for new offices to be built	Procurement	1,000000	Lump	1,000,000
	Sub-total					44,444.44
35	Department of Parks and Wildlife Management	Office blocks in protected areas	To enhance proximity management of the protected area	1,000,000	10	10,000,000
		Solar panels and accessories for lighting	provide energy for lighting and other office equipment	250,000	10	2,500,000
	Sub-total					277,777.78
36	Department of Forestry	Construction of a new office complex (Hq)	To accommodate the staff adequately and conducive working space/environment	5,000,000	1	5,000,000
		Provision of equipment for the staff	Enhancement of working equipment to facilitate output achievement	2,200,000	18 measuring tapes 18 sets of ranging poles 6 map production equipment	2,200,000
	Sub-total					48,888.89
37	National Environment Agency	Establish Research, Development and Policy Directorate	<ul style="list-style-type: none"> Serve as linkage between other research institutions both within and outside the Gambia Development of research proposals and facilitate scientific research programmes to inform development policies Enhance research capacities and capabilities of the Agency 	Hiring of Expert to work with staff		
		Provision of coastal and marine monitoring equipment	Enhance effective coastal and marine monitoring	Procurement		
	Upgrade and		To be fully functional and prevent the importation of	Procurement		

National Audit Office	40	National Audit Office	Furnishing of Office complex being built	Furniture and fittings for Office building	Procurement	7,183,000	Varied	7,183,000	
			Office equipment	Equipment for the new Office Building	Procurement	7,805,600	Varied	7,805,600	
			Generator	Office generator	Procurement	4,000,000	1	4,000,000	
			Sub-total					18,988,600.00	421,968.89
		Grand Total							56,791,894

Annex 9: Generic capacities Costs required at the Individual Level

Ministry	S/ N	Satellite	Elements of Capacity	What the capacity will be used for	How the capacity will be developed	Unit Cost (GMD)	Quantity	Total Cost (GMD)	Total Cost (USD) GMD45/\$
Personnel Management Office	1	Personnel Management Office	Human Capacity Needs Assessment	To systematically identify and sustainably close human capacity gaps in the civil service	+ Training across the civil service (Local & Overseas) + On the Job training by hiring Consultant			60,000,000.00	
		Sub-total						60,000,000.00	1,333,333
Ministry of Finance and Economic Affairs	2	National Record Service	Training across the Records Management Cadre (Local & Overseas)	To systematically identify and sustainably close capacity gaps in the Records Cadre				15,000,000.00	333,333.33
		Main Ministry	Certified Public Finance Accountants (CIPFA)	To provide expertise in Public Financial Management	Local and Overseas Professional Training	1,406,146.00	10	14,061,460.00	
			Masters in Public Administration, MPA (Mason), Harvard University	To provide expertise in Public Administration	Training at DMI and Overseas Degree Training	3.1 million	2	6.2 million	
			Certified PPP Professional Specialist Training (CP3P)	To provide PPP Expertise as government scales up private participation in Public service delivery and infrastructure	Local and Overseas Professional Training	72,000	10	720,000.00	
			ICT Security Experts	To provide ICT Security Expertise as AGD Migrate to a web based IFMIS platform.	Local and Overseas Short term Training	476,392.00	5	2,381,960.00	
			Certified Information Systems Auditors (CISA)	To Develop necessary expertise in Monitoring/Auditing IFMIS Systems	Local and Overseas Professional Training	655,180.00	8	5,241,440.00	
			Chartered Certified Accountants (ACCA)	To strengthen the capacity of the accounting function across Government	Local and Overseas Professional Training	1,017,550.00	20	20,351,000.00	
			Certified Network Professionals (CCNP)	To create expertise in managing AGD's (IFMIS) Network Infrastructure	Local and Overseas Professional Training	401,380.00	5	2,006,900.00	
			Monitoring and Evaluation (M&E)	To create internal expertise in Monitoring and Evaluation	On the Job Training by Hiring M&E	401,380.00	10	4,013,800.00	

		Training on database management	To develop capacity on database management	Short term Training locally at DMI	15,000			
		Staff motivation	To provide incentives to staff	Short term Training locally at DMI				
		Training on mass communication	To improve on knowledge and information	Short term Training locally at DMI	30,000			
		Sub-total			3,375,500			75,000
11	National Seed Secretariat	Quality control Specialist	For seed sampling, analysis and reporting.	Short term or degree Training Overseas	1,300,000.00	5		6,500,000.00
		Capacity development of staff	Lab technician, field technicians, admin. etc	Internship/Attachment	500,000	10		5,000,000.00
		Field Inspectors	To inspect foundation and certified seed fields to ensure quality	Short term Local Training	900,000.00	5		4,500,000.00
		Financial Specialist	To ensure proper, accurate and efficient accounting system & to develop and manage Accounting software	Short term Local and Overseas Training	3,000,000.00	Lump Sum		3,000,000.00
		Procurement Specialist	To ensure proper, accurate and efficient procurement system	Short term Local and Overseas Training	1,500,000.00	Lump Sum		1,500,000.00
		M & E Specialist	To ensure an effective M&E team for proper data management and analysis	Short term Local and Overseas Training	1,500,000.00	Lump Sum		1,500,000.00
		Human Resources Specialist	To serve as a liaison officer between our organisation and other institutions as well as to look into staff welfare	Short term Local and Overseas Training	1,500,000.00	Lump Sum		1,500,000.00
		ICT Specialist	To facilitate efficient communication and data management	Short term Local and Overseas Training	1,500,000.00	Lump Sum		1,500,000.00
		Sub-total			25,000,000.00			555,555.56
12	Gambia Livestock Marketing Agency	Human capacity building (staff training)	To enhance the capacity of staff for effective service delivery	Short term Local and Overseas Training	60,000.00	5		300,000.00
		Training of livestock marketing chain actors	To strengthening the ability and capacity of the groups, enhance their group management, technical and entrepreneurial skills	Short term Local and Overseas Training	200,000	12		2,400,000.00
		Sub-total			2,700,000.00			60,000.00
13	National Agricultural	Irrigation Engineers	Setting up and maintenance of irrigation systems	Degree Training locally or overseas	1,000,000.00	2		2,000,000.00

	Research Institute	Animal breeder and Nutritionist	Strengthen the capacity of the livestock program	Degree Training locally or overseas	1,000,000.0	2	2,000,000.00	
		Plant breeders	Strengthen the capacity of the crop research program	Degree Training locally or overseas	1,000,000.0	2	2,000,000.00	
		M&E specialist,		Short term Local and Overseas Training	1,000,000.0	2	2,000,000.00	
		Aquaculture	Strengthen the capacity of the Aquaculture program	Short term Local and Overseas Training	1,000,000.0	2	2,000,000.00	
		Lab Technicians	Develop the capacity of the lab technicians	Short term Local and Overseas Training	1,000,000.0	4	4,000,000.00	
		Short Term Training	Develop the capacity of the middle staff	Short term Local and Overseas Training	2,500,000.0	1	2,500,000.00	
		Sub-total					16,500,000.00	4,125,000.0
14	Department of Livestock Services	Veterinary Medicine	Capacity development	Degree Training locally or overseas	2,500,000	14	35,000,000	
		Animal Health and Production	Capacity development	Degree Training locally or overseas	1500,000	4	6,000,000	
		Animal Nutrition	Capacity development	Degree Training locally or overseas	1500,000	5	7,500,000	
		Animal Science	Capacity development	Degree Training locally or overseas	1500,000	5	7,500,000	
		Pasture and Range Management	Capacity development	Degree Training locally or overseas	1500,000	5	7,500,000	
		Animal Breeding and Genetics	Capacity development	Degree Training locally or overseas	1500,000	4	6,000,000	
		Veterinary Microbiology	Capacity development	Degree Training locally or overseas	1500,000	2	3,000,000	
		Veterinary Laboratory Technology	Capacity development	Degree Training locally or overseas	1500,000	4	6,000,000	
		Veterinary Epidemiology	Capacity development	Degree Training locally or overseas	1500,000	2	3,000,000	
		Sub-total					81,500,000	1,811,111.1
15	Attorney General and Ministry of Justice	Training and staff development	For efficient service delivery	Short term Local and Overseas Training				
16	National Agency for	Lawyer	Specialized skills in drafting or Advocacy	Short term Local and Overseas		2		

			development		development and implementation	and Overseas Training				
			Human resource management		For effective and efficient utilisation of human resources in the sector.	Short term Local and Overseas Training	975 000	10	9, 75, 000	
			Total Quality management		To ensure quality implementation of the national curriculum for the achievement of our set goals.	Short term Local and Overseas Training	975 000	6	5, 850, 000	
			Sub-total						177,450,000.0	3,943,333.3
Ministry of Petroleum and Energy	21	Main Ministry	Administrative Staff		To acquire skills for sustainable management and administration system	Short term Local and Overseas Training	200,000	10	2,000,000	
			Planning Officer		Acquire statistical skills for planning, data collection so as to support policy formulation, designing and implementation	Short term Local and Overseas Training	200,000	3	600,000	
			Accounting/ Procurement Officer		To acquire adequate skills for effective and efficient accounting and procurement system	Short term Local and Overseas Training	200,000	4	800,000	
			Energy Officer		Acquire skills to enable them monitor, evaluate and appraise projects and programs to address energy issues in the country	Short term Local and Overseas Training	200,000	6	1,200,000	
			Petroleum Officer		Acquire skills to enable them monitor, evaluate and appraise projects and programs to address petroleum issues in the country	Short term Local and Overseas Training	200,000	5	1,000,000	
			Geology Officer		Acquire skills to enable them monitor, evaluate and appraise projects and programs to address geological issues in the country	Short term Local and Overseas Training	200,000	7	1,400,000	
			ICT Officer		Acquire necessary skills for information, communication and technology	Short term Local and Overseas Training	200,000	3	600,000	
			Sub-total						6,600,000.00	146,666.67

Ministry of Information & Communication Infrastructure	22	Main Ministry	Leadership & Communication Management	To enhance leadership and communication skills		192000	2	384,000	
			Telecoms & ICT Regulation	To enhance capacities for Telecoms and & ICT industries		240000	2	480,000	
			Media & Broadcasting	Enhancing broadcasting and journalistic practices		96000	3	288,000	
			M&E	Building capacities in M&E to ensure better project implementation		144000	2	288,000	
			Sub-total					1,440,000	32,000
Ministry of Higher Education, Research, Science and Technology	23	GTTI	Research skills (Medium Term/Masters)		Degree Training Locally and Overseas	1,300,00.00	5	6,500,000.00	
			IT Skills (Medium Term/Master)		Degree Training Locally and Overseas	540,000.00	5	2,700,000.00	
			Management skills (Short Term)		Short term Local and Overseas Training	90,000.00	10	9,000,000.00	
			Technicians (Short Term)		Short term Local and Overseas Training	50,000.00	10	500,000.00	
			Academics professionals (Long Term/Masters &PhDs)		Degree Training Locally and Overseas	1,813,500.00	10	18,135,000.00	
			Laboratory Technicians		Short term Local and Overseas Training	50,000.00	5	250,000.00	
			Software Engineers		Short term Local and Overseas Training	540,000.00	5	2,700,000.00	
			Library Sciences		Short term Local and Overseas Training	90,000.00	5	450,000.00	
			Sub-total					40,235,000.00	894,111.11
Ministry of Tourism and	24	Gambia Tourism and	Staff capacity development at BSc (2 people) and Master's levels (5	To strengthen the capacity of teaching and management		240,000 (BSc)	2	480,000	

Culture					staff to be in a better position to deliver service and academic excellence									
	Hospitality Institute	people)	Capacity development in project proposal writing for 4 people	To help the Institution access to local and international funding opportunities	DMI to provide Training in Project Proposal and Business Plan Writing	100,000	4	400,000						
			Training on the maintenance of kitchen and laundry equipment for maintenance staff	For an effective preventive maintenance for the kitchen and laundry machines	Short term Local and Overseas Training	400,000	1	400,000						
			Study visits for 4 people to a high standard hotel school to learn good management and teaching practices as well as establish a working relationship	To learn best academic and management practices from established hotel schools in Africa and Europe	International Study Tour	120,000	4	480,000						
			Sub-total										5,760,000	128,000
Ministry of Fisheries, Water Resources and National Assembly Matters	25	Department of Fisheries	Fish Microbiology	University Education\Colleges\Polytechnics or Training Institutions Senior Level Staff (MSc) Middle Level staff (BSc) Low Level Staff (HND)	Degree Training Locally or Overseas	US\$ 30,000.00 US\$ 20,000.00 US\$ 19,800.00	5 6 4	US\$150,000.00 US\$360,000.00 US\$79,200/00						
			Fisheries Economist/Marine Economist	University Education\Colleges\Polytechnics or Training Institutions Senior Level Staff (MSc) Middle Level staff (BSc) Low Level Staff (HND)	Degree Training Locally or Overseas	US\$ 30,000.00 US\$ 20,000.00 US\$ 19,800.00	5 6 4	US\$150,000.00 US\$360,000.00 US\$79,200/00						
			Fisheries Management	University Education\Colleges\Polytechnics or Training Institutions Senior Level Staff (MSc) Middle Level staff (BSc)	Degree Training Locally or Overseas	US\$ 30,000.00	3 2	US\$90,000.00 US\$40,000.00						

			Pharmacist	To increase access to quality pharmaceutical products and services	Degree Training Locally or Overseas	680,000	15	20,400,000			
			Dentist	Increase access to oral Health	Degree Training Locally or Overseas	680,000	15	20,400,000			
			RN Midwives	To significantly increase skill deliveries both at secondary and tertiary levels and highly reduce community deliveries conducted by community birth companions (CBCs)	Degree Training Locally or Overseas	24000	120	8,640,000			
			Anaesthetist		Degree Training Locally or Overseas	480,000	14	19,040,000			
			Biomedical engineer	To repair and maintain biomedical equipment to significantly reduce the economic cost on new equipment	Degree Training Locally or Overseas	680,000	7	9,520,000			
			Nutritionist	To build capacity of health promotion Directorate on nutrition promotion	Degree Training Locally or Overseas	600000	4	2,400,000			
			Occupational Health	To ensure a healthy working conditions in all work places	Degree Training Locally or Overseas	600000	3	1,800,000			
			Environmental Health Engineer		Degree Training Locally or Overseas	600,000	2	1,200,000			
			Biostatistician	Improve health information for decision-making	Degree Training Locally or Overseas	600,000	1	600,000			
			Sub-total							245,221,000.0	5,449,355.56
Ministry of Lands and Regional Government	29	Directorate Of Local Governance	Masters in Governance and Development	To equip staff with relevant knowledge and skills on work related career areas	Degree Training Locally or Overseas	600000	1	600,000			
			Short term training in proposal writing and resource mobilisation	To equip staff with relevant skills in order to mobilise resources outside Government	Short term Local and Overseas Training	400000	2	800,000			
			Human Capacity Building	Training or capacitating the staff professionally both local and external in order to improve on efficiency and productivity	Short term Local and Overseas Training	3 million		3,000,000			
			Consultancy on GIS, Land and Property valuation, Cartography, Surveying	To provide professional training to staff so that production and productivity are enhanced (output); special skills in appropriate	On the Job Training by Hiring Consultant to work with staff	2 million		2,000,000			

		MA Public Policy	To be trained as a policy analyst	Degree Training Locally or Overseas	800,000	1	800,000		
		Sub-total			4,700,000.00		104,444.44		
Ministry of Environment, Climate Change and Natural Resources	34	Main Ministry	Climate Change Specialist, Env. Engineering, Env.law, Env. Econs, Env. Ecologist etc.	Degree Training Locally or Overseas	5,000000	6	5,000000		
	35	Department of Parks and Wildlife Management	training of a VET OFFICER for 6 years		4,350,000	1 staff	4,350,000		
			training of a ranger to become the IT Expert to manage MIS		100,000	2 staff	200,000		
			Training of the planning unit		100,000	2 staff	200,000		
	36	Department of Forestry	10 Diploma forest management	Effective administration and management of forest stations	Diploma Training Locally or Overseas	950, 000	10	9, 500, 000	
			6 BSc. forest management	Adequate and efficient representation at regional level	Degree Training Locally or Overseas	1,500, 000	6	9, 000, 000	
		3 MSc forest management	Ensure effective personnel handling units	Degree Training Locally or Overseas	1, 500, 000	3	4, 500, 000		
		3 M & E BSc. level	Effective data collection and monitoring interventions	Degree Training Locally or Overseas	100, 000	3	300, 000		
		3 G.I.S BSc. level	Production of maps for CF designation and forest park management	Degree Training Locally or Overseas	1, 500, 000	3	4, 500, 000		
		Sub-total			5,000,000		111,111.11		
	37	National Environment Agency	Specialised skills training for key areas of the Agency, including <ul style="list-style-type: none"> • Advance training on ICZM • Agricultural statistics • Data base management • Environmental monitoring and evaluation • Remote sensing • Air quality monitoring • Water quality monitoring • Chemical formulation analysis • Enforcement and compliance monitoring • Information Communication 	Short-Term Training Locally or Overseas					

**Annex 10: Name of Ministry: OFFICE OF THE VICE PRESIDENT
Name of Agency: GAMBIA NATIONAL THINK TANK**

Capacity Needs Assessment Costing Template

Elements of Capacity Institution building		Purpose: To establish and build GAMNATT as part of the public institutional infrastructure of the Gambia			Unit Cost GMD	Quantity	Total Cost GMD
A. Institutional Level (such as hiring consultant to review legal framework, mandate and Vision etc)							
1	Prepare, Validate and enact GAMNATT legal framework	To establish the legal status of GAMNATT	1	D500,000.00		D500,000.00	
2	Draft, validate and finalize GAMNATT institutional management framework	To establish the institutional basis, structure and process of GAMNATT	1	D300,000.00		D3,000.00	
3	Establish GAMNATT Institutional framework	To implement the approved institutional structure and system of GAMNATT	1	D400,000.00		D4,000.00	
B. Organizational Level (such as establishment of systems, structures, facilities, logistics, etc)							
1	Prepare, validate and finalize GAMNATT institution building project proposal	To identify an institutional capacity building project for GAMNATT	1	D600,000.00		D	
2	Establish/implement GAMNATT institutional building project	To implement GAMNATT institutional capacity building project	Various	D5,500.00		D5,500.00	
3	Assess/evaluate GAMNATT institutional building project Review/adopt GAMNATT program work plan	To assess and evaluate GAMNATT institutional capacity building project and share experiences with donors, partners and stakeholders	1	D500,000.00			
4	Procure Office location Procure Office equipment Procure Office furniture Procure and establish ICT structure and system in GAMNATT institution	To pay for the cost of office accommodation and provide basic equipment and furniture for the daily operation of GAMNATT Procure and install required ICT equipment, facilities and services and provide for required funding for the maintenance and management of GAMNATT website.	1 Various Various various	D3,000.00 5,000.00 2,000.00 D2,000,000.00		D3,000,000.00 D500,000.00 D2,000,000.00 D2,000,000.00	
5	Procure Vehicles and vehicle maintenance services	Facilitate in-country movement of members of GAMNATT Secretariat and help to increase the quality and efficiency of coordination services	5	D10,0000.00		D10,000,000.00	
C. Individual Level (such as training for specialized skills)							

1	<p>Basic IT Training for Secretariat Members</p> <p>Training and exposure for Secretariat members and thematic group members in ICT, Print, Electronic and Social Media Policy planning and guidance in national think tanks.</p>	<p>To increase the overall level of ICT capacity in GAMNATT Secretariat</p> <p>Increase capacities of GAMNATT Secretariat and Thematic group members in ICT, print, electronic and social media</p>	<p>D500,000.00</p> <p>D500,000.00</p>	<p>4</p> <p>10</p>	<p>D2,000,000.00</p> <p>D5,000,000.00</p>
2	<p>Training and exposure for Secretariat members and Thematic group members in national policy planning and guidance in national think tanks</p> <p>Training and exposure for Secretariat members and relevant thematic groups in policy advocacy and support for national institutions in public, private and civil society sectors in a young democracy</p>	<p>Increase capacities of GAMNATT Secretariat and Thematic group members in national policy planning and guidance</p> <p>Increase capacities of GAMNATT Secretariat and Thematic group members in policy and support for public, private and civil society sector agencies, organisations and institutions</p>	<p>D500,000.00</p> <p>D500,000.00</p>	<p>10</p> <p>10</p>	<p>D5,000,000.00</p> <p>D5,000,000.00</p>
3	<p>Training and exposure for Secretariat members and relevant thematic groups in public governance and advocacy in national think tanks in young democracies</p>	<p>Increase capacities of GAMNATT Secretariat and Thematic group members in national policy ideas for democratic governance in the Gambia</p>	<p>D5,000.00</p>	<p>10</p>	<p>5,000,000.00</p>

Annex 11 A: Responses of Ministries and Satellites to Assessment Variables at Institutional Level

1. Our organization is established and operates by law

Not Applicable	Disagree	Agree	Strongly Agree
Gambia International Airlines LTD	Rural Development Institute	NGO Affairs Agency	Department of Lands & Surveys
Ministry of Justice	Department of Livestock Services	Food Safety and Quality Authority	Directorate of Local Governance
Ministry of Transport, Works and Infrastructure	Ministry of Lands & Regional Government	Gambia Tourism Hospitality Institute	Department of Physical Planning & Housing
		Gambia Investment and Export Promotion Agency	Department of Community Development
		Department of Directorate for Planning	The Gambia Livestock Agency
		Directorate of Public Private Partnership & Public Enterprises	National Nutrition Agency
		Ministry of Health and Social Welfare	National Seed Secretariat
		Ministry of Finance and Economic Affairs	National Agricultural Research Institute
			Gambia Technical Training Institute
			National Centre for Arts and Culture
			Gambia Competition and Protection Commission
			The Gambia Standards Bureau
			Department of Fisheries
			Accountant General
			Loans & Debt Management
			Forestry Department
			The Gambia Law Reform Commission
			National Agency Against Trafficking in Persons (NAATIP)
			National Agency for Legal Aid
			National Environment Agency
			Ministry of Environment Climate Change and Natural Resources
			Office of the President
			Personal Management Office
			Ministry of Trade, Industry, Regional & Employment
			National Assembly of the Republic of the Gambia
			Ministry of Agriculture
			Ministry of Higher Education, Research, Science and Technology
			The Judiciary of the Gambia
			National Audit Office

2. The law has been recently updated

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Department of Lands & Surveys	Department of Physical Planning & Housing	Food Safety and Quality Authority	Directorate of Local Governance	Gambia Technical Training Institute
Rural Development Institute		National Agricultural Research Institute	Department of Community Development	Accountant General
The Gambia Livestock Agency		Department of Livestock Services	NGO Affairs Agency	Loans & Debt Management
National Nutrition Agency		National Centre for Arts and Culture	Gambia Tourism Hospitality Institute	Ministry of Higher Education, Research, Science and Technology
National Seed Secretariat		Gambia Competition and Protection Commission	Gambia Investment and Export Promotion Agency	Ministry of Finance and Economic Affairs
Gambia International Airlines LTD		The Gambia Standards Bureau	Department of Fisheries	National Audit Office
National Assembly of the Republic of the Gambia		Department of Water Resources	Directorate of Development Planning	
Ministry of Agriculture		Directorate of Public Private Partnership & Public Enterprises	Forestry Department	
Ministry of Justice		The Gambia Law Reform Commission	Ministry of Trade, Industry, Regional & Employment	
Ministry of Transport, Works and Infrastructure		National Agency Against Trafficking in Persons (NAATIP)		
		National Agency for Legal Aid		
		National Environment Agency		
		Ministry of Lands & Regional Government		
		Ministry of Environment Climate Change and Natural Resources		
		Office of the President		
		Personal Management Office		
		The Judiciary of the Gambia		
		Ministry of Health and Social Welfare		

3. Our organization has regulatory framework

Not Applicable	Disagree	Agree	Strongly Agree
The Gambia Standards Bureau	Directorate of Public Private Partnership & Public Enterprises	Department of Lands & Surveys	Directorate of Local Governance
Gambia International Airlines LTD	Ministry of Agriculture	Department of Physical Planning & Housing	Department of Community Development
Ministry of Justice		Rural Development Institute	NGO Affairs Agency
Ministry of Transport, Works and Infrastructure		Food Safety and Quality Authority	The Gambia Livestock Agency
		National Seed Secretariat	National Nutrition Agency
		National Agricultural Research Institute	Gambia Technical Training Institute
		Department of Livestock Services	Gambia Competition and Protection Commission
		Gambia Tourism Hospitality Institute	Department of Fisheries
		National Centre for Arts and Culture	Accountant General
		Gambia Investment and Export Promotion Agency	Loans & Debt Management
		Department of Water Resources	Forestry Department
		Directorate of Development Planning	The Gambia Law Reform Commission
		National Agency for Legal Aid	National Agency Against Trafficking in Persons (NAATIP)
		National Environment Agency	Office of the President
		Ministry of Lands & Regional Government	Personal Management Office
		Ministry of Environment Climate Change and Natural Resources	Ministry of Trade, Industry, Regional & Employment
		The Judiciary of the Gambia	National Assembly of the Republic of the Gambia
		Ministry of Health and Social Welfare	Ministry of Higher Education, Research, Science and Technology
			Ministry of Finance and Economic Affairs
			National Audit Office

4. Our Organization have a vision and mandate

Not Applicable	Disagree	Agree	Strongly Agree
Gambia International Airlines LTD	Ministry of Lands & Regional Government	Department of Physical Planning& Housing	Department of Lands & Surveys
Ministry of Transport, Works and Infrastructure		Food Safety and Quality Authority	Directorate of Local Governance
		National Seed Secretariat	Department of Community Development
		National Agricultural Research Institute	Rural Development Institute
		Department of Livestock Services	NGO Affairs Agency
		Gambia Tourism Hospitality Institute	The Gambia Livestock Agency
		National Centre for Arts and Culture	National Nutrition Agency
		Gambia Investment and Export Promotion Agency	Gambia Technical Training Institute
		Directorate of Development Planning	Gambia Competition and Protection Commission
		Accountant General	The Gambia Standards Bureau
		Directorate of Public Private Partnership & Public Enterprises	Department of Fisheries
		National Environment Agency	Department of Water Resources
		Ministry of Environment Climate Change and Natural Resources	Debt Management Department
		Office of the President	Forestry Department
		Ministry of Agriculture	The Gambia Law Reform Commission
			National Agency Against Trafficking in Persons (NAATIP)
			National Agency for Legal Aid
			Personal Management Office
			Ministry of Trade, Industry, Regional & Employment
			National Assembly of the Republic of the Gambia
			Ministry of Higher Education, Research, Science and Technology
			The Judiciary of the Gambia
			Ministry of Health and Social Welfare
			Ministry of Finance and Economic Affairs
			Ministry of Justice
			National Audit Office

5. Our Vision and Mandate is appropriate to the NDP overall goal and strategic Objectives

Not Applicable	Agree	Strongly Agree
Gambia International Airlines LTD	Directorate of Local Governance	Department of Lands & Surveys
Ministry of Transport, Works and Infrastructure	Department of Physical Planning & Housing	Department of Community Development
	Rural Development Institute	NGO Affairs Agency
	Food Safety and Quality Authority	The Gambia Livestock Agency
	National Seed Secretariat	National Nutrition Agency
	National Agricultural Research Institute	Gambia Technical Training Institute
	Department of Livestock Services	Gambia Investment and Export Promotion Agency
	Gambia Tourism Hospitality Institute	Gambia Competition and Protection Commission
	National Centre for Arts and Culture	The Gambia Standards Bureau
	Directorate of Development Planning	Department of Fisheries
	Accountant General's Department	Department of Water Resources
	National Agency for Legal Aid	Debt Management Department
	National Environment Agency	Directorate of Public Private Partnership & Public Enterprises
	Ministry of Lands & Regional Government	Forestry Department
	Ministry of Environment Climate Change and Natural Resources	The Gambia Law Reform Commission
	Office of the President	National Agency Against Trafficking in Persons (NAATIP)
	Personal Management Office	Ministry of Trade, Industry, Regional & Employment
	National Assembly of the Republic of the Gambia	Ministry of Higher Education, Research, Science and Technology
	Ministry of Agriculture	The Judiciary of the Gambia
	Ministry of Health and Social Welfare	Ministry of Finance and Economic Affairs
		Ministry of Justice
		Department of Lands & Surveys

6. Our organization has an effective governance mechanism

Not Applicable	Disagree	Agree	Strongly Agree
Gambia International Airlines LTD	Rural Development Institute	Directorate of Local Governance	Department of Lands & Surveys
Ministry of Transport, Works and Infrastructure	Directorate of Development Planning	Department of Physical Planning & Housing	NGO Affairs Agency
	Directorate of Public Private Partnership & Public Enterprises	Department of Community Development	The Gambia Livestock Agency
	Ministry of Lands & Regional Government	Food Safety and Quality Authority	National Nutrition Agency
	Ministry of Environment Climate Change and Natural Resources	National Seed Secretariat	Gambia Technical Training Institute
	Ministry of Trade, Industry, Regional & Employment	National Agricultural Research Institute	Gambia Investment and Export Promotion Agency
	Ministry of Health and Social Welfare	Department of Livestock Services	Department of Water Resources
		Gambia Tourism Hospitality Institute	Loans & Debt Management
		National Centre for Arts and Culture	Forestry Department
		Gambia Competition and Protection Commission	The Gambia Law Reform Commission
		The Gambia Standards Bureau	National Agency Against Trafficking in Persons (NAATIP)
		Department of Fisheries	Ministry of Justice
		Accountant General's Department	
		National Agency for Legal Aid	
		National Environment Agency	
		Office of the President	
		Personal Management Office	
		National Assembly of the Republic of the Gambia	
		Ministry of Agriculture	
		Ministry of Higher Education, Research, Science and Technology	
		The Judiciary of the Gambia	
		Ministry of Finance and Economic Affairs	
		National Audit Office	

7. Our organization has an effective accountability mechanism

Not Applicable	Disagree	Agree	Strongly Agree
National Agency for Legal Aid	Directorate of Development Planning	Department of Lands & Surveys	Department of Community Development
Gambia International Airlines LTD	Directorate of Public Private Partnership & Public Enterprises	Directorate of Local Governance	NGO Affairs Agency
Ministry of Justice	National Environment Agency	Department of Physical Planning & Housing	The Gambia Livestock Agency
Ministry of Transport, Works and Infrastructure	Ministry of Lands & Regional Government	Rural Development Institute	National Nutrition Agency
	Ministry of Environment Climate Change and Natural Resources	Food Safety and Quality Authority	National Agricultural Research Institute
	Personal Management Office	National Seed Secretariat	Gambia Technical Training Institute
	Ministry of Trade, Industry, Regional & Employment	Department of Livestock	Gambia Investment and Export Promotion Agency
	Ministry of Health and Social Welfare	Gambia Tourism Hospitality Institute	Department of Water Resources
		National Centre for Arts and Culture	Debt Management Department
		Gambia Competition and Protection Commission	Forestry Department
		The Gambia Standards Bureau	The Gambia Law Reform Commission
		Department of Fisheries	National Agency Against Trafficking in Persons (NAATIP)
		Accountant General	Ministry of Higher Education, Research, Science and Technology
		Office of the President	
		The Judiciary of the Gambia	
		Ministry of Finance and Economic Affairs	
		National Audit Office	

8. Our organization works effectively with key partners outside of government

Not Applicable	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Department of Physical Planning & Housing	Department of Lands & Surveys	Department of Community Development
Gambia International Airlines LTD	Directorate of Development Planning	Directorate of Local Governance	The Gambia Livestock Agency
Ministry of Transport, Works and Infrastructure	Ministry of Environment Climate Change and Natural Resources	Rural Development Institute	Department of Livestock Services
	Personal Management Office	NGO Affairs Agency	Gambia Investment and Export Promotion Agency
		National Nutrition Agency	Gambia Competition and Protection Commission
		Food Safety and Quality Authority	Department of Water Resources
		National Seed Secretariat	Loans & Debt Management
		National Agricultural Research Institute	Forestry Department
		Gambia Technical Training Institute	National Agency Against Trafficking in Persons (NAATIP)
		Gambia Tourism Hospitality Institute	National Agency for Legal Aid
		National Centre for Arts and Culture	Ministry of Justice
		The Gambia Standards Bureau	
		Department of Fisheries	
		Accountant General	
		The Gambia Law Reform Commission	
		National Environment Agency	
		Ministry of Lands & Regional Government	
		Office of the President	
		Ministry of Trade, Industry, Regional & Employment	
		National Assembly of the Republic of the Gambia	
		Ministry of Agriculture	
		Ministry of Higher Education, Research, Science and Technology	
		The Judiciary of the Gambia	
		Ministry of Health and Social Welfare	
		Ministry of Finance and Economic Affairs	
		National Audit Office	

9. Our organization has challenges working with our partners

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Gambia Tourism Hospitality Institute	Directorate of Local Governance	Department of Physical Planning & Housing	Department of Lands & Surveys
Gambia International Airlines LTD	Loans & Debt Management	Accountant General	Rural Development Institute	Department of Community Development
Ministry of Transport, Works and Infrastructure	Ministry of Justice	Forestry Department	NGO Affairs Agency	The Gambia Livestock Agency
		National Agency for Legal Aid	National Nutrition Agency	Department of Directorate for Planning
		National Audit Office	Food Safety and Quality Authority	The Gambia Law Reform Commission
			National Seed Secretariat	National Agency Against Trafficking in Persons (NAATIP)
			National Agricultural Research Institute	Ministry of Trade, Industry, Regional & Employment
			Department of Livestock	
			Gambia Technical Training Institute	
			National Centre for Arts and Culture	
			Gambia Investment and Export Promotion Agency	
			Gambia Competition and Protection Commission	
			The Gambia Standards Bureau	
			Department of Fisheries	
			Department of Water Resources	
			National Environment Agency	
			Ministry of Lands & Regional Government	
			Ministry of Environment Climate Change and Natural Resources	
			Office of the President	
			Personal Management Office	
			National Assembly of the Republic of the Gambia	
			Ministry of Agriculture	
			Ministry of Higher Education, Research, Science and Technology	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Finance and Economic Affairs	

Annex 12: Responses of Ministries and Satellites to Assessment Variables at Organizational Level

10. The NDP outcomes our organization is tasked to deliver is in line with our core functions

Not Applicable	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Department of Physical Planning & Housing	Department of Lands & Surveys
Office of the President	Rural Development Institute	Directorate of Local Governance
Ministry of Transport, Works and Infrastructure	Food Safety and Quality Authority	Department of Community Development
	National Seed Secretariat	NGO Affairs Agency
	Gambia Tourism Hospitality Institute	The Gambia Livestock Agency
	National Centre for Arts and Culture	National Nutrition Agency
	Gambia Investment and Export Promotion Agency	National Agricultural Research Institute
	Directorate of Development Planning	Department of Livestock Services
	Forestry Department	Gambia Technical Training Institute
	National Environment Agency	Gambia Competition and Protection Commission
	Gambia International Airlines LTD	The Gambia Standards Bureau
	Ministry of Lands & Regional Government	Department of Fisheries
	National Assembly of the Republic of the Gambia	Department of Water Resources
	Ministry of Agriculture	Accountant General's Department
	The Judiciary of the Gambia	Debt Management Department
	Ministry of Health and Social Welfare	The Gambia Law Reform Commission
		National Agency Against Trafficking in Persons (NAATIP)
		National Agency for Legal Aid
		Ministry of Environment Climate Change and Natural Resources
		Personal Management Office
		Ministry of Trade, Industry, Regional & Employment
		Ministry of Higher Education, Research, Science and Technology
		Ministry of Finance and Economic Affairs
		Ministry of Justice
		National Audit Office

11. Our current vision, mission and mandate are aligned to the NDP

Not Applicable	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Department of Physical Planning & Housing	Department of Lands & Surveys
Office of the President	Department of Community Development	Directorate of Local Governance
Ministry of Transport, Works and Infrastructure	Rural Development Institute	NGO Affairs Agency
	Food Safety and Quality Authority	The Gambia Livestock Agency
	National Seed Secretariat	National Nutrition Agency
	Department of Livestock Services	National Agricultural Research Institute
	Gambia Tourism Hospitality Institute	Gambia Technical Training Institute
	National Centre for Arts and Culture	Gambia Investment and Export Promotion Agency
	Directorate of Development Planning	Gambia Competition and Protection Commission
	Forestry Department	The Gambia Standards Bureau
	National Environment Agency	Department of Fisheries
	Gambia International Airlines LTD	Department of Water Resource
	Ministry of Lands & Regional Government	Accountant General
	National Assembly of the Republic of the Gambia	Loans & Debt Management
	Ministry of Agriculture	The Gambia Law Reform Commission
	The Judiciary of the Gambia	National Agency Against Trafficking in Persons (NAATIP)
	Ministry of Health and Social Welfare	National Agency for Legal Aid
		Ministry of Environment Climate Change and Natural Resources
		Personal Management Office
		Ministry of Trade, Industry, Regional & Employment
		Ministry of Higher Education, Research, Science and Technology
		Ministry of Finance and Economic Affairs
		Ministry of Justice
		National Audit Office

12. Our organization has a strategic plan

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	National Agency Against Trafficking in Persons (NAATIP)	The Gambia Livestock Agency	Department of Lands & Surveys	Directorate of Local Governance
Ministry of Transport, Works and Infrastructure		Department of Livestock Services	Department of Physical Planning & Housing	NGO Affairs Agency
		Department of Water Resources	Department of Community Development	National Nutrition Agency
		The Gambia Livestock Agency	Rural Development Institute	Gambia Technical Training Institute
		Office of the President	Food Safety and Quality Authority	Gambia Investment and Export Promotion Agency
			National Seed Secretariat	Gambia Competition and Protection Commission
			National Agricultural Research Institute	The Gambia Standards Bureau
			Gambia Tourism Hospitality Institute	Department of Fisheries
			National Centre for Arts and Culture	Loans & Debt Management
			Forestry Department	The Gambia Law Reform Commission
			National Agency for Legal Aid	National Environment Agency
			Gambia International Airlines LTD	Ministry of Trade, Industry, Regional & Employment
			Ministry of Lands & Regional Government	National Assembly of the Republic of the Gambia
			Personal Management Office	Ministry of Higher Education, Research, Science and Technology
			Ministry of Agriculture	Ministry of Health and Social Welfare
			The Judiciary of the Gambia	Ministry of Justice
			Ministry of Finance and Economic Affairs	National Audit Office

13. Our organization's strategic plan is aligned with the NDP priorities

Not Applicable	Disagree	Agree	Strongly Agree
Department of Directorate for Planning	The Gambia Livestock Agency	Department of Lands & Surveys	Directorate of Local Governance
Directorate of Public Private Partnership & Public Enterprises	Department of Livestock Services	Department of Physical Planning & Housing	Department of Community Development
Office of the President	Department of Water Resources	Rural Development Institute	National Nutrition Agency
National Assembly of the Republic of the Gambia	Accountant General	NGO Affairs Agency	Gambia Technical Training Institute
Ministry of Transport, Works and Infrastructure	Ministry of Lands & Regional Government	Food Safety and Quality Authority	Gambia Investment and Export Promotion Agency
	Ministry of Environment Climate Change and Natural Resources	National Seed Secretariat	Gambia Competition and Protection Commission
		National Agricultural Research Institute	The Gambia Standards Bureau
		Gambia Tourism Hospitality Institute	Department of Fisheries
		National Centre for Arts and Culture	Loans & Debt Management
		Forestry Department	National Agency Against Trafficking in Persons (NAATIP)
		The Gambia Law Reform Commission	Personal Management Office
		National Agency for Legal Aid	Ministry of Trade, Industry, Regional & Employment
		National Environment Agency	Ministry of Higher Education, Research, Science and Technology
		Gambia International Airlines LTD	Ministry of Justice
		Ministry of Agriculture	
		The Judiciary of the Gambia	
		Ministry of Health and Social Welfare	

14. We have a well-defined and established organizational structure

Not Applicable	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	National Centre for Arts and Culture	Department of Lands & Surveys	Department of Community Development
Ministry of Transport, Works and Infrastructure	The Gambia Standards Bureau	Directorate of Local Governance	NGO Affairs Agency
	Directorate of Development Planning	Department of Physical Planning & Housing	The Gambia Livestock Agency
	Ministry of Lands & Regional Government	Rural Development Institute	National Nutrition Agency
	Ministry of Environment Climate Change and Natural Resources	National Agricultural Research Institute	Food Safety and Quality Authority
	Office of the President	Department of Livestock	National Seed Secretariat
	Ministry of Health and Social Welfare	Gambia Technical Training Institute	Gambia Competition and Protection Commission
		Gambia Tourism Hospitality Institute	Department of Water Resources
		Gambia Investment and Export Promotion Agency	Accountant General's Department
		Department of Fisheries	Loans & Debt Management
		Ministry of Trade, Industry, Regional & Employment	Forestry Department
		National Assembly of the Republic of the Gambia	The Gambia Law Reform Commission
		Ministry of Agriculture	National Agency Against Trafficking in Persons (NAATIP)
		Ministry of Finance and Economic Affairs	National Agency for Legal Aid
		National Audit Office	National Environment Agency
			Gambia International Airlines LTD
			Personal Management Office
			Ministry of Higher Education, Research, Science and Technology
			The Judiciary of the Gambia
			Ministry of Justice

15. Our current organizational structure is suited to deliver on the NDP priorities

Not Applicable	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	National Centre for Arts and Culture	Department of Lands & Surveys	Department of Community Development
Office of the President	The Gambia Standards Bureau	Directorate of Local Governance	NGO Affairs Agency
National Assembly of the Republic of the Gambia	Directorate of Development Planning	Department of Physical Planning & Housing	The Gambia Livestock Agency
Ministry of Transport, Works and Infrastructure	Ministry of Environment Climate Change and Natural Resources	Rural Development Institute	National Nutrition Agency
	Ministry of Health and Social Welfare	Food Safety and Quality Authority	Gambia Investment and Export Promotion Agency
		National Seed Secretariat	Gambia Competition and Protection Commission
		National Agricultural Research Institute	Department of Water Resources
		Department of Livestock	Accountant General
		Gambia Technical Training Institute	Loans & Debt Management
		Gambia Tourism Hospitality Institute	Forestry Department
		Department of Fisheries	The Gambia Law Reform Commission
		National Agency for Legal Aid	National Agency Against Trafficking in Persons (NAATIP)
		National Environment Agency	Personal Management Office
		Gambia International Airlines LTD	Ministry of Higher Education, Research, Science and Technology
		Ministry of Lands & Regional Government	Ministry of Justice
		Ministry of Trade, Industry, Regional & Employment	
		Ministry of Agriculture	
		The Judiciary of the Gambia	
		Ministry of Finance and Economic Affairs	
		National Audit Office	

16. We have no challenges/shortcomings with our structure

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	The Gambia Livestock Agency	Department of Lands & Surveys	Gambia Tourism Hospitality Institute	National Nutrition Agency
Ministry of Transport, Works and Infrastructure	National Seed Secretariat	Directorate of Local Governance	The Gambia Law Reform Commission	Gambia Competition and Protection Commission
	The Gambia Standards Bureau	Department of Physical Planning & Housing	Personal Management Office	Accountant General
	Loans & Debt Management	Department of Community Development	Ministry of Trade, Industry, Regional & Employment	National Agency Against Trafficking in Persons (NAATIP)
	National Agency for Legal Aid	Rural Development Institute	Ministry of Higher Education, Research, Science and Technology	
	Office of the President	NGO Affairs Agency		
	Ministry of Health and Social Welfare	Food Safety and Quality Authority		
		National Agricultural Research Institute		
		Department of Livestock		
		Gambia Technical Training Institute		
		National Centre for Arts and Culture		
		Gambia Investment and Export Promotion Agency		
		Department of Fisheries		
		Department of Water Resources		
		Directorate of Development Planning		
		Forestry Department		
		National Environment Agency		
		Gambia International Airlines LTD		
		Ministry of Lands & Regional Government		
		Ministry of Environment Climate Change and Natural Resources		
		National Assembly of the Republic of the Gambia		
		Ministry of Agriculture		
		The Judiciary of the Gambia		
		Ministry of Finance and Economic Affairs		
		Ministry of Justice		
		National Audit Office		

17. Our Ministry's annual budget is adequate

Not Applicable	Strongly Disagree	Disagree	Agree
Rural Development Institute	Department of Physical Planning & Housing	Department of Lands & Surveys	National Agency Against Trafficking in Persons (NAATIP)
Directorate of Public Private Partnership & Public Enterprises	NGO Affairs Agency	Directorate of Local Governance	
Gambia International Airlines LTD	The Gambia Livestock Agency	Department of Community Development	
Ministry of Transport, Works and Infrastructure	National Nutrition Agency	Department of Livestock	
	Food Safety and Quality Authority	National Centre for Arts and Culture	
	National Seed Secretariat	Department of Fisheries	
	National Agricultural Research Institute	Directorate of Development Planning	
	Gambia Technical Training Institute	Accountant General	
	Gambia Tourism Hospitality Institute	National Environment Agency	
	Gambia Investment and Export Promotion Agency	Ministry of Environment Climate Change and Natural Resources	
	Gambia Competition and Protection Commission	Personal Management Office	
	The Gambia Standards Bureau	Ministry of Agriculture	
	Department of Water Resources	Ministry of Higher Education, Research, Science and Technology	
	Loans & Debt Management	Ministry of Finance and Economic Affairs	
	Forestry Department	National Audit Office	
	The Gambia Law Reform Commission		
	National Agency for Legal Aid		
	Ministry of Lands & Regional Government		
	Office of the President		
	Ministry of Trade, Industry, Regional & Employment		
	National Assembly of the Republic of the Gambia		
	The Judiciary of the Gambia		
	Ministry of Health and Social Welfare		
	Ministry of Justice		

18. We do not have consequences for budget shortfalls

Not Applicable	Strongly Disagree	Disagree	Agree
Rural Development Institute	NGO Affairs Agency	Department of Lands & Surveys	Gambia International Airlines LTD
Directorate of Public Private Partnership & Public Enterprises	The Gambia Livestock Agency	Directorate of Local Governance	
Ministry of Transport, Works and Infrastructure	National Nutrition Agency	Department of Physical Planning & Housing	
	Food Safety and Quality Authority	Department of Community Development	
	National Agricultural Research Institute	National Seed Secretariat	
	Gambia Technical Training Institute	Department of Livestock	
	Gambia Tourism Hospitality Institute	National Centre for Arts and Culture	
	Gambia Investment and Export Promotion Agency	Department of Fisheries	
	Gambia Competition and Protection Commission	Directorate of Development Planning	
	The Gambia Standards Bureau	Accountant General	
	Department of Water Resources	National Environment Agency	
	Debt Management Department	Office of the President	
	Forestry Department	National Assembly of the Republic of the Gambia	
	The Gambia Law Reform Commission	Ministry of Agriculture	
	National Agency Against Trafficking in Persons (NAATIP)	Ministry of Finance and Economic Affairs	
	National Agency for Legal Aid	National Audit Office	
	Ministry of Lands & Regional Government		
	Ministry of Environment Climate Change and Natural Resources		
	Personal Management Office		
	Ministry of Trade, Industry, Regional & Employment		
	Ministry of Higher Education, Research, Science and Technology		
	The Judiciary of the Gambia		
	Ministry of Health and Social Welfare		
	Ministry of Justice		

19. Annual budgets are timely disbursed

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Rural Development Institute	NGO Affairs Agency	Department of Lands & Surveys	Directorate of Local Governance	The Gambia Livestock Agency
Directorate of Public Private Partnership & Public Enterprises	Food Safety and Quality Authority	Department of Physical Planning & Housing	National Nutrition Agency	
National Agency for Legal Aid	National Seed Secretariat	Department of Community Development	Gambia Technical Training Institute	
Ministry of Transport, Works and Infrastructure	National Agricultural Research Institute	Department of Livestock Services	Gambia Tourism Hospitality Institute	
	Gambia Investment and Export Promotion Agency	The Gambia Standards Bureau	Directorate of Local Governance	
	Department of Water Resources	Department of Fisheries	National Nutrition Agency	
	Loans & Debt Management	Directorate of Development Planning	Gambia Technical Training Institute	
	Forestry Department	National Agency Against Trafficking in Persons (NAATIP)	Gambia Tourism Hospitality Institute	
	The Gambia Law Reform Commission	National Environment Agency	National Centre for Arts and Culture	
	Ministry of Lands & Regional Government	Ministry of Environment Climate Change and Natural Resources		
	The Judiciary of the Gambia	Office of the President		
		Personal Management Office		
		National Assembly of the Republic of the Gambia		
		Ministry of Agriculture		
		Ministry of Higher Education, Research, Science and Technology		
		Ministry of Health and Social Welfare		
		Ministry of Finance and Economic Affairs		
		Ministry of Justice		
		National Audit Office		

20. There are no consequences for budget delays

Not Applicable	Strongly Disagree	Disagree	Agree
Rural Development Institute	NGO Affairs Agency	Department of Lands & Surveys	Gambia Competition and Protection Commission
Directorate of Public Private Partnership & Public Enterprises	The Gambia Livestock Agency	Directorate of Local Governance	
Forestry Department	Food Safety and Quality Authority	Department of Physical Planning & Housing	
National Agency for Legal Aid	National Seed Secretariat	Department of Community Development	
Gambia International Airlines LTD	National Agricultural Research Institute	National Nutrition Agency	
Ministry of Transport, Works and Infrastructure	Gambia Technical Training Institute	Department of Livestock	
	Gambia Tourism Hospitality Institute	National Centre for Arts and Culture	
	NGO Affairs Agency	Department of Fisheries	
	The Gambia Livestock Agency	Department of Directorate for Planning	
	Gambia Investment and Export Promotion Agency	Accountant General's Department	
	The Gambia Standards Bureau	National Environment Agency	
	Department of Water Resources	Office of the President	
	Loans & Debt Management	Ministry of Trade, Industry, Regional & Employment	
		National Assembly of the Republic of the Gambia	
		Ministry of Agriculture	
		Ministry of Higher Education, Research, Science and Technology	
		The Judiciary of the Gambia	
		Ministry of Finance and Economic Affairs	
		National Audit Office	

21. The donors working with our organization provide adequate budget support

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Department of Physical Planning & Housing	The Gambia Livestock Agency	Department of Lands & Surveys	Directorate of Local Governance	Ministry of Trade, Industry, Regional & Employment
Rural Development Institute	Gambia Tourism Hospitality Institute	Department of Community Development	National Seed Secretariat	
NGO Affairs Agency	Gambia Competition and Protection Commission	National Nutrition Agency	Gambia Technical Training Institute	
The Gambia Standards Bureau	Department of Water Resources	Food Safety and Quality Authority	Directorate of Local Governance	
Directorate of Public Private Partnership & Public Enterprises	Forestry Department	National Agricultural Research Institute	National Seed Secretariat	
Gambia International Airlines LTD	The Gambia Law Reform Commission	Department of Livestock Services		
Ministry of Agriculture	National Agency Against Trafficking in Persons (NAATIP)	National Centre for Arts and Culture		
Ministry of Transport, Works and Infrastructure	National Agency for Legal Aid	Gambia Investment and Export Promotion Agency		
		Directorate of Development Planning		
		Accountant General		
		Loans & Debt Management		
		National Environment Agency		
		Ministry of Environment Climate Change and Natural Resources		
		Office of the President		
		Personal Management Office		
		National Assembly of the Republic of the Gambia		
		The Judiciary of the Gambia		
		Ministry of Health and Social Welfare		
		Ministry of Finance and Economic Affairs		
		Ministry of Justice		
		National Audit Office		

22. We have an effective financial management system in place

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Rural Development Institute	NGO Affairs Agency	Department of Lands & Surveys	Directorate of Local Governance	The Gambia Livestock Agency
Department of Fisheries	Gambia Tourism Hospitality Institute	Food Safety and Quality Authority	Department of Physical Planning & Housing	National Nutrition Agency
Directorate of Public Private Partnership & Public Enterprises	The Gambia Law Reform Commission	National Seed Secretariat	Department of Community Development	Ministry of Higher Education, Research, Science and Technology
National Agency for Legal Aid	NGO Affairs Agency	Ministry of Environment Climate Change and Natural Resources	National Agricultural Research Institute	
National Environment Agency		National Assembly of the Republic of the Gambia	Department of Livestock Services	
Ministry of Transport, Works and Infrastructure		Ministry of Health and Social Welfare	Gambia Technical Training Institute	
			National Centre for Arts and Culture	
			Gambia Investment and Export Promotion Agency	
			Gambia Competition and Protection Commission	
			The Gambia Standards Bureau	
			Department of Water Resources	
			Directorate of Development Planning	
			Accountant General	
			Loans & Debt Management	
			Forestry Department	
			Gambia International Airlines LTD	
			Ministry of Lands & Regional Government	
			Personal Management Office	
			Ministry of Trade, Industry, Regional & Employment	
			Ministry of Finance and Economic Affairs	
			Ministry of Justice	
			National Audit Office	

23. We have an effective ICT system in place

Not Applicable	Strongly Disagree	Disagree	Agree
Department of Fisheries	NGO Affairs Agency	Department of Lands & Surveys	Directorate of Local Governance
Directorate of Public Private Partnership & Public Enterprises	The Gambia Livestock Agency	Department of Physical Planning & Housing	Department of Community Development
Ministry of Transport, Works and Infrastructure	National Seed Secretariat	Rural Development Institute	National Nutrition Agency
	National Agricultural Research Institute	Food Safety and Quality Authority	Gambia Technical Training Institute
	Department of Water Resources	Department of Livestock Services	Gambia Tourism Hospitality Institute
	Forestry Department	National Centre for Arts and Culture	Gambia Investment and Export Promotion Agency
	The Gambia Law Reform Commission	Directorate of Development Planning	Gambia Competition and Protection Commission
	National Agency for Legal Aid	National Environment Agency	The Gambia Standards Bureau
	Ministry of Trade, Industry, Regional & Employment	Ministry of Lands & Regional Government	Accountant General
	The Judiciary of the Gambia	Ministry of Environment Climate Change and Natural Resources	Loans & Debt Management
		Personal Management Office	National Agency Against Trafficking in Persons (NAATIP)
		National Assembly of the Republic of the Gambia	Gambia International Airlines LTD
		Ministry of Agriculture	Office of the President
		Ministry of Health and Social Welfare	Ministry of Higher Education, Research, Science and Technology
		Ministry of Justice	Ministry of Finance and Economic Affairs
		National Audit Office	

24. We have an effective HR system in place

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Department of Water Resources	NGO Affairs Agency	Department of Lands & Surveys	Department of Community Development	The Gambia Livestock Agency
Directorate of Public Private Partnership & Public Enterprises	National Agricultural Research Institute	Directorate of Local Governance	National Nutrition Agency	The Gambia Law Reform Commission
National Environment Agency	Gambia Tourism Hospitality Institute	Department of Physical Planning & Housing	Gambia Technical Training Institute	Ministry of Higher Education, Research, Science and Technology
Ministry of Trade, Industry, Regional & Employment	The Gambia Standards Bureau	Rural Development Institute	Gambia Investment and Export Promotion Agency	
Ministry of Transport, Works and Infrastructure	NGO Affairs Agency	Food Safety and Quality Authority	Gambia Competition and Protection Commission	
	National Agricultural Research Institute	National Seed Secretariat	Loans & Debt Management	
	Gambia Tourism Hospitality Institute	Department of Livestock Services	Forestry Department	
		National Centre for Arts and Culture	National Agency Against Trafficking in Persons (NAATIP)	
		Department of Fisheries	Ministry of Lands & Regional Government	
		Directorate of Development Planning	Ministry of Finance and Economic Affairs	
		Accountant General	Ministry of Justice	
		Gambia International Airlines LTD		
		Ministry of Environment Climate Change and Natural Resources		
		Office of the President		
		National Assembly of the Republic of the Gambia		
		Ministry of Agriculture		
		Ministry of Health and Social Welfare		
		National Audit Office		

25. We have adequate M&E system in place

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Department of Water Resources	NGO Affairs Agency	Department of Lands & Surveys	Rural Development Institute	National Nutrition Agency
Directorate of Public Private Partnership & Public Enterprises	National Seed Secretariat	Directorate of Local Governance	The Gambia Livestock Agency	Ministry of Higher Education, Research, Science and Technology
National Environment Agency	Gambia Tourism Hospitality Institute	Department of Physical Planning & Housing	National Agricultural Research Institute	
Gambia International Airlines LTD	The Gambia Standards Bureau	Department of Community Development	Gambia Technical Training Institute	
Ministry of Transport, Works and Infrastructure	Forestry Department	Food Safety and Quality Authority	Gambia Competition and Protection Commission	
	National Agency for Legal Aid	Department of Livestock Services	The Gambia Law Reform Commission	
	Personal Management Office	National Centre for Arts and Culture	National Agency Against Trafficking in Persons (NAATIP)	
	Ministry of Trade, Industry, Regional & Employment	Gambia Investment and Export Promotion Agency	Office of the President	
	The Judiciary of the Gambia	Department of Fisheries		
		Directorate of Development Planning		
		Accountant General		
		Loans & Debt Management		
		Ministry of Lands & Regional Government		
		Ministry of Environment Climate Change and Natural Resources		
		National Assembly of the Republic of the Gambia		
		Ministry of Agriculture		
		Ministry of Health and Social Welfare		
		Ministry of Finance and Economic Affairs		
		Ministry of Justice		
		National Audit Office		

26. The working environment in my organization is adequate

Not Applicable	Strongly Disagree	Disagree	Agree
Directorate of Public Private Partnership & Public Enterprises	NGO Affairs Agency	Department of Lands & Surveys	Directorate of Local Governance
Ministry of Transport, Works and Infrastructure	The Gambia Livestock Agency	Department of Physical Planning & Housing	National Nutrition Agency
	Department of Water Resources	Department of Community Development	Food Safety and Quality Authority
	Forestry Department	Rural Development Institute	Gambia Tourism Hospitality Institute
	The Gambia Law Reform Commission	National Seed Secretariat	Gambia Competition and Protection Commission
	The Judiciary of the Gambia	National Agricultural Research Institute	The Gambia Standards Bureau
	Ministry of Health and Social Welfare	Department of Livestock Services	Loans & Debt Management
	National Audit Office	Gambia Technical Training Institute	National Agency Against Trafficking in Persons (NAATIP)
		National Centre for Arts and Culture	National Environment Agency
		Gambia Investment and Export Promotion Agency	Ministry of Agriculture
		Department of Fisheries	Ministry of Higher Education, Research, Science and Technology
		Directorate of Development Planning	
		Accountant General	
		National Agency for Legal Aid	
		Gambia International Airlines LTD	
		Ministry of Lands & Regional Government	
		Ministry of Environment Climate Change and Natural Resources	
		Office of the President	
		Personal Management Office	
		Ministry of Trade, Industry, Regional & Employment	
		National Assembly of the Republic of the Gambia	
		Ministry of Finance and Economic Affairs	
		Ministry of Justice	

27. Our equipment are adequate and functional

Not Applicable	Strongly Disagree	Disagree	Agree
Directorate of Public Private Partnership & Public Enterprises	Department of Physical Planning & Housing	Department of Lands & Surveys	Directorate of Local Governance
Ministry of Transport, Works and Infrastructure	NGO Affairs Agency	Department of Community Development	National Nutrition Agency
	The Gambia Livestock Agency	Rural Development Institute	Gambia Technical Training Institute
	National Seed Secretariat	Food Safety and Quality Authority	Gambia Competition and Protection Commission
	National Agricultural Research Institute	Department of Livestock Services	Accountant General's Department
	Gambia Tourism Hospitality Institute	National Centre for Arts and Culture	Loans & Debt Management
	Forestry Department	Gambia Investment and Export Promotion Agency	Ministry of Higher Education, Research, Science and Technology
	The Gambia Law Reform Commission	The Gambia Standards Bureau	
	The Judiciary of the Gambia	Department of Fisheries	
	Ministry of Health and Social Welfare	Department of Water Resources	
		Department of Directorate for Planning	
		National Agency for Legal Aid	
		National Environment Agency	
		Gambia International Airlines LTD	
		Ministry of Lands & Regional Government	
		Ministry of Environment Climate Change and Natural Resources	
		Office of the President	
		Personal Management Office	
		Ministry of Trade, Industry, Regional & Employment	
		National Assembly of the Republic of the Gambia	
		Ministry of Agriculture	
		Ministry of Finance and Economic Affairs	
		Ministry of Justice	
		National Audit Office	

28. The logistical support is adequate

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Department of Physical Planning & Housing	Department of Lands & Surveys	The Gambia Livestock Agency	Ministry of Higher Education, Research, Science and Technology
Ministry of Transport, Works and Infrastructure	NGO Affairs Agency	Directorate of Local Governance	National Nutrition Agency	
	Gambia Tourism Hospitality Institute	Department of Community Development	Gambia Technical Training Institute	
	The Gambia Standards Bureau	Rural Development Institute	Loans & Debt Management	
	Department of Water Resources	Food Safety and Quality Authority		
	The Gambia Law Reform Commission	National Seed Secretariat		
	National Agency Against Trafficking in Persons (NAATIP)	National Agricultural Research Institute		
	National Agency for Legal Aid	Department of Livestock Services		
	Ministry of Agriculture	National Centre for Arts and Culture		
	The Judiciary of the Gambia	Gambia Investment and Export Promotion Agency		
	Ministry of Health and Social Welfare	Gambia Competition and Protection Commission		
	Ministry of Justice	Department of Fisheries		
		Directorate of Development Planning		
		Accountant General		
		Forestry Department		
		National Environment Agency		
		Gambia International Airlines LTD		
		Ministry of Lands & Regional Government		
		Ministry of Environment Climate Change and Natural Resources		
		Office of the President		
		Personal Management Office		
		Ministry of Trade, Industry, Regional & Employment		
		National Assembly of the Republic of the Gambia		
		Ministry of Finance and Economic Affairs		
		National Audit Office		

29. Our organization develop its Annual work plans

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Gambia Tourism Hospitality Institute	NGO Affairs Agency	Directorate of Local Governance	Department of Lands & Surveys
Forestry Department		Accountant General	Department of Physical Planning & Housing	Department of Community Development
Ministry of Transport, Works and Infrastructure		The Gambia Law Reform Commission	Rural Development Institute	National Seed Secretariat
		Ministry of Environment Climate Change and Natural Resources	The Gambia Livestock Agency	National Agricultural Research Institute
			National Nutrition Agency	Gambia Competition and Protection Commission
			Food Safety and Quality Authority	The Gambia Standards Bureau
			Department of Livestock Services	Department of Water Resources
			Gambia Technical Training Institute	Debt Management Department
			National Centre for Arts and Culture	National Agency Against Trafficking in Persons (NAATIP)
			Gambia Investment and Export Promotion Agency	Ministry of Trade, Industry, Regional & Employment
			Department of Fisheries	Ministry of Higher Education, Research, Science and Technology
			Directorate of Development Planning	Ministry of Justice
			National Agency for Legal Aid	
			National Environment Agency	
			Gambia International Airlines LTD	
			Ministry of Lands & Regional Government	
			Office of the President	
			Personal Management Office	
			National Assembly of the Republic of the Gambia	
			Ministry of Agriculture	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Finance and Economic Affairs	
			National Audit Office	

30. Our Annual Work Plan is fully implemented so we deliver on all planned programmes

Not Applicable	Strongly Disagree	Disagree	Agree
Directorate of Public Private Partnership & Public Enterprises	Forestry Department	Department of Lands & Surveys	The Gambia Livestock Agency
Office of the President	National Agency Against Trafficking in Persons (NAATIP)	Directorate of Local Governance	National Nutrition Agency
Ministry of Transport, Works and Infrastructure	National Agency for Legal Aid	Department of Physical Planning & Housing	Gambia Technical Training Institute
	Ministry of Lands & Regional Government	Department of Community Development	Gambia Tourism Hospitality Institute
	Ministry of Health and Social Welfare	Rural Development Institute	Gambia Competition and Protection Commission
		NGO Affairs Agency	Loans & Debt Management
		Food Safety and Quality Authority	Gambia International Airlines LTD
		National Seed Secretariat	Ministry of Agriculture
		National Agricultural Research Institute	Ministry of Higher Education, Research, Science and Technology
		Department of Livestock Services	Ministry of Justice
		National Centre for Arts and Culture	
		Gambia Investment and Export Promotion Agency	
		The Gambia Standards Bureau	
		Department of Fisheries	
		Department of Water Resources	
		Directorate of Development Planning	
		Accountant General	
		The Gambia Law Reform Commission	
		National Environment Agency	
		Ministry of Environment Climate Change and Natural Resources	
		Personal Management Office	
		Ministry of Trade, Industry, Regional & Employment	
		National Assembly of the Republic of the Gambia	
		The Judiciary of the Gambia	
		Ministry of Finance and Economic Affairs	
		National Audit Office	

31. Our implemented programmes adequately impacts on the wellbeing of Gambians

Not Applicable	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	NGO Affairs Agency	Department of Physical Planning & Housing	Department of Lands & Surveys
Office of the President	National Centre for Arts and Culture	Rural Development Institute	Directorate of Local Governance
Ministry of Transport, Works and Infrastructure	The Gambia Standards Bureau	The Gambia Livestock Agency	Department of Community Development
	Directorate of Development Planning	National Nutrition Agency	Food Safety and Quality Authority
		Department of Livestock Services	National Seed Secretariat
		Gambia Technical Training Institute	National Agricultural Research Institute
		Gambia Tourism Hospitality Institute	Loans & Debt Management
		Gambia Investment and Export Promotion Agency	The Gambia Law Reform Commission
		Gambia Competition and Protection Commission	National Agency Against Trafficking in Persons (NAATIP)
		Department of Fisheries	National Agency for Legal Aid
		Department of Water Resources	Ministry of Higher Education, Research, Science and Technology
		Accountant General's Department	The Judiciary of the Gambia
		Forestry Department	Ministry of Justice
		National Environment Agency	
		Gambia International Airlines LTD	
		Ministry of Lands & Regional Government	
		Ministry of Environment Climate Change and Natural Resources	
		Personal Management Office	
		Ministry of Trade, Industry, Regional & Employment	
		National Assembly of the Republic of the Gambia	
		Ministry of Agriculture	
		Ministry of Health and Social Welfare	
		Ministry of Finance and Economic Affairs	
		National Audit Office	

32. We have an adequate and effective M&E system in place

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	NGO Affairs Agency	Department of Lands & Surveys	Rural Development Institute	National Nutrition Agency
Gambia International Airlines LTD	The Gambia Livestock Agency	Directorate of Local Governance	Gambia Technical Training Institute	Ministry of Higher Education, Research, Science and Technology
Personal Management Office	National Seed Secretariat	Department of Physical Planning & Housing	Gambia Competition and Protection Commission	
The Judiciary of the Gambia	Gambia Tourism Hospitality Institute	Department of Community Development	Office of the President	
Ministry of Transport, Works and Infrastructure	The Gambia Law Reform Commission	Food Safety and Quality Authority		
	National Agency for Legal Aid	National Agricultural Research Institute		
	Ministry of Trade, Industry, Regional & Employment	Department of Livestock Services		
		National Centre for Arts and Culture		
		Gambia Investment and Export Promotion Agency		
		The Gambia Standards Bureau		
		Department of Fisheries		
		Department of Water Resources		
		Directorate of Development Planning		
		Accountant General		
		Loans & Debt Management		
		Forestry Department		
		National Agency Against Trafficking in Persons (NAATIP)		
		National Environment Agency		
		Ministry of Lands & Regional Government		
		Ministry of Environment Climate Change and Natural Resources		
		National Assembly of the Republic of the Gambia		
		Ministry of Agriculture		
		Ministry of Health and Social Welfare		
		Ministry of Finance and Economic Affairs		
		Ministry of Justice		
		National Audit Office		

33. We have well-trained M&E staff

Not Applicable	Strongly Disagree	Disagree	Agree
Loans & Debt Management	NGO Affairs Agency	Department of Lands & Surveys	Department of Community Development
Directorate of Public Private Partnership & Public Enterprises	The Gambia Livestock Agency	Directorate of Local Governance	Rural Development Institute
National Environment Agency	National Seed Secretariat	Department of Physical Planning & Housing	National Nutrition Agency
Gambia International Airlines LTD	Gambia Tourism Hospitality Institute	Food Safety and Quality Authority	Gambia Competition and Protection Commission
The Judiciary of the Gambia	Forestry Department	National Agricultural Research Institute	The Gambia Law Reform Commission
Ministry of Transport, Works and Infrastructure	National Agency for Legal Aid	Department of Livestock Services	
	Personal Management Office	Gambia Technical Training Institute	
	Ministry of Trade, Industry, Regional & Employment	National Centre for Arts and Culture	
	Ministry of Health and Social Welfare	Gambia Investment and Export Promotion Agency	
		The Gambia Standards Bureau	
		Department of Fisheries	
		Department of Water Resources	
		Directorate of Development Planning	
		Accountant General	
		National Agency Against Trafficking in Persons (NAATIP)	
		Ministry of Lands & Regional Government	
		Ministry of Environment Climate Change and Natural Resources	
		Office of the President	
		National Assembly of the Republic of the Gambia	
		Ministry of Agriculture	
		Ministry of Higher Education, Research, Science and Technology	
		Ministry of Finance and Economic Affairs	
		Ministry of Justice	
		National Audit Office	

34. We have an adequate MIS

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Department of Fisheries	Department of Physical Planning & Housing	Department of Lands & Surveys	Rural Development Institute	Ministry of Higher Education, Research, Science and Technology
Loans & Debt Management	NGO Affairs Agency	Directorate of Local Governance	National Nutrition Agency	
Directorate of Public Private Partnership & Public Enterprises	The Gambia Livestock Agency	Department of Community Development	Gambia Technical Training Institute	
National Agency for Legal Aid	National Seed Secretariat	Food Safety and Quality Authority	Gambia Tourism Hospitality Institute	
The Judiciary of the Gambia	National Agricultural Research Institute	Department of Livestock Services	Gambia Competition and Protection Commission	
Ministry of Transport, Works and Infrastructure	Forestry Department	National Centre for Arts and Culture	Department of Water Resources	
	The Gambia Law Reform Commission	Gambia Investment and Export Promotion Agency	Accountant General's Department	
	Gambia International Airlines LTD	The Gambia Standards Bureau	Ministry of Agriculture	
	Personal Management Office	Directorate of Development Planning	Ministry of Finance and Economic Affairs	
	Ministry of Trade, Industry, Regional & Employment	National Agency Against Trafficking in Persons (NAATIP)		
		National Environment Agency		
		Ministry of Lands & Regional Government		
		Ministry of Environment Climate Change and Natural Resources		
		Office of the President		
		National Assembly of the Republic of the Gambia		
		Ministry of Health and Social Welfare		
		Ministry of Justice		
		National Audit Office		

Annex 13: Responses of Ministries and Satellites to Assessment Variables at Individual Level

35. Our institution has adequate leadership and vision

Not Applicable	Disagree	Agree	Strongly Agree
The Gambia Livestock Agency	Department of Lands & Surveys	Directorate of Local Governance	National Nutrition Agency
Directorate of Public Private Partnership & Public Enterprises	Rural Development Institute	Department of Physical Planning & Housing	Loans & Debt Management
Ministry of Environment Climate Change and Natural Resources	National Seed Secretariat	Department of Community Development	The Gambia Law Reform Commission
Ministry of Finance and Economic Affairs	The Gambia Standards Bureau	NGO Affairs Agency	National Agency Against Trafficking in Persons (NAATIP)
	Forestry Department	Food Safety and Quality Authority	Ministry of Higher Education, Research, Science and Technology
	National Agency for Legal Aid	National Agricultural Research Institute	The Judiciary of the Gambia
		Department of Livestock Services	Ministry of Justice
		Gambia Technical Training Institute	
		Gambia Tourism Hospitality Institute	
		National Centre for Arts and Culture	
		Gambia Investment and Export Promotion Agency	
		Gambia Competition and Protection Commission	
		Department of Fisheries	
		Department of Water Resources	
		Directorate of Development Planning	
		Accountant General	
		National Environment Agency	
		Gambia International Airlines LTD	
		Ministry of Lands & Regional Government	
		Office of the President	
		Personal Management Office	
		Ministry of Trade, Industry, Regional & Employment	
		National Assembly of the Republic of the Gambia	
		Ministry of Agriculture	
		Ministry of Health and Social Welfare	
		National Audit Office	
		Ministry of Transport, Works and Infrastructure	

36. Our organization has the optimum middle managerial cadre

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Gambia Tourism Hospitality Institute	Department of Lands & Surveys	Directorate of Local Governance	Loans & Debt Management
National Agency Against Trafficking in Persons (NAATIP)	Office of the President	Food Safety and Quality Authority	Department of Physical Planning & Housing	The Gambia Law Reform Commission
Ministry of Finance and Economic Affairs		National Seed Secretariat	Department of Community Development	Ministry of Higher Education, Research, Science and Technology
		National Centre for Arts and Culture	Rural Development Institute	
		Gambia Competition and Protection Commission	NGO Affairs Agency	
		The Gambia Standards Bureau	The Gambia Livestock Agency	
		Accountant General	National Nutrition Agency	
		Forestry Department	National Agricultural Research Institute	
		Ministry of Lands & Regional Government	Department of Livestock Services	
		National Assembly of the Republic of the Gambia	Gambia Technical Training Institute	
		National Audit Office	Gambia Investment and Export Promotion Agency	
			Department of Fisheries	
			Department of Water Resources	
			Department of Directorate for Planning	
			National Agency for Legal Aid	
			National Environment Agency	
			Gambia International Airlines LTD	
			Ministry of Environment Climate Change and Natural Resources	
			Personal Management Office	
			Ministry of Trade, Industry, Regional & Employment	
			Ministry of Agriculture	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Justice	
			Ministry of Transport, Works and Infrastructure	

37. Our organization has staff with the right technical skills to deliver on the NDP

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Gambia Tourism Hospitality Institute	Department of Lands & Surveys	Directorate of Local Governance	Department of Community Development
Ministry of Finance and Economic Affairs	Ministry of Lands & Regional Government	Department of Physical Planning & Housing	Rural Development Institute	Loans & Debt Management
	Office of the President	NGO Affairs Agency	The Gambia Livestock Agency	The Gambia Law Reform Commission
		National Centre for Arts and Culture	National Nutrition Agency	National Agency Against Trafficking in Persons (NAATIP)
		Gambia Competition and Protection Commission	Food Safety and Quality Authority	National Environment Agency
		The Gambia Standards Bureau	National Seed Secretariat	
		Forestry Department	National Agricultural Research Institute	
		Ministry of Environment Climate Change and Natural Resources	Department of Livestock Services	
		National Assembly of the Republic of the Gambia	Gambia Technical Training Institute	
		National Audit Office	Gambia Investment and Export Promotion Agency	
		Ministry of Transport, Works and Infrastructure	Department of Fisheries	
			Department of Water Resources	
			Directorate of Development Planning	
			Accountant General	
			National Agency for Legal Aid	
			Gambia International Airlines LTD	
			Personal Management Office	
			Ministry of Trade, Industry, Regional & Employment	
			Ministry of Agriculture	
			Ministry of Higher Education, Research, Science and Technology	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Justice	

38. There is a human resource development strategy for our organization

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	National Nutrition Agency	Department of Lands & Surveys	Department of Community Development	NGO Affairs Agency
National Agency Against Trafficking in Persons (NAATIP)	Gambia Tourism Hospitality Institute	Directorate of Local Governance	The Gambia Livestock Agency	Ministry of Higher Education, Research, Science and Technology
National Environment Agency	The Gambia Standards Bureau	Department of Physical Planning & Housing	National Agricultural Research Institute	
Ministry of Trade, Industry, Regional & Employment	Office of the President	Rural Development Institute	Gambia Technical Training Institute	
The Judiciary of the Gambia		Food Safety and Quality Authority	Gambia Competition and Protection Commission	
Ministry of Finance and Economic Affairs		National Seed Secretariat	Loans & Debt Management	
		Department of Livestock Services	Forestry Department	
		National Centre for Arts and Culture	Gambia International Airlines LTD	
		Gambia Investment and Export Promotion Agency	Personal Management Office	
		Department of Fisheries	Ministry of Health and Social Welfare	
		Department of Water Resources		
		Directorate of Development Planning		
		Accountant General		
		The Gambia Law Reform Commission		
		National Agency for Legal Aid		
		Ministry of Lands & Regional Government		
		Ministry of Environment Climate Change and Natural Resources		
		National Assembly of the Republic of the Gambia		
		Ministry of Agriculture		
		Ministry of Justice		
		National Audit Office		
		Ministry of Transport, Works and Infrastructure		

39. Our organization has been able to retain staff

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	NGO Affairs Agency	Department of Lands & Surveys	Directorate of Local Governance	The Gambia Livestock Agency
Ministry of Finance and Economic Affairs	Gambia Tourism Hospitality Institute	Department of Physical Planning & Housing	Food Safety and Quality Authority	National Nutrition Agency
	Gambia Investment and Export Promotion Agency	Department of Community Development	Gambia Technical Training Institute	Personal Management Office
	Ministry of Lands & Regional Government	Rural Development Institute	Gambia Competition and Protection Commission	Ministry of Higher Education, Research, Science and Technology
	Ministry of Trade, Industry, Regional & Employment	National Seed Secretariat	The Gambia Standards Bureau	
	Ministry of Justice	National Agricultural Research Institute	Accountant General	
		Department of Livestock Services	Loans & Debt Management	
		National Centre for Arts and Culture	Forestry Department	
		Department of Fisheries	National Agency Against Trafficking in Persons (NAATIP)	
		Department of Water Resources	National Agency for Legal Aid	
		Directorate of Development Planning	Gambia International Airlines LTD	
		The Gambia Law Reform Commission	Ministry of Environment Climate Change and Natural Resources	
		National Environment Agency	Office of the President	
		Ministry of Agriculture	National Assembly of the Republic of the Gambia	
		Ministry of Health and Social Welfare	The Judiciary of the Gambia	
		National Audit Office		
		Ministry of Transport, Works and Infrastructure		

40. Women are well represented at managerial and technical levels

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Gambia Tourism Hospitality Institute	Department of Physical Planning & Housing	Department of Lands & Surveys	The Gambia Livestock Agency
National Agency Against Trafficking in Persons (NAATIP)	Gambia Investment and Export Promotion Agency	Department of Community Development	Directorate of Local Governance	Gambia Technical Training Institute
Ministry of Finance and Economic Affairs	The Gambia Standards Bureau	Rural Development Institute	NGO Affairs Agency	Loans & Debt Management
	Personal Management Office	National Seed Secretariat	National Nutrition Agency	The Gambia Law Reform Commission
	Ministry of Health and Social Welfare	National Agricultural Research Institute	Food Safety and Quality Authority	Ministry of Trade, Industry, Regional & Employment
	National Audit Office	Department of Livestock Services	Gambia Competition and Protection Commission	
		National Centre for Arts and Culture	Accountant General	
		Department of Fisheries	Gambia International Airlines LTD	
		Department of Water Resources	The Judiciary of the Gambia	
		Directorate of Development Planning	Ministry of Transport, Works and Infrastructure	
		Forestry Department		
		National Agency for Legal Aid		
		National Environment Agency		
		Ministry of Lands & Regional Government		
		Ministry of Environment Climate Change and Natural Resources		
		Office of the President		
		National Assembly of the Republic of the Gambia		
		Ministry of Agriculture		
		Ministry of Higher Education, Research, Science and Technology		

41. There is a proactive policy to ensure that women are well represented at all levels within our organization

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
The Gambia Livestock Agency	Gambia Tourism Hospitality Institute	Directorate of Local Governance	Department of Lands & Surveys	Loans & Debt Management
Directorate of Public Private Partnership & Public Enterprises	Gambia Investment and Export Promotion Agency	Department of Physical Planning & Housing	Department of Community Development	The Gambia Law Reform Commission
National Agency Against Trafficking in Persons (NAATIP)	National Audit Office	NGO Affairs Agency	Rural Development Institute	
National Agency for Legal Aid		National Agricultural Research Institute	National Nutrition Agency	
Personal Management Office		National Centre for Arts and Culture	Food Safety and Quality Authority	
Ministry of Trade, Industry, Regional & Employment		The Gambia Standards Bureau	National Seed Secretariat	
		Department of Water Resources	Department of Livestock Services	
		Directorate of Development Planning	Gambia Technical Training Institute	
		Accountant General	Gambia Competition and Protection Commission	
		National Environment Agency	Department of Fisheries	
		Ministry of Lands & Regional Government	Forestry Department	
		Ministry of Environment Climate Change and Natural Resources	Gambia International Airlines LTD	
		Ministry of Agriculture	Office of the President	
		Ministry of Health and Social Welfare	National Assembly of the Republic of the Gambia	
			Ministry of Higher Education, Research, Science and Technology	
			The Judiciary of the Gambia	
			Ministry of Justice	
			Ministry of Transport, Works and Infrastructure	

42. Our organization has specialized skills to implement the NDP priorities

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Gambia Tourism Hospitality Institute	Directorate of Local Governance	Department of Lands & Surveys	Department of Water Resources
Ministry of Finance and Economic Affairs	Ministry of Lands & Regional Government	Department of Physical Planning & Housing	Department of Community Development	Loans & Debt Management
		NGO Affairs Agency	Rural Development Institute	The Gambia Law Reform Commission
		National Seed Secretariat	The Gambia Livestock Agency	National Agency Against Trafficking in Persons (NAATIP)
		Department of Fisheries	National Nutrition Agency	
		Directorate of Development Planning	Food Safety and Quality Authority	
		Forestry Department	National Agricultural Research Institute	
		Gambia International Airlines LTD	Department of Livestock Services	
		Ministry of Environment Climate Change and Natural Resources	Gambia Technical Training Institute	
		Office of the President	National Centre for Arts and Culture	
		Ministry of Agriculture	Gambia Investment and Export Promotion Agency	
		Ministry of Transport, Works and Infrastructure	Gambia Competition and Protection Commission	
			The Gambia Standards Bureau	
			Accountant General	
			National Agency for Legal Aid	
			National Environment Agency	
			Personal Management Office	
			Ministry of Trade, Industry, Regional & Employment	
			National Assembly of the Republic of the Gambia	
			Ministry of Higher Education, Research, Science and Technology	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Justice	
			National Audit Office	

43. Our organization has short, medium, and long-term measures to a fill these gaps

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Directorate of Local Governance	Food Safety and Quality Authority	Department of Lands & Surveys	The Gambia Livestock Agency
National Agency for Legal Aid	Gambia Tourism Hospitality Institute	National Centre for Arts and Culture	Department of Physical Planning & Housing	Loans & Debt Management
Ministry of Finance and Economic Affairs		The Gambia Standards Bureau	Department of Community Development	National Agency Against Trafficking in Persons (NAATIP)
		Department of Fisheries	Rural Development Institute	Ministry of Higher Education, Research, Science and Technology
		Directorate of Development Planning	NGO Affairs Agency	
		The Gambia Law Reform Commission	National Nutrition Agency	
		Ministry of Lands & Regional Government	National Seed Secretariat	
		Ministry of Environment Climate Change and Natural Resources	National Agricultural Research Institute	
		Office of the President	Department of Livestock Services	
		Ministry of Agriculture	Gambia Technical Training Institute	
		Ministry of Transport, Works and Infrastructure	Gambia Investment and Export Promotion Agency	
			Gambia Competition and Protection Commission	
			Department of Water Resources	
			Accountant General's Department	
			Forestry Department	
			National Environment Agency	
			Gambia International Airlines LTD	
			Personal Management Office	
			Ministry of Trade, Industry, Regional & Employment	
			National Assembly of the Republic of the Gambia	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Justice	
			National Audit Office	

44. Our organization has annual budget for training

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	National Nutrition Agency	Department of Community Development	Department of Lands & Surveys	The Gambia Livestock Agency
National Agency for Legal Aid	Forestry Department	Rural Development Institute	Directorate of Local Governance	Accountant General
National Environment Agency	The Gambia Law Reform Commission	NGO Affairs Agency	Department of Physical Planning & Housing	Personal Management Office
Gambia International Airlines LTD	National Agency Against Trafficking in Persons (NAATIP)	Food Safety and Quality Authority	National Seed Secretariat	Ministry of Higher Education, Research, Science and Technology
Ministry of Finance and Economic Affairs		National Centre for Arts and Culture	National Agricultural Research Institute	
		Gambia Investment and Export Promotion Agency	Department of Livestock Services	
		The Gambia Standards Bureau	Gambia Technical Training Institute	
		Department of Fisheries	Gambia Tourism Hospitality Institute	
		Department of Water Resources	Gambia Competition and Protection Commission	
		Ministry of Lands & Regional Government	Directorate of development Planning	
			Loans & Debt Management	
			Ministry of Environment Climate Change and Natural Resources	
			Office of the President	
			Ministry of Trade, Industry, Regional & Employment	
			National Assembly of the Republic of the Gambia	
			Ministry of Agriculture	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Justice	
			National Audit Office	
			Ministry of Transport, Works and Infrastructure	

45. Our training budget is effectively used

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Rural Development Institute	National Nutrition Agency	Directorate of Local Governance	Department of Lands & Surveys	The Gambia Livestock Agency
National Agricultural Research Institute	Gambia Tourism Hospitality Institute	Department of Community Development	Department of Physical Planning & Housing	Accountant General
Department of Fisheries	Gambia Investment and Export Promotion Agency	Food Safety and Quality Authority	NGO Affairs Agency	Loans & Debt Management
Directorate of Development Planning	The Gambia Standards Bureau	Department of Livestock Services	National Seed Secretariat	Ministry of Higher Education, Research, Science and Technology
Directorate of Public Private Partnership & Public Enterprises	The Gambia Law Reform Commission	Department of Water Resources	Gambia Technical Training Institute	
Forestry Department	National Agency Against Trafficking in Persons (NAATIP)	Ministry of Lands & Regional Government	National Centre for Arts and Culture	
National Agency for Legal Aid	Ministry of Environment Climate Change and Natural Resources	Office of the President	Gambia Competition and Protection Commission	
Ministry of Finance and Economic Affairs	Ministry of Trade, Industry, Regional & Employment	Ministry of Transport, Works and Infrastructure	National Environment Agency	
Ministry of Justice			Gambia International Airlines LTD	
			Personal Management Office	
			National Assembly of the Republic of the Gambia	
			Ministry of Agriculture	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			National Audit Office	

46. There are mechanisms for inter-ministerial collaboration mechanisms

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Department of Physical Planning & Housing	Gambia Tourism Hospitality Institute	NGO Affairs Agency	Department of Lands & Surveys	Gambia Technical Training Institute
Rural Development Institute	The Gambia Standards Bureau	Food Safety and Quality Authority	Directorate of Local Governance	Department of Water Resources
Directorate of Public Private Partnership & Public Enterprises	Directorate of Development Planning	The Gambia Law Reform Commission	Department of Community Development	Loans & Debt Management
National Agency for Legal Aid	Office of the President		The Gambia Livestock Agency	National Agency Against Trafficking in Persons (NAATIP)
Gambia International Airlines LTD			National Nutrition Agency	
The Judiciary of the Gambia			National Seed Secretariat	
Ministry of Finance and Economic Affairs			National Agricultural Research Institute	
National Audit Office			Department of Livestock Services	
			National Centre for Arts and Culture	
			Gambia Investment and Export Promotion Agency	
			Gambia Competition and Protection Commission	
			Department of Fisheries	
			Accountant General	
			Forestry Department	
			National Environment Agency	
			Ministry of Lands & Regional Government	
			Ministry of Environment Climate Change and Natural Resources	
			Personal Management Office	
			Ministry of Trade, Industry, Regional & Employment	
			National Assembly of the Republic of the Gambia	
			Ministry of Agriculture	
			Ministry of Higher Education, Research, Science and Technology	
			Ministry of Health and Social Welfare	
			Ministry of Justice	
			Ministry of Transport, Works and Infrastructure	

47. Is there good team cohesiveness in the different units/structures of your organization

Not Applicable	Disagree	Agree	Strongly Agree
Rural Development Institute	Ministry of Environment Climate Change and Natural Resources	Department of Lands & Surveys	National Nutrition Agency
Department of Fisheries	Office of the President	Directorate of Local Governance	Gambia Competition and Protection Commission
Directorate of Public Private Partnership & Public Enterprises	Ministry of Agriculture	Department of Physical Planning & Housing	Accountant General
National Agency for Legal Aid		Department of Community Development	Loans & Debt Management
Gambia International Airlines LTD		NGO Affairs Agency	The Gambia Law Reform Commission
The Judiciary of the Gambia		The Gambia Livestock Agency	National Agency Against Trafficking in Persons (NAATIP)
Ministry of Finance and Economic Affairs		Food Safety and Quality Authority	Ministry of Higher Education, Research, Science and Technology
		National Seed Secretariat	
		National Agricultural Research Institute	
		Department of Livestock Services	
		Gambia Technical Training Institute	
		Gambia Tourism Hospitality Institute	
		National Centre for Arts and Culture	
		Gambia Investment and Export Promotion Agency	
		The Gambia Standards Bureau	
		Department of Water Resources	
		Directorate of Development Planning	
		Forestry Department	
		National Environment Agency	
		Ministry of Lands & Regional Government	
		Personal Management Office	
		Ministry of Trade, Industry, Regional & Employment	
		National Assembly of the Republic of the Gambia	
		Ministry of Health and Social Welfare	
		Ministry of Justice	
		National Audit Office	
		Ministry of Transport, Works and Infrastructure	

48. There are opportunities and incentives for continuous professional development

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Department of Physical Planning & Housing	Department of Lands & Surveys	Rural Development Institute	The Gambia Livestock Agency
National Agency for Legal Aid	Gambia Tourism Hospitality Institute	Directorate of Local Governance	NGO Affairs Agency	Gambia Competition and Protection Commission
Ministry of Finance and Economic Affairs	Gambia Investment and Export Promotion Agency	Department of Community Development	National Nutrition Agency	Personal Management Office
	Forestry Department	Food Safety and Quality Authority	National Seed Secretariat	
	The Gambia Law Reform Commission	National Centre for Arts and Culture	National Agricultural Research Institute	
	National Agency Against Trafficking in Persons (NAATIP)	Department of Fisheries	Department of Livestock Services	
		Department of Water Resources	Gambia Technical Training Institute	
		Ministry of Lands & Regional Government	The Gambia Standards Bureau	
		Ministry of Environment Climate Change and Natural Resources	Directorate of Development Planning	
		Office of the President	Accountant General	
		Ministry of Trade, Industry, Regional & Employment	Loans & Debt Management	
			National Environment Agency	
			Gambia International Airlines LTD	
			National Assembly of the Republic of the Gambia	
			Ministry of Higher Education, Research, Science and Technology	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Justice	
			National Audit Office	

49. There are opportunities and incentives for continuous professional development

Not Applicable	Strongly Disagree	Disagree	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Directorate of Development Planning	Directorate of Local Governance	Department of Lands & Surveys	National Nutrition Agency
National Agency for Legal Aid		Gambia Tourism Hospitality Institute	Department of Physical Planning & Housing	Gambia Competition and Protection Commission
Ministry of Finance and Economic Affairs		Gambia Investment and Export Promotion Agency	Department of Community Development	The Gambia Law Reform Commission
		National Environment Agency	Rural Development Institute	
		Gambia International Airlines LTD	NGO Affairs Agency	
		Ministry of Environment Climate Change and Natural Resources	The Gambia Livestock Agency	
		Office of the President	Food Safety and Quality Authority	
		Ministry of Agriculture	National Seed Secretariat	
		Ministry of Transport, Works and Infrastructure	National Agricultural Research Institute	
			Department of Livestock Services	
			Gambia Technical Training Institute	
			National Centre for Arts and Culture	
			The Gambia Standards Bureau	
			Department of Fisheries	
			Department of Water Resources	
			Accountant General	
			Loans & Debt Management	
			Forestry Department	
			National Agency Against Trafficking in Persons (NAATIP)	
			Ministry of Lands & Regional Government	
			Personal Management Office	
			Ministry of Trade, Industry, Regional & Employment	
			National Assembly of the Republic of the Gambia	
			Ministry of Higher Education, Research, Science and Technology	
			The Judiciary of the Gambia	
			Ministry of Health and Social Welfare	
			Ministry of Justice	
			National Audit Office	

50. Knowledge sharing among staff can be improved

Not Applicable	Agree	Strongly Agree
Directorate of Public Private Partnership & Public Enterprises	Department of Lands & Surveys	National Nutrition Agency
National Agency for Legal Aid	Directorate of Local Governance	Food Safety and Quality Authority
Ministry of Finance and Economic Affairs	Department of Physical Planning & Housing	National Seed Secretariat
	Department of Community Development	Gambia Technical Training Institute
	Rural Development Institute	Department of Fisheries
	NGO Affairs Agency	Loans & Debt Management
	The Gambia Livestock Agency	Personal Management Office
	National Agricultural Research Institute	Ministry of Trade, Industry, Regional & Employment
	Department of Livestock Services	
	Gambia Tourism Hospitality Institute	
	National Centre for Arts and Culture	
	Gambia Investment and Export Promotion Agency	
	Gambia Competition and Protection Commission	
	The Gambia Standards Bureau	
	Department of Water Resources	
	Directorate of Development Planning	
	Accountant General	
	Forestry Department	
	The Gambia Law Reform Commission	
	National Agency Against Trafficking in Persons (NAATIP)	
	National Environment Agency	
	Gambia International Airlines LTD	
	Ministry of Lands & Regional Government	
	Ministry of Environment Climate Change and Natural Resources	
	Office of the President	
	National Assembly of the Republic of the Gambia	
	Ministry of Agriculture	
	The Judiciary of the Gambia	
	Ministry of Justice	
	National Audit Office	

