



**THE GAMBIA**

**PRIVATE SECTOR DEVELOPMENT AND EMPOWERMENT**

**STRATEGY 2021-2024**

[A Pillar of the Information and Communication Technology for Development  
Policy Statement 2018-2028]

*Commissioned*

*By*

*The Ministry of Information and Communication Infrastructure*

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## TABLE OF CONTENTS

1)	<b><u>ACRONYMS ANDF ABBREVIATIONS</u></b>	4
2)	<b><u>FORWARD</u></b>	6
3)	<b><u>EXECUTIVE SUMMARY</u></b>	7
4)	<b><u>INTRODUCTION</u></b>	11
4.1	PRIVATE SECTOR IN ICTS	11
4.2	GOVERNMENT PREOCCUPATION OVER PRIVATE SECTOR	12
4.3	PRIVATE SECTOR AND THE PLANNED TRANSFORMATION	12
4.4	SPECIFIC STATISTICS & RELATED OPPORTUNITIES	14
5)	<b><u>BACKGROUND</u></b>	15
5.1	THE FOUNDATION	15
5.2	KEY DEVELOPMENTS – WTO & STANDARDS	15
5.3	KEY DEVELOPMENTS – LEGISLATIONS AND SOME SERVICES	16
5.4	RATIONALE FOR PRIVATE SECTOR STRATEGY	17
5.5	THE CURRENT STATE OF PROMOTION	17
5.6	DEVELOPMENT AND EMPOWERMENT CONSIDERATIONS	18
5.7	A KEY AREA OF ASSESSMENT - INFRASTRUCTURE	18
5.8	THE PROCESS IN DEVELOPING THIS PSDE STRATEGY-2024	19
5.9	RELATED STATISTICS CONSIDERED	20
6)	<b><u>CHALLENGES, FINDINGS &amp; PREREQUISITES</u></b>	22
6.1	INVESTMENT AND BUSINESS CLIMATE CHALLENGE	22
6.2	LIMITED ACCESS TO SOCIAL AND ECONOMIC INFRASTRUCTURE	22
6.3	ACCESS TO FINANCIAL SERVICES FOR ENTERPRISE DEVELOPMENT	23
6.4	ACCESS TO RELEVANT SKILLS	23
6.5	COST OF TRADE AND REGULATORY CLEARANCE	23
6.6	INTERNAL MARKET INEFFICIENCIES	24
6.7	STANDARDS AND TECHNOLOGY	24
6.8	OBSERVATIONS BASED ON THE CHALLENGES	24
7)	<b><u>VISION &amp; MISSION</u></b>	26
8)	<b><u>GOALS</u></b>	26
8.1	GOAL 1 - IMPROVING INVESTMENT AND BUSINESS CLIMATE	27
8.2	GOAL 2 - EXPANDING ACCESS TO SOCIAL AND ECONOMIC INFRASTRUCTURE	29
8.3	GOAL 3 - PROMOTING ENTERPRISE DEVELOPMENT;	32
9)	<b><u>SUMMARY OF THE OBJECTIVES</u></b>	34
9.1	SUMMARY OF THE OBJECTIVES OF GOAL 1 AND RELATED ACTIONS	34
9.2	SUMMARY OF THE OBJECTIVES OF GOAL 2 AND RELATED ACTIONS	35
9.3	SUMMARY OF THE OBJECTIVES OF GOAL 3 AND RELATED ACTIONS	37
10)	<b><u>GUIDING PRINCIPLES</u></b>	39
10.1	THE PARTNERSHIP OF THE PARTNERS	39
10.2	STAKEHOLDER COMMITMENT TO SHARED VISION	39
10.3	STAKEHOLDERS TO WORK IN UNISON	39
10.4	BE CLEAR ON THE RISKS AND REWARDS FOR ALL PARTIES	39
10.5	CLARITY AND RATIONALITY IN DECISION-MAKING PROCESS	40
10.6	PRIOR COMMITMENT TO A WORK BEFORE IT IS DUE	40
10.7	SECURE CONSISTENT AND COORDINATED LEADERSHIP	40
10.8	OPEN, EARLY AND CONSISTENT COMMUNICATION	40
10.9	BUILDING TRUST AS A CORE VALUE	40
11)	<b><u>IMPLEMENTATION &amp; GOVERNANCE</u></b>	41
12)	<b><u>MONITORING AND EVALUATION</u></b>	42
13)	<b><u>COST AND FINANCING OF THIS PSDE STRATEGY-2024</u></b>	43
14)	<b><u>ANNEXES – IMPLEMENTATION DETAILS &amp; COSTS</u></b>	44
	GOAL 1 - IMPROVING INVESTMENT AND BUSINESS CLIMATE FOR THE ICT SECTOR (PART A)	44
	GOAL 1 - IMPROVING INVESTMENT AND BUSINESS CLIMATE FOR THE ICT SECTOR (PART B)	46
	GOAL 1 - IMPROVING INVESTMENT AND BUSINESS CLIMATE FOR THE ICT SECTOR (PART C)	48
	GOAL 1 - IMPROVING INVESTMENT AND BUSINESS CLIMATE FOR THE ICT SECTOR (PART D)	50
	GOAL 2 - EXPANDING ACCESS TO SOCIAL AND ECONOMIC INFRASTRUCTURE (PART A)	52
	GOAL 2 - EXPANDING ACCESS TO SOCIAL AND ECONOMIC INFRASTRUCTURE (PART B)	54
	GOAL 2 - EXPANDING ACCESS TO SOCIAL AND ECONOMIC INFRASTRUCTURE (PART C)	55
	GOAL 2 - EXPANDING ACCESS TO SOCIAL AND ECONOMIC INFRASTRUCTURE (PART D)	59

GOAL 3 - PROMOTING ENTERPRISE DEVELOPMENT (PART A)	61
GOAL 3 - PROMOTING ENTERPRISE DEVELOPMENT (PART B)	64
GOAL 3 - PROMOTING ENTERPRISE DEVELOPMENT (PART C)	66
<u>15) THE SPECIAL COMMITTEE FOR PSDE STRATEGY-2024</u>	<u>68</u>
<u>16) RISKS MANAGEMENT AND MITIGATION STRATEGIES</u>	<u>69</u>
<u>17) COST ESTIMATES</u>	<u>70</u>
17.1 ESTIMATED COSTS	71
17.2 DETAIL COST ESTIMATES	72
17.2.1 ESTIMATE - GOAL 1 - IMPROVING INVESTMENT & BUSINESS CLIMATE	72
17.2.2 ESTIMATES - GOAL 2 EXPANDING ACCESS TO SOCIAL & ECONOMIC INFRASTRUCTURE	72
17.2.3 ESTIMATES - GOAL 3 - PROMOTING ENTERPRISE DEVELOPMENT	72

## 1) ACRONYMS ANDF ABBREVIATIONS

3G	<i>Third Generation (Wireless Mobile Telecommunications Technology)</i>
ACE Cable	<i>Africa Coast to Europe Cable</i>
ACP	<i>African Caribbean and Pacific</i>
ADF-12	<i>African Development Fund</i>
AfDB	<i>African Development Bank</i>
AG	<i>African Group</i>
ARIPO	<i>African Regional Intellectual Property Organisation</i>
ECOWAN	<i>Ecowas Wide Area Network (Gambia's National Backbone)</i>
ECOWAS	<i>Economic Community of West African States</i>
ECOWAS-CET	<i>ECOWAS Common External Tariff</i>
ECOSHAM	<i>ECOWAS Standard Harmonisation Process</i>
FDI	<i>Foreign Direct Investment</i>
FSQA	<i>Food Safety and Quality Authority</i>
FSQA Act	<i>Food Safety and Quality Authority Act 2011</i>
G-90	<i>Group of 90 of WTO</i>
GBA	<i>Greater Banjul Area</i>
GBOS	<i>Gambia Bureau of Statistics</i>
GCA 2007	<i>Gambia Competition Act 2007</i>
GCCI	<i>Gambia Chamber of Commerce</i>
GCCPC	<i>Gambia Competition and Consumer Protection Commission</i>
GCI-6	<i>AfDB's 6<sup>th</sup> General Capital Increase</i>
GDP	<i>Gross Domestic Product</i>
GIEPA	<i>Gambia Investment and Export Promotion Agency</i>
GIEPA-ESDD	<i>GIEPA -Enterprise Support and Development Department</i>
GNI	<i>Gross National Product</i>
GPPA Act	<i>Gambia Public Procurement Authority Act 2014</i>
GSC	<i>Gambia Submarine Cable Company Ltd</i>
GSM	<i>Global System for Mobile Communications</i>
HCD	<i>Human Capital Development</i>
HDI	<i>Human Development Index</i>
ICT	<i>Information and Communications Technologies</i>
ICT Agency	<i>Gambia Information Communication Technology Agency</i>
ICT4D	<i>Information Communications Technology for Development Policy</i>
ICRB	<i>Independent Complaints Review Board</i>
IT	<i>Information Technology</i>
ITU	<i>International Telecommunication Union</i>
LDC	<i>Least Developed Countries</i>
MIS	<i>Management information System</i>
MoFEA	<i>Ministry of Finance and Economic Affairs</i>
MOICI	<i>Ministry of Information and Communications Infrastructure</i>
MOTIE	<i>Ministry of Trade Industry and Employment</i>
MoU	<i>Memorandum of Understanding</i>
MSME	<i>Micro, Small &amp; Medium Enterprises</i>
MTB	<i>Major Tender Board</i>
NES	<i>National Export Strategy 2013-2017</i>
NGN	<i>Next Generation Network</i>
NDP	<i>National Development Plan</i>
NGO	<i>Non-Governmental Organisation</i>
PAGE	<i>Programme for Accelerated Growth and Employment</i>
PPP	<i>Public Private Partnership</i>
PPPPE	<i>Public Private Partnerships and Public Enterprises</i>
PSDE	<i>Private Sector Development and empowerment Strategy 2024</i>
PURA	<i>Public Utilities Regulatory Authority</i>
R&D	<i>Research and Development</i>

<i>Q1, Q2, Q3, Q4</i>	<i>Quarter 1, Quarter 2, Quarter 3 and Quarter 4</i>
<i>R&amp;D</i>	<i>Research and Development</i>
<i>SDGs</i>	<i>Sustainable Development Goals</i>
<i>SIC</i>	<i>Special Investment Certificate</i>
<i>SME</i>	<i>Small Medium Enterprise</i>
<i>SPS</i>	<i>Sanitary and Phytosanitary Measures</i>
<i>STI</i>	<i>Science Technology &amp; Innovation</i>
<i>TGSB</i>	<i>The Gambia Standards Bureau</i>
<i>TICPI</i>	<i>Transparency International Corruption Perception Index</i>
<i>TVET</i>	<i>Technical and Vocational Education and Training</i>
<i>TRIPS</i>	<i>Trade Related Intellectual Property Rights</i>
<i>UNDP</i>	<i>United Nations Development Programme</i>
<i>HDR-2019</i>	<i>Human Development Report 2019</i>
<i>UNDP</i>	<i>United Nations Development Programme</i>
<i>W52</i>	<i>WTO Groups in the TRIPS negotiations</i>
<i>WB</i>	<i>World Bank</i>
<i>WTO</i>	<i>World Trade Organisation</i>
<i>WTO-TFA</i>	<i>WTO-Trade Facilitation Agreement</i>

## 2) FORWARD

*This private sector development and empowerment strategy is intended to create the right conditions for businesses to expand and grow through the use of ICTs for the successful achievement of the SDGs. The strategy puts the private sector at the heart of the way Government works. There has ever been the realisation that the reduction of poverty can be done by economic growth. The private sector and more so the ICT sector is driving the economic growth of the country. The sector is in fact the largest taxpayer and second largest employer next to the Government. The private sector is creating wealth with the rise in the creation of jobs and driving growth.*

*This strategy prioritises and focuses on the further need to improve investment and business climate for the ICT sector, expand access to social and economic infrastructure and promote enterprise development. It is to help businesses, improve market access and enhance competition by the optimal utilisation of ICTs.*

*Clearly by the use of ICTs, the private sector seemingly plays a key role to deliver the SDGs in working with the Government and NGOs. In the changing economic environment greatly impacted the sweeping technological changes, the private sector has a central place in renewed efforts to reduce poverty and achieve the SDGs. As for example, the creation of the GSC (a private sector partnership with the Government) has greatly fostered the country's business environment with growth in broadband services and access numerous online services.*

*Within the defined objectives, the specific focus areas relate to creating a flexible business environment, ensuring competition through effective market access by all through incentives for entrepreneurship and investment.*

*Equally, the identified institutional and policy reforms are at the heart of the efforts to ensure the use and application of ICTs for the private sector development and empowerment.*

*This strategy benefitted from extensive consultations with key stakeholders including the ministries, government agencies, private sector players, development partners, academia, youth, civil society and NGOs. The face-to-face meetings with key stakeholders greatly informed this strategy.*

*The result is that an institutional framework and structure has been put in place to oversee and coordinate the implementation of this private sector development and empowerment strategy. The defined and measured approaches all reflect a demonstration of the commitment of the Government to make develop and empower the private sector by 2024 with the use of ICTs.*

**Mrs. Amie B NJIE**  
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**Ministry of Information and Communication Infrastructure**

### 3) EXECUTIVE SUMMARY

*The broad aim of this PSDE Strategy is to contribute to the long-term national development plans by capitalizing on the opportunities that private sector can offer through its development and empowerment. The PSDE Strategy-2024 is covering the period 2021 – 2024. The Government through MOFEA is aiming at “making the private sector and trade the engine of growth, transformation, and job creation”. The focus though is on a private sector in manufacturing, industry and trade contributions to economic growth and employment as envisaged under the national development plan NDP. The missing link is the need to empower the Private Sector and enable it work in unison with the Government on key targeted areas based on government and national priorities. The private sector needs the right capacity to develop and add to growth.*

*Further, as the Government prepares the ICT Master plan for the development of the knowledge-based economy, the consideration is for the pace of private sector development to take place on a vast scale in the country. The Government has been considering measures that are to facilitate the private sector key players refine their business models for sector growth and efficiency and to ensure that the common endeavours are aligned with market forces in creating conditions that support private initiative.*

*This PSDE Strategy-2024 is MOICI’s response to the requirements of the ICT4D and NDP policies. This is prepared at a time when the service sector already represents 63% of the GDP, the industry with 15% and agriculture with 19%. The very basis of the exercise was laid out as well as the process followed in the formulation of this strategic document. There are reflections of the objectives of the NDP as well as the relevance and motivation of private sector development and empowerment. Through this the Government’s ultimate objects for private sector development were outlined.*

*This PSDE Strategy-2024 is a result of extensive consultation with stakeholders including the Government ministries, departments, agencies, ICT sector players including the licensed operators, civil society and the general public. The inputs from the consultations clearly exhibit the determinants around this PSDE Strategy-2024 -2024 for The Gambia. There was primary data collection by the use of survey questionnaires, interview guides and focus group discussions. There was a collection of secondary data from published sources including the regulator of the ICT sector (PURA), GIEPA, GCCI, GBOS, MOTIE, MOFEA as well as other online reports.*

*In addition to the NDP and ICT4D Policies, this strategy is informed by many other strategic documents and the experiences based on earlier efforts in relation to private sector development..The goals and objectives identified would have positive transformative effects on the private sector and government. There is a consideration specific gaps based on SWOT assessment. The challenging gaps and defined prerequisites informed the vision and mission.*

*In terms of challenges, the country’s private sector has to contend with limited public sector capacity to regulate the private sector effectively. The findings with regards to the challenges relate to the following;*

- a) Investment and Business Climate Challenge*
- b) Limited Access to Social and Economic Infrastructure*



- c) *Access to Financial Services for Enterprise Development*
- d) *Access to Relevant Skills*
- e) *Cost of Trade and Regulatory Clearance*
- f) *Internal Market Inefficiencies*
- g) *Standards and Technology*

*In the PSDE Strategy-2024 it is also observed that there is an urgent need for effective coordination of key issues, by the private sector and the Government and the corporate priorities for private sector development need to be properly identified. The current institutional environment and regulatory constraints affecting the sector players also need special attention. The need for mainstreaming private sector development with the country's sector specific strategies is real while the required balance between the private sector and Government objectives is equally compelling.*

*Other constraints like the development challenges of the financial sector, the common bureaucratic red tape and lack of transparency and the seeming existence of corruption are all impeding the growth of the private sector. The financial system must embrace the latest technologies to be supported by a push for capacity building.*

*The vision is "to have a competitive, productive and innovative private sector that will be a catalyst for sustainable socio-economic growth, employment and poverty reduction in a thriving knowledge-based economy" and the mission is "the Government and the private sector to serve as pacesetter in the adoption, delivery and utilisation of ICT-enhanced services and new investment opportunities with the full participation of the private sector".*

*The goals and the related objectives outlined herein would ultimately result in having a developed private sector that carries the potential to empower the people. Consequently, there will be heighten promotion of the national demand for ICT through stakeholder collaboration and the enhancement of hardware and software development for trade facilitation. The part on the investment on human resources (skilling) is to build and sustain an innovative ICT ecosystem that is susceptible to encouraging national and international alliances and partnerships to increase diversity, encourage FDI and create job opportunities. The impact in creating a modernize ICT infrastructure would position the country to participate in the global ICT space backed by a conducive legislative environment that allows and promotes successful implementation and sustainability of projects by the private sector.*

*In effect, the goals are considered to contribute to sustainable development by promoting broad-based economic growth, employment and inclusive development through effective private sector development and empowerment. The strategy focuses its resources on the biggest opportunities for sustainable growth and job creation. The outlined related objectives are complimented by the institutional and capacity issues that need to be addressed in order for the Government to fully realize the potential of engagement with the private sector. The following goals are set:*

- Goal 1 - Improving Investment and Business Climate for the ICT Sector;*
- Goal 2 - Expanding Access to Social and Economic Infrastructure;*
- Goal 3 - Promoting Enterprise Development;*



<i>The Supporting Objectives to the Goals</i>	
<i>a) A framework for the consideration of wider interventions to lower the cost of doing business in the gambia;</i>	<i>b) Explicit and focused initiatives an enabling business climate supporting investment and the development of socially responsive private sector.</i>
<i>c) A stable macroeconomic environment with a risk-reward equation that makes investment so compelling;</i>	<i>d) Recognizing the centrality of the private sector's role in generating more business.</i>
<i>e) Efficient and well-regulated public services through review of regulations for the delivery of public services;</i>	<i>f) To support the transformation of the private sector by improving the quality of growth, making it shared and more sustainable;</i>
<i>g) Effective law enforcement and rule of law with a review of the legislative gaps;</i>	<i>h) To promote enterprise development by helping the private sector gain access to finance, building its skills, and helping to add value to its activities;</i>
<i>i) Transparent procurement practices for an all-inclusive participation in service delivery;</i>	<i>j) To improve the gambia's investment and business climate especially for the ict sector through measures for strengthening the policies, laws, regulations, tax systems, rights, and procedures that govern businesses;</i>
<i>k) A review of the government measures (including incentives and investment facilitation framework) for the promotion of investment with a central focus on the adoption of icts in investment promotion;</i>	<i>l) To review and prepare the right collaborative platforms and regulatory framework including the streamlining of the required tools and instruments for private sector development and empowerment;</i>
<i>m) Productive institutional relationship;</i>	<i>n) Supporting the development of the private sector and inclusive markets to enable greater positive impact on development by the private sector;</i>
<i>o) Transformative and systematic partnership;</i>	<i>p) Investing in knowledge and capacity;</i>

*The expected outcome is for an increased access to social and economic infrastructure and to facilitate, promote and incentivize sustainable private sector solutions and investments. The intended output for this is to have diverse, dynamic, entrepreneurial, innovative, and broad-based enterprise sector that produces goods and services for the domestic and international market.*

*The applicable guiding principles in the implementation of the PSDE Strategy-2024 relate to the concept of the partnership of the partners with stakeholder commitment to a shared vision. The private sector and government are to work in unison with clear stance on the risks and rewards for all parties. The decision-making process is to be based on clarity and rationality backed by prior commitment to a work before it is due. The leadership in the strategy's implementation must be secure consistent and coordinated with openness and consistency in the communication style. Above all, building trust is the core value!*

*Based on the mapping, issues of risks management and mitigation strategies are considered followed by the crucial issue of funding. This is because the budget considered for this strategy is determined at an estimated total of D121,000,000 (One hundred and Twenty-One million Dalssis) in terms of programs to set up the framework. This excludes other costs relating to directly to the stakeholders' other administrative and requirements.*

*The strategic framework for PSDE Strategy-2024 implementation is created to facilitate coordination and accountability. There is a special committee and a steering committee. The membership of the special committee is in an annex to this strategy.*

*The special committee that is to focus on ensuring that there is harmonisation of this strategy with other strategies and policy documents that might impact the effective implementation of this Strategy. The overarching goal of private sector development is to be inculcated in the governance culture with a defined and approved incentive framework. The plans to effectively communicate the strategy both within and outside the Government and the private sector are to be developed by the special committee.*

*The Steering Committee with membership drawn from MOTIE, MOFEA, MOICI and GIEPA would be responsible for the Monitoring and Evaluation of the implementation of this strategy. It provides overall guidance and orientation on key priorities of the program. It receives and approves progress reports on a quarterly, annual basis, and assessments and provides recommendations and feedback for policy and program adjustment towards effective implementations and considers the final PSDE Strategy-2024's implementation plans and budget.*

*This Strategy too adopts the traditional project financing approach where the entire project is funded through Government budgetary resources. Other funding measures like the use of donors. Agencies like the AfDB, WB etc.*

*In order to achieve the goals and objectives of this Strategy there will be a coherent and steady monitoring and evaluation of the outcome indicators by the steering committee. There will be annual review of the strategy's implementation and a full review at the end of the fourth (4th) year.*

## 4) INTRODUCTION

Having become valuable enabling platform, ICTs have since been setting the pace of change for businesses and socioeconomic development globally. Nations in trying to keep pace with the changes, a good number, have since been regularly redesigning their national visions, strategies and detailed plans for adoption, access to and the effective utilization of ICTs. Fundamentally, as vehicle for development, there is the realisation that in trying to build the ICT ‘infrastructure’ and ‘infostructure’, concrete projects and initiatives have to be considered for the benefit of multiple stakeholders from government, public, private, and civil society organizations irrespective of their locations whether urban or rural, gender or background. The challenge is to constantly develop a formula that integrates the global developments and technological changes taking place. Further, the absolute requirement to adapt a methodology that addresses strategic needs while optimally allocating the limited resources to serve businesses and socioeconomic development requirements is wholly critical. A number of countries consider a mutual partnership with the private sector as the right response to the challenges.

### 4.1 Private Sector in ICTs

The active involvement of the private sector in ICTs especially in terms of service provision and network building commenced within a context. Historically, in the deployment of ICTs, it is worth noting that even before the period of Gambia’s independence (1965) to the 1980s the focus was more directed to the role played by the state through the Government and a foreign entity – the then Cable and Wireless Company. From the time Gamtel company was created (as a private company under the Companies Act of The Gambia) in the early 1980s up to the early 2000 the attention was shifted to a valuable and productive role played by Gamtel through special memorandums with the Government. The MoUs were clothed with annual targets for delivery by Gamtel. Thereafter, ICT sector enters the third phase with the introduction of complete liberalisation of the sector and licensing of the GSM mobile service operators without commercialising Gamtel. This begins in 2000 and now the sector is dominated by many players – mobile operators, ISPs, application service providers, online televisions etc. This ecosystem represents the private sector part of the ICTs.

As some segments of the ICT sector are reaching a point of saturation and the emergence of data as the new capital replacing voice (latter becoming a value-added service) the fourth shift now pertains to the role of the private sector and NGOs in their involvement in diffusing ICTs among different communities especially the underprivileged groups. As this is happening there is now a growing attention that is being directed to corporate social responsibility provided by a number of the members of the private sector. In this fusion of interesting developments, the adopted practice is to design an ICT Master Plan that includes a plan for having a strategy for private sector development with targets for the general economy.

The objective in this PSDE Strategy is to contribute to the long-term national development plans by capitalizing on the opportunities that ICTs offer. In consideration of the best practices, many countries (even within the ECOWAS economic block) are taking the move of coming up with strategies for private sector

development by looking at ICTs as catalyst and platform for development that need the environmental and logistical setting to help the developmental process. Further, it is now a settled position that if the deployment process of ICT networks and service delivery are not well supported and controlled the result could be an undesirable imbalance and or digital divide. The private sector members need to be engaged in order to avoid the sector or its segment from being marginalized in the development process.

## **4.2 Government Preoccupation Over Private Sector**

It must be emphasised that ICT is not an end in itself but a means towards reaching broader policy objectives including its contribution towards the realization of the SDGs. In promoting an efficient and equitable national information infrastructure, a number of governments are negotiating an environment in which banks, local telecoms, as well as other concerned parties are willing to act in a developmentally responsible way hence strategies for private sector development. To appreciate the scope of this strategy, the term “private sector” is considered as a

“basic organizing principle of economic activity in a market-based economy where private ownership is an important factor, where markets and competition drive production and where private initiative and risk-taking set activities in motion”.

The scope of this definition is wide in its coverage of the market actors in the informal or the formal economy. This PSDE Strategy considers and includes the following as part of the private sector;

- i. The licensed GSM operators in the Gambia;
- ii. The banks, microfinance, credit unions,
- iii. Insurance, some other related large companies;
- iv. Micro, small and medium enterprises;
- v. Business intermediaries and interlocutors such as the GCCI;
- vi. Health companies;
- vii. SOEs that are either wholly or partially owned by a government and are engaged in commercial activities as part of an open market system;

The Gambia’s private sector is essentially dominated by MSMEs mainly providing services. It has a few big companies and a good number of very small and micro businesses operating in the informal sector. These enterprises find it difficult to progress from one rank to another due to the uncertain and challenging operating environment. There is commitment for encouraging local investment and attracting FDI as reflected by a number of measures including a number of policy pronouncements and the NES Strategy 2013-2017. Regardless of the initiatives, there are a number of challenges facing the country that are directing impacting on the development and empowerment of the private sector.

## **4.3 Private Sector and the Planned Transformation**

For the above reasons, this PSDE Strategy puts the private sector at the centre of the planned transformation for The Gambia since the national policies are clothed with the broad objectives of creating a knowledge-based economy. The related focus is on releasing and harnessing the private sector's productive potential and satisfying their needs and desires in the ecosystem being created through ICTs for PPP. The PPP being a situation where public and private actors enter into voluntary and collaborative relationships for working together to achieve a common goal or undertake specific tasks.

There is a clear regime for PPP framework in The Gambia. The government approved a PPP policy framework in 2014 that aims to improve the business environment, enhance trade and investment, and encourage private sector participation in the delivery of public infrastructure. For reasons of the political changes and the impacts of technological changes on businesses as well as globalisation, there is now a need to change that policy by making some adjustments. The key objectives of the policy are basically agreement-focused and does not address other private sector matters for development and empowerment in the face of transformative globalisation.

Through this PPP policy, a DPPPPE Directorate was created under MOFEA. Under this directorate, PPPs is recognized as a strategic mechanism for "procuring, financing and delivering public infrastructure and related public services". The areas of adjustment would relate to a new form of engagement with the private sector for its development and empowerment through PPP arrangements on a number of new issues with new scope of activities informed by a wholly different process.

The Government through MOFEA is aiming at "making the private sector and trade the engine of growth, transformation, and job creation". The focus though is on a private sector in manufacturing, industry and trade contributions to economic growth and employment as envisaged under the national development plan NDP. The missing link is the need to empower the Private Sector and enable it work in unison with the Government on key targeted areas based on government and national priorities. The private sector needs the right capacity to develop and add to growth.

Further, as the Government prepares the ICT Master plan for the development of the knowledge-based economy, the consideration is for the pace of private sector development to take place on a vast scale in the country. The Government has been considering measures that are to facilitate the private sector key players refine their business models for sector growth and efficiency and to ensure that the common endeavours are aligned with market forces in creating conditions that support private initiative. The particular measures under the consideration of the Government are on the path to assessing their possible impacts on the private sector development.

The private sector under consideration especially those within the ICT domain in The Gambia are in a unique position. The ICT sector is growing and is a bigger contributor to the GDP. The sector has a valuable comparative advantage of being the sector that is an enabler to all other sectors of the economy.

#### **4.4 Specific Statistics & Related Opportunities**

With a poverty rate of 48.6% and 19% of the workforce primarily engaged in agriculture, there is an urgent need to bring about inclusive economic transformation by focusing on creating productive jobs for Gambians who are entering the labour force every year.

The Government of recognizes the rapid rate at which the population is growing (3.5% per annum) and its impacts on policy making more so the implementation of Vision 2020. The Gambia's population is very youthful with about 63.55% percent being under the age of 25 and 43.9% percent between the ages of 0-15. There is a high dependency burden which also poses a challenge to general growth as the high costs to the nation and households includes the specific needs of children especially for education and health services.

The demographic challenges are extensively impeding the ability of the nation and its households to save. The general impact of the inability to save begins with lesser investments. Investment can provide an impetus to accelerated economic growth. The transformation in the age structure could enable accelerated economic growth through the demographic dividend. The opportunities could be found in the need to enhance endeavours for concurrent investments in education, health, and job creation. Interventions to unlock youth potential and harness the demographic dividend are cross sectorial and involve health, education and employment sectors, among others. Clearly, the private sector cannot be left out on this needed path to change and growth.

Employment stands out to be key within the objectives of engaging the private sector. This strategy defines measures directly or indirectly to facilitate and enhance employment, productivity and profitability of the engagement. The limitations on social and economic infrastructure are addressed. Measures of balanced diversification and the creation of opportunities for accessing finance and the relevant skills for development are considered. All these are based on a clear framework that recognizes and gives voice to the private sector.

The stakeholders that are within the implementation framework of this strategy are a good number including the private sector members as captured in the part on governance and implementation.



## **5) BACKGROUND**

### **5.1 The Foundation**

A number of policy options in terms of frameworks and strategies are within the very scope of the ICT4D Policy and the broad policy objectives of the NDP. Equally, private sector development falls within the key socio-economic development policy objectives and priorities. The stated target of the national policies is to have an effective, efficient and productive sector that enhances productivity and generates employment. By the use of ICTs. This PSDE Strategy-2024 is MOICI's response to the requirements of the policies under reference. This is prepared at a time when the service sector already represents 63% of the GDP, the industry with 15% and agriculture with 19%.

Accordingly, this PSDE Strategy-2024 is covering the period 2021 – 2024. For strategic reasons, it is embedded in The Gambia's current ICT Master plan. Just like those other salient areas including national broadband and cyber security it falls within the specific thematic areas covering electronic government, human capital development, technology-enabled education and STI development, agricultural development and modernization, technology-driven social and community services provision & delivery, youth and women development and empowerment. This PSDE Strategy-2024 is to be applied to these specific areas in terms of the capacity needs for the human resources in relation to the ICTs.

There are a number of key developments and changes within the framework of the country's international commitment, standards, special services and related legislative amendments. Each of the development has some bearing on the private sector.

### **5.2 Key Developments – WTO & Standards**

The WTO and the ECOWAS trade regime provide the basic parameters for The Gambia's trade policies. MOTIE is responsible for formulating and coordinating trade policy. Some of the trade policy programmes and plans, including on agricultural policy, have expired or may benefit from a review of direction. The review process of the Gambia's trade policies and practices that commenced in January 2018 have been considered with special appreciation. With an open trade policy and investment regime since 2010, the main reform relates to the adoption of the five-band ECOWAS-CET from 1 January 2017.

The Gambia deposited its instrument of acceptance of the WTO-TFA on 11 July 2017. The Gambia is a member of the LDC and ACP groups, the African Group, the G-90, and the "W52" sponsors. In the period under review, The Gambia provided some 20 notifications to the WTO, although some notifications (e.g. domestic support in agriculture) are outstanding.



The Gambia has made progress in the area of standards and technical requirements. In 2011, the TGSB became operational and has since promulgated 33 standards, most of them directly adopted from international standards. The TGSB participates in the ECOWAS-ECOSHAM. There are currently no technical regulations in force. Regarding SPS-Measures, a new FSQA Act entered into force in 2011, followed by the establishment of a FSQA. The regimes for animal health and plant protection appear to be obsolete and require modernization with international assistance.

### **5.3 Key Developments – Legislations and Some Services**

On matters of competition rules there is the Competition Act of 2007, with GCCPC as the enforcement agency (regulator). The GCCPC has been taking a more active role with investigations followed by remedial actions, and market studies, notably in the rice and sugar markets.

The legislation on procurement (GPPA Act) was amended in 2014 and there is now an ICRB established to handle disputes. The procurement thresholds remain unchanged. No procurement valued above the thresholds is allowed unless prior approval has been obtained from the GPPA. The approval for projects valued at more than D 10 million now rests with the MTB. International competitive tendering may only be used if the goods, works, or services are not available at competitive prices and conditions from at least three suppliers in The Gambia. The changes in the procurement are in line with international best practice but the threshold is affecting the operations of telecom companies like Gamtel and Gamcel.

There was an amendment of the Industrial Property Act in 2015 in which the protection period for patents was extended from 15 years to 20 years. Other conditions were added to ensure conformity with the Madrid Protocol relating to the international registration of trademarks. Penalties have been increased against infringements. The ARIPO is the substantive examiner for patent and utility model applications. The geographical indications of goods are protected as collective marks.

The banking sector has since been liquid and profitable. One of the biggest challenges is banks being overly exposed to government debt. The payments system, including the clearing and settlement infrastructure, has been modernized through technical improvements. The telecom infrastructure has been substantially upgraded, with the establishment of the African Coast to Europe submarine cable landing station (ACE) in 2012 and the completion of ECOWAN, the nationwide fibre-optic backbone network in 2015. The ICT4D Plan 2018-2028 aims at technology neutral regulatory environment and more affordable broadband access in the country. It is recognised that most of the banks are foreign-owned and two out of four mobile carriers are foreign-owned. These developments provide special opportunities for the facilitation of the implementation of this PSDE Strategy-2024.

## **5.4 Rationale for Private Sector Strategy**

Within the broad objectives of the NDP are employment creation and income generation. This is closely linked to private sector development and empowerment. There is a strong recognition that sustainable, inclusive and equitable economic growth is needed to achieve broad-based development. Accordingly, market mechanisms and the pivotal role of the private sector are within the projection for the generation of growth. This is attracting interest from many quarters for investment in the country. The role to be played by the private sector in advancing sustainable development needs to be enhanced. The country's private sector is the main driver of economic growth as it remains the main source of employment creation and investment in human capital and workforce development.

Equally, the private sector has since been creating and delivering goods and services that can benefit The Gambia at all levels, develops and deploys new technologies and innovations, and has the capacity to levy scalable solutions through market-based approaches.

As a significant productive base, it is providing the primary source of tax and other public revenues and directs social investment towards the country's development. With this real value that the private sector represents, the Government is equally aware of the need to address and mitigate the risks within the environment in which these private sector members are working. There are risks pertaining to regulations that may be discouraging investment, policy incertitude and corruption impeding growth, political risks, the challenges of capacity and skills as well as the requirements for appropriate business solutions and models for effective engagement. The above notwithstanding a number of other endeavours are at play.

## **5.5 The Current State of Promotion**

A vibrant and empowered private sector especially the ICT sector is both an engine of growth and an agent for development. It has that sharpening effect of reducing poverty, strengthening communities and societies, and providing services for all. This vision outlined by this strategy pictures a nation in which the ICT sector drives the growth of the entire private sector.

This PSDE Strategy-2024 being developed at a time when the support of the development partners in providing private investments has been on the increased since 2000. The WB and the AfDB are clearly some of the development partners that have since shifted their focus on the private sector development. As for example the AfDB increased its support by nearly tenfold from US\$250 million in 2005 to US\$2 billion in 2012. The WB also facilitated The Gambia's connectivity to the ACE submarine cable system through a grant of US\$25 Million. Greater number of them are increasingly moving from public to private investment. There is a research result that shows that a dollar of AfDB money invested in the African continent brings in additional six from the private sector. In fact, the Government and the private sector can rely on AfDB's 1964 Charter, which calls for the Bank

“to promote investment in Africa of public and private capital in projects or programs designed to contribute to the economic development or social progress of its regional members”

Further, the AfDB’s GCI-6 and the 12th replenishment of the ADF-12 strategic goal of fostering development through the private sector have been duly considered in the development of this PSDE Strategy-2024. These existing opportunities are considered together with other development and empowerment considerations.

## **5.6 Development and Empowerment Considerations**

It is observed that the Government can clearly empower people and the private sector through regulation, funding and the provision of specific public services. The private initiative on the other hand can also provide services and generate much-needed employment. By expanding, empowering and making the private sector formal the Government can provide a good ground for policy reform and good governance. This can result in the creation of a virtuous circle characterised by an improved business environment, private sector growth and stronger appetite for governance reforms.

In this PSDE Strategy-2024 certain conditions are considered as key to attain for the private sector to thrive in encouraging inclusive growth and reducing poverty by creating jobs. These conditions include:

- a) Rule of law;
- b) Good ‘hard’ and ‘soft’ infrastructure;
- c) A stable macroeconomic environment;
- d) An educated, skilled and healthy workforce;
- e) Access to financial services;

The country’s private sector also needs to have access to the financial markets. The issue of facilitating access to higher education and training and the facilitation of more gender equality are important to achieve. The efforts are to make the private sector generally competitive in order to boost trade, employment and national productivity. The above five influence the formation of the goals set out in this PSDE Strategy-2024.

## **5.7 A Key Area of Assessment - Infrastructure**

There is a limitation in the mobilization of private financing and investment in infrastructure. In fact, by 2005, based on a WB study covering the entire African continent, the costs of overhauling Africa’s infrastructure needs are estimated at about US\$100 billion a year and run that for a decade. Basing that on the total of Africa’s population at 1 Billion, the annual required investment amount for each person would be \$100 (One hundred United States Dollars). Applying the same measure to The Gambia’s population of 2 Million would translate to a minimum infrastructure investment amount of US\$200 Million per year.

The clear historical trend is that The Gambia’s trade deficit widened from USD 171.7 million (19.1% of GDP) in 2013 to USD 235.6 million (28.6% of GDP) in 2014.

Remittances increased in 2014 to USD 50.1 million (6.1% of GDP) from USD 48.7 million (5.4% of GDP) in 2013, while foreign direct investment (FDI) declined from USD 85.7 million (9.5 % of GDP) in 2013 to USD 76.8 million (9.3% of GDP) in 2014. The country's debt profile remains a challenge. The level of public debt rose from 77% of GDP in 2012 to 101% in 2014. Domestic debt was estimated at 47% of GDP in 2014, up from 33.3% in 2012. Around 75% of the domestic debt is held in treasury bills with maturity periods of 3, 6 and 12 months. In fact, banking revenues from treasury bills between 2004 to 2015 increased by 389%. The table below contains the developments from 2007 to 2017.

<b>Current account (percentage of GDP at current prices)</b>							
	2007	2012	2013	2014	2015(e)	2016(p)	2017(p)
Trade balance	-21.5	-22.1	-19.1	-28.6	-24.5	-23.0	-22.9
Exports of goods (f.o.b.)	11.4	13.8	14.7	15.0	14.4	12.6	11.5
Imports of goods (f.o.b.)	32.9	35.9	33.8	43.6	38.9	35.7	34.3
Services	8.3	8.6	7.4	4.5	1.1	4.7	7.7
Factor income	-5.9	-3.2	-2.5	-2.9	-4.0	-3.6	-3.1
Current transfers	9.0	8.7	4.0	9.2	7.5	6.9	8.1
<b>Current account balance</b>	<b>-10.0</b>	<b>-8.0</b>	<b>-10.2</b>	<b>-17.7</b>	<b>-20.0</b>	<b>-15.0</b>	<b>-10.2</b>

*Combination of sources – CBG, GBOS*

Equally, in the World Bank report Doing Business 2019, The Gambia scores 51.72 and is ranked 149<sup>th</sup> out of 190 countries. The report identified access to finance, access to land, tax rates and administration, and foreign currency regulations as the most problematic factors for doing business. Access to finance has been more difficult recently because of the crowding out of the domestic financial market by treasury bill issuances to finance government debt obligations. The Gambia was ranked 96 out of 180 countries in TICPI -2019. This is a major issue of national concern that has prompted the government to develop an anti-corruption policy and begin establishing an anti-corruption commission.

The above considerations relating to policy positions, statistics on changes and improvements and challenges of the private sector have all partly informed the formulation of this PSDE Strategy-2024.

## **5.8 The Process in Developing this PSDE Strategy-2024**

This PSDE Strategy-2024 is a result of extensive consultation with stakeholders including the Government ministries, departments, agencies, ICT sector players including the licensed operators, civil society and the general public. The inputs from the consultations clearly exhibit the determinants around this PSDE Strategy-2024 - 2024 for The Gambia. There was primary data collection by the use of survey questionnaires, interview guides and focus group discussions. There was a collection of secondary data from published sources including PURA, GIEPA, GCCI, GBOS, MOTIE, MOFEA as well as other online reports. It is a four-year strategic plan.

Based on the responses to the questions, there are a lot of expectations on the part of the stakeholders from the strategy's implementation as it would highly impact on the operations of the private sector. To ensure further enhancement in the growth and empowerment continues the need for proper and structured coordination

between the private sector and the Government stands out to be critical. The basis for the formulation of this strategy is for The Gambia to create the ground for the private sector's growth and empowerment and the Government in the further developments of the sector.

A number of important policy documents and statements have been considered in the assessments carried out. They include the NES 2013-2017, GIEPA Act 2015, the MSME policy of 2008, the SDGs, activities under the PAGE and the relevant policy statements in Vision 2020 in relation to private sector development. The works of GIEPA's ESDD and MOFEA's DPPPE were considered with interest.

Further, GIEPA's activities have been considered with interest in the exercise of its mandate over investment and export promotion, SIC scheme and the export processing zone near Banjul International Airport. SIC's offering of a range of incentives with minimum FDI of US\$250,000 in priority sectors and areas was also looked into.

## **5.9 Related Statistics Considered**

In terms of statistics, the Gambia's economy relies mainly on services (66% of GDP in 2016) as the main driver of growth and agriculture sector (21% of GDP in 2016). The remittances and international aid mainly sustain the economy. In the services sector, tourism contributes about 16-20% of GDP and has been the largest foreign exchange earner. Wholesale and retail trade is also a major services sector of the economy (about 25% of GDP), reflecting the contribution of re-exports (mainly textiles), which accounted for about 70-80% of total exports in recent years. The manufacturing sector (about 5-6% of GDP) caters largely for the small domestic market. The fisheries sector contributes about 2% to GDP. A moratorium on the industrial fisheries was lifted in May 2017.

The Gambia is a net food importer by a wide margin and about half of the Gambian population relies on subsistence farming and a few cash crops (mainly groundnuts) for their livelihood. There is under-investment and low productivity in the agricultural sector with most of the staple food (rice) needs being imported. This represents an area of opportunity for private sector engagement.

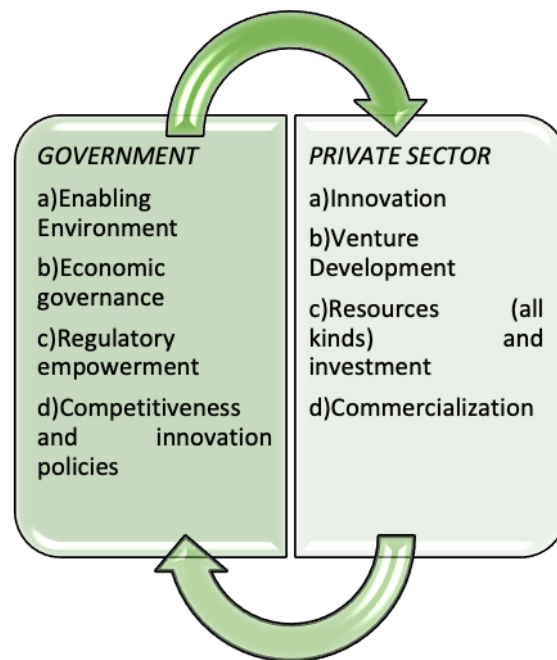
The GDP per capita of The Gambia is US\$:716 as of 2018. The telecommunications represent 12.57% of the GDP (by Q1 of 2018) and it has an annual growth rate of 9.3%. (2018). There is internet penetration that rose from 2.4% to 19.8 % in 2018. By 2017, the population coverage for 2G & 3G Mobile Services is about 96% with over 2.5 million connections and by 2019, the number of Internet subscribers in terms of broadband now stands at 5000. There is a broadband penetration of 26% with at least 541,755 3G subscribers (Q1 2018). The mobile subscription increased to 2,159,099. There was a fixed Internet subscription of 3,200 in 2014. The mobile Internet subscription increased from 127,809 in 2012 to 308,393 in 2014. The country's current HDI score of 0.466 gives it the rank of 174.

In terms of labour and employment, 12.3% of the labour force is skilled labour. With a gross national income per capita of US\$1,490, wage employment in The Gambia is relatively low at 27% of total employment which is higher than the sub-Saharan

Average of 24%. There is 73% percent of the country's labor force that is outside wage employment, and this splits almost evenly between non-wage non-farming 34 percent and farming 39 percent.

For the above outlined reasons, the discussions and engagements considered the current readiness of the Government for an enhanced private sector. The challenges are identified before the strategic objectives are outlined.

In the development of this PSDE Strategy-2024, and in trying to define effective and all-encompassing goals, the consideration of the balance of the roles of the government and the private sector is done. This is captured in the diagram below.





## **6) CHALLENGES, FINDINGS & PREREQUISITES**

Based on the consultations and the available statistical data, The Gambia's private sector, as it is today, has to contend with limited public sector capacity to regulate the private sector effectively. Some key findings are drawn from the state of the challenges based on which specific measures (considered as prerequisites) have been considered and they are as under:

### **6.1 Investment and Business Climate Challenge**

The investment and business climate challenge relate to some regulatory, labor, trade and business obstacles that reduce competitiveness and constrain the private sector's development and empowerment. A few instances of this include the inconsistent policies at the macro and sector levels in each sector. Specifically, these are in the form of regulation and taxation, stability and security, finance, labor skills development and infrastructure. As for example, the WB's facilitation of both the public (Government and Gamtel/Gamcel) and private sector in taking part in the ACE submarine cable consortium with its payment of US\$25 Million grant greatly impact on the cost of broadband in The Gambia. The Government's stand on ensuring that the private sector members pay 51% of the paid grant to the Government (without a similar burden placed on Gamtel/Gamcel) do have perational impacts.

Further, there is diminished credibility, public trust and legitimacy for governance institutions, and an absence of channels for wide participation in policy formulation. The use of ICTs is impacting on public expectations with direct bearing on issues of trust and legitimacy.

### **6.2 Limited Access to Social and Economic Infrastructure**

A number of the existing infrastructure require replacement and or an upgrade. This infrastructure is categorised into "hard" and "soft". The "hard" infrastructure relates to transport, telecommunications, water, power systems, and fixed assets needed to provide education, health and sanitation services. The 'soft' infrastructure part relates to legal and regulatory frameworks, payments clearance and settlement systems, financial intermediaries, collateral registries and skills development. The lack of adequate infrastructure is a significant obstacle to the growth and development of the private sector. The country's rapid population growth (3.5% annually) is placing enormous strains on existing, and often outdated and poorly maintained economic and social infrastructure. All these are needed by the businesses and the society. In fact, a greater number of the private sector players are concentrating their activities within the GBA because of challenges of physical infrastructure;

There are some specific limitations on the efficiency of customs and border management clearance. The ease of arranging for competitively priced shipments, the competence and quality of logistics services as well as the ability to track and trace consignments have challenging constraints.

The poor state of the country's electricity, water supply and transportation network (land, waterways and air) impacts on the cost of the services including ICT services.



There are some forms of restrictions in the business environment with poor infrastructure (particularly in power and transport).

The Government is to initiate further works with the private sector and development partners to develop and upgrade infrastructure (more specifically energy, transport and last mile connectivity). As this would require adjustment of policies for the private sector operations. Some other infrastructure gaps in The Gambia range from last mile solutions for communication networks, the poor electricity supply, the bad roads etc.

### **6.3 Access to Financial Services for Enterprise Development**

There is the challenge of having sufficient access to long-term finance and this was manifested in the early days of building the ACE submarine cable and the role being played by the GSM operators. The underfunding impacts on investment in capital goods as well as in research and development. In sum, there is very low levels of innovation, productivity and competitiveness. The local financial institutions lack adequate financial and technical resources to facilitate the private sector needs. The challenge of mobilizing finance for their operations. The firms struggle to mobilize finance for their operations. The commercial banks finance value in collateral is subject to many conditional limitations. The interest rate in The Gambia averaged 18.54 percent from 2002 until 2020 making access to finance untenable for all but the most lucrative ventures. With a rather limited financial product diversity, access to investment capital is equally as scarce as access to working capital products and insurance. There will be a need to have a review of all the relevant instruments (legal and financial) to facilitate access to financial service.

### **6.4 Access to Relevant Skills**

Closely related to the challenge of accessing finance is the challenge of access to the relevant skills. There are mismatches that are limiting factors. Even though this is partly addressed in the strategy for human capital development, the private sector approach can become even more reinforcing as well.

### **6.5 Cost of Trade and Regulatory Clearance**

There are a number of measures that are currently impacting on the cost of trade and regulatory compliance. The regulatory framework for some sectors including the ICT requires placing certain payments obligations on some concerned private sector members. These payment obligations are at times annual instead of for a specific term of not less than 10 years or 15 years as in other countries can be costly.

## **6.6 Internal Market Inefficiencies**

There is the issue of specific internal market inefficiencies for reasons of the limited raw materials and or final products. A number of the agro-based businesses are limited by the issue of access to buyers. In some cases, there are issues of capacity utilization and the lack of working capital.

## **6.7 Standards and Technology**

The challenging issue of having the right standards and technology for enhancing terms of access and cost is also a challenging concern. Standards represent quality, safety and durability of products and the requirements for the concern bureau of standards to facilitate standard certification is critical.

## **6.8 Observations Based on the Challenges**

This PSDE Strategy-2024 is also informed by the lessons in the findings based on the challenges. The following are the considered observations:

- i. There is a need for effective coordination of key issues, through special annual dialogue in the relation between the private sector (especially those operating within ICTs) and the Government;
- ii. The corporate priorities for private sector development need to be properly captured in order to avoid any strategic drift;
- iii. A special attention is given the institutional environment and regulatory constraints affecting the sector players;
- iv. There is the need to mainstream private sector development with the country's and sector specific strategies reflecting private sector as a priority;
- v. The need to ensure better balance between the private sector and Government objectives and risk management through the right institutional framework is equally compelling;
- vi. There is a need for greater attention to be directed to the development of the financial sector and financial intermediation for the purposes of the ICT sector in the creation of a knowledge-based economy;
- vii. There is the common bureaucratic red tape and lack of transparency, all of which significantly reduce the credibility of public policy and administration, and hinder governments' enabling role.
- viii. It is observed that corruption is a threat as a number of businesses prefer to remain unregistered or remain not wholly formal to escape what they see as predatory policies.

- ix. The available financial system for the private sector is characterised by a least developed payment and settlement systems, with a rather predominantly cash-based and the use of manual check processing and clearing houses.
- x. The skills of the young people based on the education system and the required skills sought in labor markets, particularly in the private sector are not the same. This translates into a disconnect between education systems and employers. In the early days, the university systems have traditionally focused on educating for public sector employment, with little regard for private sector needs.

Having outlined the key developments in terms of gains, challenges and the compelling opportunities for a systematic engagement of the private sector by the government, the goals set are to lay the foundation for such a wholly mutual relation. The statistical data and best practices also inform the goal identification.

## **7) VISION & MISSION**

The vision is:

To have a competitive, productive and innovative private sector that will be a catalyst for sustainable socio-economic growth, employment and poverty reduction in a thriving knowledge-based economy.

The overall mission is:

The Government and the private sector to serve as pacesetter in the adoption, delivery and utilisation of ICT-enhanced services and new investment opportunities with the full participation of the private sector.

## **8) GOALS**

This pillar on private sector development and empowerment is not a merely exclusive or a stand-alone one. It is a part and parcel of a whole ecosystem that recognizes the fundamental role of the private sector in national development and the empowerment of the people. It equally recognizes the value in ICTs for any nation and its development aspirations. The goals and the related objectives outlined herein would ultimately result in having a developed private sector that carries the potential to empower the people. Consequently, there will be heighten promotion of the national demand for ICT through stakeholder collaboration and the enhancement of hardware and software development for trade facilitation. The part on the investment on human resources (skilling) is to build and sustain an innovative ICT ecosystem that is susceptible to encouraging national and international alliances and partnerships to increase diversity, encourage FDI and create job opportunities. The impact in creating a modernize ICT infrastructure would position the country to participate in the global ICT space backed by a conducive legislative environment that allows and promotes successful implementation and sustainability of projects by the private sector.

In effect, the goals are considered to contribute to sustainable development by promoting broad-based economic growth, employment and inclusive development through effective private sector development and empowerment. The strategy focuses its resources on the biggest opportunities for sustainable growth and job creation. The outlined related objectives are complimented by the institutional and capacity issues that need to be addressed in order for the Government to fully realize the potential of engagement with the private sector. The following goals are set:

- a) Goal 1 - Improving Investment and Business Climate for the ICT Sector;
- b) Goal 2 - Expanding Access to Social and Economic Infrastructure;
- c) Goal 3 - Promoting Enterprise Development;

## 8.1 Goal 1 - Improving Investment and Business Climate

The actual costs and risks associated with the business and investment environment shape the opportunities and incentives to invest productively, create jobs, and expand the benefits of the sector.

### The Objectives and related actions

- a) A framework for the consideration of wider interventions to lower the cost of doing business in The Gambia;
- b) A stable macroeconomic environment with a risk-reward equation that makes investment so compelling;
- c) Efficient and well-regulated public services through review of regulations for the delivery of public services;
- d) Effective law enforcement and rule of law with a review of the legislative gaps;
- e) Transparent procurement practices for an all-inclusive participation in service delivery;
- f) A review of the Government measures (including incentives and investment facilitation framework) for the promotion of investment with a central focus on the adoption of ICTs in investment promotion;
- g) Productive Institutional Relationship by;
  - i. Reviewing the institutional relationship of the Government with private sector;
  - ii. The Government would have to reconsider and move away from “stand-alone” or ad hoc private sector interventions and partnerships;
  - iii. The workings with the private sector all need to be properly integrated and mainstreamed in the governance ecosystem with defined links with the Government’s broader strategies and plans;
- h) Transformative and Systematic Partnership by;
  - i. Shifting from company led “one-on-one” partnerships to transformative and systemic partnership like the GSC/Government model;
  - ii. The government to ensure that interventions with the private sector are designed on the basis of a thorough and broader analysis of the wider sector;

- iii. A more holistic all-inclusive multi-stakeholder led approach is needed. Within this domain the public sector, donors and NGOs together with other related companies are brought together with the aim at transforming a specific economic sector, market segment or region;
  - iv. Enhance measures for innovation, entrepreneurship, knowledge and skills, particularly through providing assistance to more effective vocational training – TVET system;
  - v. Facilitate policy dialogue between the sector stakeholders and the Government through special forum;
  - vi. The promotion of measures for greater transparency, predictability and accountability in business and investment, regulatory frameworks, particularly in tax policy and administration;
- i) Explicit and Focused Initiatives
- i. Designing explicit and focused initiatives with measurable performance indicators that are attractive to the private sector;
  - ii. In the government's engagement of the private sector the target would be on specific development issues with clear implementation delivery modalities and performance indicators in attracting the private sector;
  - iii. Apply best practices in strengthening national authorities for effective roles in the workings of the private sector;

The intended outcome is for an enabling business climate supporting investment and the development of socially responsive private sector.

## 8.2 Goal 2 - Expanding Access to Social and Economic Infrastructure

Commonly the economic infrastructure means and includes those facilities that make business activity possible. These include communication, transportation and distribution networks, financial institutions and markets, energy supply systems, etc. The social infrastructure includes the assets that accommodate social services including health and school facilities. To facilitate access to this infrastructure is crucial for private sector development and empowerment.

### The Objectives and related actions

- a) Recognizing the centrality of the private sector's role in generating more business.
  - i. A framework for a dedicated support to private enterprises;
  - ii. A clear mechanism for raising finance through private funds to ease private sector's budget constraints and enhancing their liquidity through targeted incentives (fiscal incentives, credit guarantees or other subsidies) with flexible terms;
  - iii. To cause a review of the current financial infrastructure in The Gambia including the management of collateral, payment and settlement systems, for the successful operation of modern integrated financial markets;
  - iv. Designing measures for enhancing access to the infrastructure and the capacities to deploy efficient infrastructure systems;
  - v. To consider reforms to facilitate the mobilization of term finance and local currency borrowing to fund private sector projects;
  - vi. Raise efficiency by leveraging private sector management expertise and innovation;
  - vii. Specific policy measures regarding standards for education, skills development and the building of healthy workforce;
  - viii. Carve out and define strategic activities for having the right infrastructure and logistics for exports and domestic market (including digital exports) and the facilitation of the common WTO Trade Facilitation Agreement commitments;
  - ix. Due consideration of measures for promoting backbone and export service sectors including finance, ICT, accounting, legal, logistics and security services for reasons of their uniqueness and impact on the production value chain;
  - x. A review of regulatory environments for the backbone service providers for further improvement;



- b) To support the transformation of the private sector by improving the quality of growth, making it shared and more sustainable;
  - i. Creating access to finance and financial services by strengthening the financial systems;
  - ii. Developing criteria (covering leasing schemes, tailor-made equity financing and special technical assistance) to enhance access to financing by start-ups and growing SMEs for youth for facilitating business mobility, job creation and growth;
  - iii. Improving on entrepreneurial and business operation skills;
  - iv. Enhance access to the relevant technology, innovation, and value chain linkages;
  - v. Improving the investment climate through the provision of incentives framework that could also be used for the promotion of STI through research and innovation;
  - vi. Annual improvements targets to economic infrastructure such as ports, roads and electricity generation to cater for the needs of the private sector;
  - vii. Enhancing the private sector players' ability to absorb technology and diversify their service provision in addressing the technical skills gaps, upgrade technology and increase R&D;
- c) To promote enterprise development by helping the private sector gain access to finance, building its skills, and helping to add value to its activities;
  - i. The Government is to assess the broader infrastructure development priorities in relation to the priorities of the private sector and the general impact on the economy;
  - ii. Policy measures for the relevant institutions (financial institutions) to provide financing for small businesses, using a variety of channels and ways of lending.
  - iii. Directing the required training and mentoring work with small businesses to equip them to receive and use such money to the best effect and highest return;
  - iv. To ensure that key network resources (ECOWAN, NB etc) are managed sustainably and used efficiently;
  - v. To encourage investment in technology that can stimulate agricultural businesses;
  - vi. Putting in place PPP skills development framework and feedback system especially for priority areas;

- vii. Identify short and medium terms training programmes within the framework and in line with the human capital development strategy and the STI strategy in relation to the needs of the private sector;
  - viii. Identify common measures to support technology where possible upgrades and to incubate and nurture youth innovative projects;
  - ix. Facilitating special training programmes on standards for enhancing productivity;
- d) To improve The Gambia's investment and business climate especially for the ICT sector through measures for strengthening the policies, laws, regulations, tax systems, rights, and procedures that govern businesses;
- i. Paperless measures in helping governments fight corruption;
  - ii. Promote financial transparency;
  - iii. Further develop the formal sector;
  - iv. Enhancing infrastructure investments;
  - v. Strengthening the labour markets;
  - vi. Build the business skills of young people and entrepreneurs;

The expected outcome is for an increased access to social and economic infrastructure.

### **8.3 Goal 3 - Promoting Enterprise Development;**

The expected impact for this goal is to facilitate, promote and incentivize sustainable private sector solutions and investments and to build sustainable and inclusive markets. There will be the strengthening of the inter-ministerial coordination and the adoption of “whole government” approach would be facilitated in managing key economic sectors, value chains and development themes.

#### The Objectives and related actions

- a) To review and prepare the right collaborative platforms and regulatory framework including the streamlining of the required tools and instruments for private sector development and empowerment;
  - i. To establish guidelines for both pre-partnership assessment as well as routine monitoring;
  - ii. A single window for the private sector to access government services, pay taxes, comply with regulation, access information and provide feedback;
  - iii. Establishing advisory help desks, through GIEPA, in each Government institution to provide further support;
  - iv. Engaging and leveraging the capacities of the private sector for sustainable human development;
  - v. Ensuring that the skills development programmes under the strategy for human capital are shared and implemented by all stakeholders including the private sector;
  - vi. Private sector engagement framework including a “due diligence systems” for a genuine partnership for in minimising risks and promoting growth;
  - vii. MoUs and Statements of Intent defining areas of collaboration, through leadership and exploration of innovative approaches;
  - viii. Cost-sharing agreements for resource mobilization;
  - ix. Pro-bono arrangements for in-kind contributions/arrangements;
  - x. A revision of policy and guidelines to ensure streamlined processes with clear policy positions on capacity development for private sector and inclusive market development;
  - xi. A first-year review of the legal and regulatory framework for key sectors including ICTs in terms of services, licensing, fees and other conditions;

- xii. A review of the existing institutional framework for regulating the activities within the private sector;
- b) Supporting the development of the private sector and inclusive markets to enable greater positive impact on development by the private sector.
- i. To extend and deepen Government's partnerships with the private sector;
  - ii. To leverage additional technical capacity and resources;
  - iii. To foster innovation for private sector engagement and development work;
  - iv. Consider review measures for enhancing the competitiveness of the economy by working on the terms and conditions of access to markets, finance, capital, skills, technology and backbone services;
  - v. A framework for the firms to source more inputs locally where the local capacity exists through any relevant entity within GIEPA;
  - vi. To cause a review of legal and regulatory framework for IPR regulation;
  - vii. To have signature alliances and programs to ensure enhanced focus on and contribution to the Government's medium-term priorities;
  - viii. To engage the private sector as a partner in achieving SDGs and support the development of the private sector and inclusive markets;
- c) Investing in knowledge and capacity
- i. To adequately invest in staff knowledge and capacities of the Government that are to work with the private sector;
  - ii. Outlined engagement plans reflecting the required technical, business and partnership expertise;
  - iii. A framework for upgrading the staff capacities of the institution managing the relationship of the government and the private sector;
  - iv. A special programme for skills development and employment promotion by matching closely skills development programmes with private sector demand through workplace learning.

The intended output for this is to have diverse, dynamic, entrepreneurial, innovative, and broad-based enterprise sector that produces goods and services for the domestic and international market. It also borders around private sector development capacities that support the stakeholders achieve more inclusive and environmentally sustainable economic growth and enhanced its competitiveness.

## 9) SUMMARY OF THE OBJECTIVES

9.1 Summary of the Objectives of Goal 1 and Related Actions		
Improving Investment and Business Climate for the ICT Sector		
	Objectives	Related Actions
a)	A framework for the consideration of wider interventions to lower the cost of doing business in The Gambia;	A framework for business cost reduction
b)	A stable macroeconomic environment with a risk-reward equation that makes investment so compelling;	Consideration of a risk-reward equation
c)	Efficient and well-regulated public services through review of regulations for the delivery of public services;	Review of regulations
d)	Effective law enforcement and rule of law with a review of the legislative gaps;	Review of legislations
e)	Transparent procurement practices for an all-inclusive participation in service delivery;	Review of procurement processes
f)	A review of the Government measures (including incentives and investment facilitation framework) for the promotion of investment with a central focus on the adoption of ICTs in investment promotion;	Developing an incentive framework
g)	Productive Institutional Relationship	
	<b>Related Actions</b>	
	i. Reviewing the institutional relationship of the Government with private sector:	
	ii. The Government would have to reconsider and move away from “stand-alone” or ad hoc private sector interventions and partnerships;	
	iii. The workings with the private sector all need to be properly integrated and mainstreamed in the governance ecosystem with defined links with the Government’s broader strategies and plans;	
h)	Transformative and Systematic Partnership by;	
	<b>Related Actions</b>	
	i. Shifting from company led “one-on-one” partnerships to transformative and systemic partnership like the GSC/Government model;	
	ii. Designed interventions with the private sector on broader analysis of the wider sector;	
	iii. A more holistic all-inclusive multi-stakeholder led approach is needed; Targeting specific economic sector, market segment or regions for transformation;	
	iv. Enhance measures for innovation, entrepreneurship, knowledge and skills through TVET system;	
	v. Facilitate policy dialogue through special forum;	
	vi. The promotion of measures for greater transparency, predictability and accountability;	
i)	Explicit and Focused Initiatives	
	<b>Related Actions</b>	
	i. Designing explicit and focused initiatives with measurable performance indicators that are attractive to the private sector;	
	ii. Engagements to target specific development issues with clear implementation delivery modalities and performance indicators;	
	iii. Apply best practices in strengthening national authorities for effective roles in the workings of the private sector;	

<b>9.2 Summary of the Objectives of Goal 2 and Related Actions</b>	
<b>Expanding Access to Social and Economic Infrastructure</b>	
	<b>Objectives</b>
e)	Recognizing the centrality of the private sector's role in generating more business.
	<b>Related Actions</b>
	i. A framework for a dedicated support to private enterprises;
	ii. A clear mechanism for raising finance through private funds to ease private sector's budget constraints;
	iii. To cause a review of the current financial infrastructure in The Gambia including the management of collateral, payment and settlement systems;
	iv. Designing measures for enhancing access to the infrastructure and the capacities to deploy efficient infrastructure systems;
	v. To consider reforms to facilitate the mobilization of term finance and local currency borrowing;
	vi. Raise efficiency by leveraging private sector management expertise and innovation;
	vii. Having specific policy measures for standards for education, skills development and the building of healthy workforce;
	viii. Based on WTO Trade Facilitation Agreement commitments, to carve out and define strategic activities for having the right infrastructure and logistics for exports and domestic market (including digital exports);
	ix. Due consideration of measures for promoting backbone and export service sectors;
	x. A review of regulatory environments for the backbone service providers for further improvement;
f)	To support the transformation of the private sector by improving the quality of growth, making it shared and more sustainable;
	<b>Related Actions</b>
	i. Creating access to finance and financial services by strengthening the financial systems;
	ii. Developing criteria (covering leasing schemes, tailor-made equity financing and special technical assistance) to enhance access to financing by start-ups and growing SMEs for youth;
	iii. Improving on entrepreneurial and business operation skills;
	iv. Enhance access to the relevant technology, innovation, and value chain linkages;
	v. Improving the investment climate through the provision of incentives framework that could also be used for the promotion of STI through research and innovation;
	vi. Annual improvements targets to economic infrastructure such as ports, roads and electricity generation to cater for the needs of the private sector;
	vii. Enhancing the private sector players' ability to absorb technology and diversify their service provision;
g)	To promote enterprise development by helping the private sector gain access to finance, building its skills, and helping to add value to its activities;
	<b>Related Actions</b>
	i. The Government is to assess the broader infrastructure development priorities in relation to the priorities of the private sector and the general impact on the economy;
	ii. Policy measures for the relevant institutions (financial institutions) to provide financing for small businesses, using a variety of channels and ways of lending.
	iii. Directing the required training and mentoring work with small businesses to

	equip them for the best effect and highest return;
	iv. To ensure that key network resources (ECOWAN, NB etc) are managed with efficiency;
	v. Encouraging investment in technology to stimulate agro-businesses;
	vi. Putting in place PPP skills development framework and feedback system;
	vii. Identify short and medium terms training programmes in relation to the needs of the private sector;
	viii. Identify common measures to support technology where possible upgrades and to incubate and nurture youth innovative projects;
	ix. Facilitating special training programmes on standards for enhancing productivity;
h)	To improve The Gambia's investment and business climate especially for the ICT sector through measures for strengthening the policies, laws, regulations, tax systems, rights, and procedures that govern businesses;
	i. Paperless measures in helping governments fight corruption;
	ii. Promote financial transparency;
	iii. Further develop the formal sector;
	iv. Enhancing infrastructure investments;
	v. Strengthening the labour markets;
	vi. Build the business skills of young people and entrepreneurs;



### 9.3 Summary of the Objectives of Goal 3 and Related Actions

Promoting Enterprise Development	
	Objectives
d)	To review and prepare the right collaborative platforms and regulatory framework including the streamlining of the required tools and instruments for private sector development and empowerment;
	<b>Related Actions</b>
	i. To establish guidelines for both pre-partnership assessment and routine monitoring;
	ii. A single window for the private sector to access government services and feedback system;
	iii. Establishing advisory help desks, through GIEPA, in each Government institution;
	iv. Engage and leverage the capacities of the private sector for sustainable human development;
	v. Ensuring that the skills development programmes are shared and implemented by all stakeholders;
	vi. Private sector engagement framework including a “due diligence systems” for a genuine partnership;
	vii. MoUs and Statements of Intent defining areas of collaboration;
	viii. Cost-sharing agreements for resource mobilization;
	ix. Pro-bono arrangements for in-kind contributions/arrangements;
	x. A revision of policy and guidelines to establish clear policy positions;
	xi. A first-year review of the legal and regulatory framework for all key sectors;
	xii. A review of the existing institutional framework for regulating the activities within the private sector;
e)	Supporting the development of the private sector and inclusive markets to enable greater positive impact on development by the private sector;
	<b>Related Actions</b>
	i. Measures to extend and deepen Government’s partnerships with the private sector;
	ii. To leverage additional technical capacity and resources;
	iii. To foster innovation for private sector engagement and development work;
	iv. Consider review measures for enhancing the competitiveness of the economy focusing on conditions of access to markets, finance, capital, skills, technology and backbone services;
	v. A framework for the firms to source more inputs locally where the local capacity exists through any relevant entity within GIEPA;
	vi. To cause a review of legal and regulatory framework for IPR regulation;
	vii. To have signature alliances and programs in relation to Government’s medium-term priorities;
	viii. To engage the private sector as a partner in achieving SDGs and support the development of the private sector and inclusive markets;
f)	Investing in knowledge and capacity;
	i. To adequately invest in staff knowledge and capacities of the Government that are to work with the private sector;
	ii. Outlined engagement plans reflecting the required technical, business and partnership expertise;
	iii. A framework for upgrading the staff capacities of the institution managing the relationship of the government and the private sector;

	iv. A special programme for skills development and employment promotion with private sector demand through workplace learning;

## **10) GUIDING PRINCIPLES**

The following principles shall apply and guide the implementation of the PSDE Strategy-2024-2024:

### **10.1 The Partnership of the Partners**

The final product of this PSDE Strategy-2024 is to create a clear process to guide, build and empower the private sector for general growth. It recognizes strategic objectives within a framework partnership and that partnership is a process not a product in itself. The successful navigation through the engagement process will result in net benefits for all parties.

### **10.2 Stakeholder Commitment to Shared Vision**

The PSDE Strategy-2024 is clothed with a strong spirit of commitment by all stakeholders. The defined goals and objectives are not sequential but absolutely necessary for a successful partnership. The vision is mutually valued and shared. It represents the framework for the goals that are positioned to serve and guide as benchmark to ensure the realization of the objectives.

### **10.3 Stakeholders to Work in Unison**

The Government and the private sector members are investing time and resources for the full appreciation of the arrangement by all. All “stakeholders are to command each and each in its turn all”. The impacts of the implementation are to make all stakeholders work with all and not against all. It is recognized that every stakeholder is not in the deal for the same reasons, and without such recognition and understanding, trust will never be built.

### **10.4 Be Clear on the Risks and Rewards for all Parties**

There is reliance on the old proverb that “nothing ventured, nothing gained.” The stakeholders that are to be part of the PSDE Strategy-2024 further recognize the essence of the risk/reward relationship. Each stakeholder understands and appreciates the nature and scope of the risks likely to affect them and those of the others as well as the rewards for mutual success.

## **10.5 Clarity and Rationality in Decision-Making Process**

The process to be followed is for implementation and the rules of engagement to be used in addressing the requirements are based on clarity and rationality. This is strengthened by a documented decision-making process that increases transparency and facilitates information sharing. There are to be checks and balances that use a framework to allow continuous assessment of the effectiveness of measures and implementation procedures.

## **10.6 Prior Commitment to a Work before it is Due**

The Government and private sector members are committed to do their homework at the onset as well as throughout the implementation. The commitment to invest time, energy, and resources towards the implementation of all goals and related objectives are to be based on continue due diligence, information sharing, scenario planning and financing plans.

## **10.7 Secure Consistent and Coordinated Leadership**

The PSDE Strategy-2024 is to run on secure and coordinated leadership. The stakeholders have different interest, focus area, capacity and strength. The leadership is to create positive change with a visible difference. The consistency needed is to coordinate the identified actions and processes involving private sector members who are not financially the same or involved but have an interest and expectations in relation to the activities.

## **10.8 Open, Early and Consistent Communication**

The process of communication is to be more open and all communication channels are to be often used by each partner. Regular communication within the implementation and governance framework in the recognition of the interests created is to ensure a more efficient decision-making and implementation process.

## **10.9 Building Trust as a Core Value**

As trust is an overarching value that must be realized from the beginning and throughout the process of implementing the PSDE Strategy-2024. The stakeholders require a foundation of trust in each other's commitment to PSDE Strategy-2024. Trust as core value for the successful implementation of the PSDE Strategy-2024 is tangible and it is to be earned through work and commitment to the need for private sector development and empowerment.

## 11) IMPLEMENTATION & GOVERNANCE

It now the case that inadequate attention to the implementation of any strategy can undermine the achievement of the intended results. Implementation of this strategy will require a mindset shift that will mainstream private sector development issues throughout the country. The Government through GIEPA, GCCI, MOTIE, MOFEA, and MOICI will pay special attention to implementation of this Strategy. A committee will be set up to ensure effective implementation of the Strategy.

There will be a high-level special committee and its membership is contained in an Annex to this PSDE Strategy-2024. This committee that is to focus on seeking private sector solutions, will:

- i. Ensure that there is harmonisation of this strategy with other strategies and policy documents that might impact the effective implementation of this Strategy;
- ii. Ensure that the overarching goal of private sector development is inculcated in the governance culture with a defined and approved incentive framework;
- iii. Develop plans to effectively communicate the Strategy both within and outside the Government and the private sector;

This special committee would be responsible for oversight of the implementation of this strategy.

## **12) MONITORING AND EVALUATION**

The effectiveness of this strategy will largely depend on the effectiveness of the monitoring, measurement and evaluation of its implementation.

There will be another committee called the Steering Committee with membership drawn from MOTIE, MOFEA, MOICI and GIEPA that would be responsible for the Monitoring and Evaluation of the implementation of this strategy.

For an effective implementation of the PSDE Strategy-2024, the following will be put in place to facilitate the implementation:

- a) Management Information System (MIS) that would capture all the identified strategic objectives and actions;
- b) The Steering Committee that would have oversight of the M&E MIS platform through periodic reporting;
- c) GIEPA would be accountable for tracking and follow-up of the MIS performance criteria and reporting periodically to the Steering Committee on achievements and challenges emanating from implementing the PSDE Strategy-2024;
- d) The steering Committee provides overall guidance and orientation on key priorities of the program; it receives and approves progress reports on a quarterly, annual basis, and assessments and provides recommendations and feedback for policy and program adjustment towards effective implementations and considers the final PSDE Strategy-2024's implementation plans and budget.

### **13) COST AND FINANCING OF THIS PSDE STRATEGY-2024**

The estimated cost of implementing this strategy is **D121,000,000 (One hundred and Twenty-One million Dalssis)** This is spread across the three goals, their objectives and related actions.

Funding for the financing of the PSDE Strategy-2024-2024 is one of the key success factors for its effective implementation and without which the development and empowerment of the private sector would not be realized. Three sources of funding are envisaged for the implementation of the PSDE Strategy-2024-2024. These are:

The adoption of the traditional project financing approach where the entire project is funded through Government budgetary resources. As part of the said best practice, the Government provides the funds required to propel this PSDE Strategy-2024 through the special committee and the Steering Committee. The Government, through GIEPA can create PSDE Strategy-2024 Fund. Contributions are to come from special fees levied on special related services, donor support, and support from bilateral and multilateral institutions.

This fund will provide for better planning and utilization more specifically with regards to coordination initiatives. Having a central funding vote will ensure that focus is maintained on all the key building blocks in relation to the goals and objectives.

The steering committee would also look out for donor support as an important source of funding. A number of donors (AfDB, WB, etc) have in recent years increased their support for private sector.



## 14) ANNEXES – IMPLEMENTATION DETAILS & COSTS

<b>Goal 1 - Improving Investment and Business Climate for the ICT Sector (Part A)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	<i>Planned Action Type</i>	<i>Policy, Law &amp; Regulation</i>
2	<i>Background to Planned action</i>	<i>A number of countries are now directly engaging the the domestic and international private sector in issues of development and empowerment. There are different approaches and engagement practices that are adopted by countries for private sector development and empowerment through an organised and productive engagement. For the private sector to be developed and empowered with positive impacts, interlinked and mutually reinforcing factors like the provision of incentives for entrepreneurship and investment, enhancing productivity through competition and innovation and harnessing international economic linkages through trade.</i>
3	<i>Description of Planned Action</i>	<i>Developing the right policy, legal and regulatory instruments as well as other frameworks for enhancing the development and empowerment of the private sector.</i>
4	<i>Planned Action Implementation Rationale</i>	<i>Sustainable growth, employment generation and certainty in the running of the national economy.</i>
5	<i>Planned Action Specific Goals/Objective</i>	<ul style="list-style-type: none"> <li>a) <i>A framework for the consideration of wider interventions to lower the cost of doing business in The Gambia;</i></li> <li>b) <i>A stable macroeconomic environment with a risk-reward equation that makes investment so compelling;</i></li> <li>c) <i>Efficient and well-regulated public services through review of regulations for the delivery of public services;</i></li> <li>d) <i>Effective law enforcement and rule of law with a review of the legislative gaps;</i></li> <li>e) <i>Transparent procurement practices for an all-inclusive participation in service delivery;</i></li> <li>f) <i>A review of the Government measures (including incentives and investment facilitation framework) for the promotion of investment with a central focus on the adoption of ICTs in investment promotion;</i></li> </ul>
6	<i>Planned Action Implementation Prerequisites</i>	<ul style="list-style-type: none"> <li>a) <i>Proper management and coordination for the strategy's implementation through the special committee and the Steering Committee with enhanced human resources and relevant legislative and regulatory changes.</i></li> <li>b) <i>A clear framework for coordination, cooperation and collaboration.</i></li> <li>c) <i>Diversified sources of funding for its implementation;</i></li> </ul>
7	<i>Planned Action Time Frame</i>	<i>Begin by Q3 of Year One 2021</i>
8	<i>Planned Action Deliverables</i>	
9	<i>Time Bound Measurable Targets</i>	<ul style="list-style-type: none"> <li>a) <i>A private sector that is developed, empowered and transformed;</i></li> <li>b) <i>Adequate funding allocated for PSDE Strategy-2024;</i></li> </ul>

		c) <i>Efficient Governance framework;</i>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>
11	<i>Planned Action Outputs</i>	<i>A highly developed and empowered private sector that effectively and efficiently partners with Government for growth and job creation.</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<ul style="list-style-type: none"> <li>a) <i>The commitment and support from all stakeholders i.e. private sector members and Government;</i></li> <li>b) <i>Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</i></li> <li>c) <i>Sufficient trust on the part of the stakeholders for implementation;</i></li> <li>d) <i>Resources to sustain implementation;</i></li> </ul>
15	<i>Planned Action Implementation Risks</i>	<ul style="list-style-type: none"> <li>a) <i>The absence of enough time or funds for the implementation of a strategic agenda;</i></li> <li>b) <i>Conflicts of interest, perceived or real;</i></li> <li>c) <i>Misuse of public funds and resources;</i></li> <li>d) <i>Where there is excessive costs of any development or unprofitability felt by any stakeholder;</i></li> </ul>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<ul style="list-style-type: none"> <li>a) <i>Having in place tools and frameworks for the facilitation of investment and businesses;</i></li> <li>b) <i>Enhanced access to the required infrastructure specially finance;</i></li> <li>c) <i>A clear engagement framework of the government and the private sector for implementation</i></li> </ul>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>

<b>Goal 1 - Improving Investment and Business Climate for the ICT Sector (Part B)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	<i>Planned Action Type</i>	<i>Policy</i>
2	<i>Background to Planned action</i>	<i>A number of countries are now directly engaging the the domestic and international private sector in issues of development and empowerment. There are different approaches and engagement practices that are adopted by countries for private sector development and empowerment through an organised and productive engagement. For the private sector to be developed and empowered with positive impacts, interlinked and mutually reinforcing factors like the provision of incentives for entrepreneurship and investment, enhancing productivity through competition and innovation and harnessing international economic linkages through trade.</i>
3	<i>Description of Planned Action</i>	<i>Developing the right positioning in establishing a good relation between the Government and the private sector.</i>
4	<i>Planned Action Implementation Rationale</i>	<i>Sustainable growth, employment generation and certainty in the running of the national economy.</i>
5	<i>Planned Action Specific Goals/Objective</i>	<p><b>Productive Institutional Relationship</b></p> <p>a. <i>Reviewing the institutional relationship of the Government with private sector:</i></p> <p>b. <i>The Government would have to reconsider and move away from “stand-alone” or ad hoc private sector interventions and partnerships;</i></p> <p>c. <i>The workings with the private sector all need to be properly integrated and mainstreamed in the governance ecosystem with defined links with the Government’s broader strategies and plans;</i></p>
6	<i>Planned Action Implementation Prerequisites</i>	<i>A clear framework for coordination, cooperation and collaboration.</i>
7	<i>Planned Action Time Frame</i>	<i>Begin by Q2 of Year One 2021</i>
8	<i>Planned Action Deliverables</i>	<i>A highly developed and empowered private sector that effectively and efficiently partners with Government for growth and job creation.</i>
9	<i>Time Bound Measurable Targets</i>	<p>a) <i>A private sector that is developed, empowered and transformed;</i></p> <p>b) <i>Adequate funding allocated for PSDE Strategy-2024;</i></p> <p>c) <i>Effective and efficient Governance framework;</i></p>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>
11	<i>Planned Action Outputs</i>	<i>Efficient relation between the Government and the private sector</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<p>a) <i>Resources to sustain implementation;</i></p> <p>b) <i>Realisation of growth by both the private sector and the Government;</i></p>

		<i>c) A realized value for wealth creation</i>
15	<i>Planned Action Implementation Risks</i>	<i>The absence of enough time or funds for the implementation of a strategic agenda;</i>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<i>A clear engagement framework of the government and the private sector for implementation</i>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>

<b>Goal 1 - Improving Investment and Business Climate for the ICT Sector (Part C)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	<i>Planned Action Type</i>	<i>Policy</i>
2	<i>Background to Planned action</i>	<i>A number of countries are now directly engaging the the domestic and international private sector in issues of development and empowerment. There are different approaches and engagement practices that are adopted by countries for private sector development and empowerment through an organised and productive engagement. For the private sector to be developed and empowered with positive impacts, interlinked and mutually reinforcing factors like the provision of incentives for entrepreneurship and investment, enhancing productivity through competition and innovation and harnessing international economic linkages through trade.</i>
3	<i>Description of Planned Action</i>	<i>Developing and putting in place a transformed and systematic partnership framework for enhancing the development and empowerment of the private sector.</i>
4	<i>Planned Action Implementation Rationale</i>	<i>Sustainable growth, employment generation and certainty in the running of the national economy.</i>
5	<i>Planned Action Specific Goals/Objective</i>	<p><b>Transformative and Systematic Partnership by;</b></p> <p>a) <i>Shifting from company led “one-on-one” partnerships to transformative and systemic partnership like the GSC/Government model;</i></p> <p>b) <i>The government to ensure that interventions with the private sector are designed on the basis of a thorough and broader analysis of the wider sector;</i></p> <p>c) <i>A more holistic all-inclusive multi-stakeholder led approach is needed. Within this domain the public sector, donors and NGOs together with other related companies are brought together with the aim at transforming a specific economic sector, market segment or region;</i></p> <p>d) <i>Enhance measures for innovation, entrepreneurship, knowledge and skills, particularly through providing assistance to more effective vocational training – TVET system;</i></p> <p>e) <i>Facilitate policy dialogue between the sector stakeholders and the Government through special forum;</i></p> <p>f) <i>The promotion of measures for greater transparency, predictability and accountability in business and investment, regulatory frameworks, particularly in tax policy and administration;</i></p>

6	<i>Planned Action Implementation Prerequisites</i>	<p>a) <i>Proper management and coordination for the strategy's implementation through the special committee and the Steering Committee with enhanced human resources and relevant legislative and regulatory changes.</i></p> <p>b) <i>A clear framework for coordination, cooperation and collaboration.</i></p> <p>c) <i>Diversified sources of funding for its implementation;</i></p>
7	<i>Planned Action Time Frame</i>	<i>Begin by Q2 of Year One 2021</i>
8	<i>Planned Action Deliverables</i>	<i>A rewarding partnership arrangement by the Government and the private sector impacting on growth and job creation.</i>
9	<i>Time Bound Measurable Targets</i>	<p>a) <i>A private sector that is developed, empowered and transformed;</i></p> <p>b) <i>Adequate funding allocated for PSDE Strategy-2024;</i></p> <p>c) <i>Effective and efficient Governance framework;</i></p>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>
11	<i>Planned Action Outputs</i>	<i>Certainty in the relation between the Government and the private sector</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<p>a) <i>The commitment and support from all stakeholders i.e. private sector members and Government;</i></p> <p>b) <i>Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</i></p> <p>c) <i>Sufficient trust on the part of the stakeholders for implementation;</i></p>
15	<i>Planned Action Implementation Risks</i>	<p>a) <i>The absence of enough time or funds for the implementation of a strategic agenda;</i></p> <p>b) <i>Change in key public, political, or staff leadership that derails implementation;</i></p> <p>c) <i>Market shortfall, failure;</i></p> <p>d) <i>Untimely public airing of critical project details, especially financing;</i></p>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<i>A clear engagement framework of the government and the private sector for implementation.</i>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>

<b>Goal 1 - Improving Investment and Business Climate for the ICT Sector (Part D)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	Planned Action Type	Policy and Regulatory
2	Background to Planned action	A number of countries are now directly engaging the the domestic and international private sector in issues of development and empowerment. There are different approaches and engagement practices that are adopted by countries for private sector development and empowerment through an organised and productive engagement. For the private sector to be developed and empowered with positive impacts, interlinked and mutually reinforcing factors like the provision of incentives for entrepreneurship and investment, enhancing productivity through competition and innovation and harnessing international economic linkages through trade.
3	Description of Planned Action	Identifying initiatives with performance measures for building and enhancing the growth of the private sector .
4	Planned Action Implementation Rationale	An enhanced engagement of the stakeholders that promotes sustainable growth, employment generation and certainty in the running of the national economy.
5	Planned Action Specific Goals/Objective	<p><b>Explicit and Focused Initiatives</b></p> <p>a) Designing explicit and focused initiatives with measurable performance indicators that are attractive to the private sector;</p> <p>b) In the government's engagement, the target would be on specific development issues with clear implementation delivery modalities and performance indicators in attracting the private sector;</p> <p>c) Apply best practices in strengthening national authorities for effective roles in the workings of the private sector;</p>
6	Planned Action Implementation Prerequisites	<p>a) Proper management and coordination for the strategy's implementation through the special committee and the Steering Committee with enhanced human resources and relevant legislative and regulatory changes.</p> <p>b) A clear framework for coordination, cooperation and collaboration.</p>
7	Planned Action Time Frame	Begin by Q3 of Year One 2021
8	Planned Action Deliverables	A clearly defined initiatives for the government and the private sector in the creation of growth and job creation.
9	Time Bound Measurable Targets	<p>a) A private sector empowered with the right tools for growth;</p> <p>b) Adequate funding allocated for PSDE Strategy-2024;</p>
10	Implementing Agency	GIEPA, MOTIE, MOFEA, MOICI
11	Planned Action Outputs	An enabling business climate supporting investment and the development of socially responsive private



		<i>sector.</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<ul style="list-style-type: none"> <li><i>a) Sufficient trust on the part of the stakeholders for implementation;</i></li> <li><i>b) Resources to sustain implementation;</i></li> <li><i>c) Realisation of growth by both the private sector and the Government;</i></li> </ul>
15	<i>Planned Action Implementation Risks</i>	<ul style="list-style-type: none"> <li><i>a) The absence of enough time or funds for the implementation of a strategic agenda;</i></li> <li><i>b) Failure in creating long-term value;</i></li> <li><i>c) Change in key public, political, or staff leadership that derails implementation;</i></li> </ul>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<ul style="list-style-type: none"> <li><i>a) Having in place supporting legislations and or regulations for the determination of the indicators;</i></li> <li><i>b) Enhanced access to the required infrastructure specially finance;</i></li> <li><i>c) A clear engagement framework of the government and the private sector for implementation</i></li> </ul>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>

<b>Goal 2 - Expanding Access to Social and Economic Infrastructure (Part A)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	<i>Planned Action Type</i>	<i>Policy, Legal and Regulatory</i>
2	<i>Background to Planned action</i>	<i>A number of countries are now directly engaging the the domestic and international private sector in issues of development and empowerment. The private sector anywhere represents the engine of growth. Government plays a central role in supporting economic growth and reducing poverty. It needs to provide good policy, strong institutions and efficient public goods and services to ensure the private sector can thrive and the benefits of growth reach all citizens.</i>
3	<i>Description of Planned Action</i>	<i>Developing the right process, frameworks and mechanisms that are to be used in the government's engagement with the private sector.</i>
4	<i>Planned Action Implementation Rationale</i>	<i>To optimally use and benefit from the private sector in a number of development initiatives for the economy.</i>
5	<i>Planned Action Specific Goals/Objective</i>	<p><b>Recognizing the centrality of the private sector's role in generating more business.</b></p> <ul style="list-style-type: none"> <li>a) <i>A framework for a dedicated support to private enterprises;</i></li> <li>b) <i>A clear mechanism for raising finance through private funds to ease private sector's budget constraints and enhancing their liquidity through targeted incentives (fiscal incentives, credit guarantees or other subsidies) with flexible terms;</i></li> <li>c) <i>To cause a review of the current financial infrastructure in The Gambia including the management of collateral, payment and settlement systems, for the successful operation of modern integrated financial markets;</i></li> <li>d) <i>Designing measures for enhancing access to the infrastructure and the capacities to deploy efficient infrastructure systems;</i></li> <li>e) <i>To consider reforms to facilitate the mobilization of term finance and local currency borrowing to fund private sector projects;</i></li> <li>f) <i>Raise efficiency by leveraging private sector management expertise and innovation;</i></li> <li>g) <i>Specific policy measures for standards for education, skills development and the building of healthy workforce;</i></li> <li>h) <i>Carve out and define strategic activities for having the right infrastructure and logistics for exports and domestic market (including digital exports) and the facilitation of the common WTO Trade Facilitation Agreement commitments;</i></li> <li>i) <i>Due consideration of measures for promoting backbone and export service sectors including finance, ICT, accounting, legal, logistics and security services for reasons of their uniqueness and impact on the production value chain;</i></li> <li>j) <i>A review of regulatory environments for the</i></li> </ul>

		<i>backbone service providers for further improvement;</i>
6	<i>Planned Action Implementation Prerequisites</i>	<p>a) <i>A clear framework for engagement through the special committee and the Steering Committee with enhanced human resources and relevant legislative and regulatory changes.</i></p> <p>b) <i>An adequate support for a successful coordination, cooperation and collaboration.</i></p> <p>c) <i>Recognition of the importance of the private sector in economic development.</i></p>
7	<i>Planned Action Time Frame</i>	<i>Begin by Q3 of Year One 2021 and ends year 2</i>
8	<i>Planned Action Deliverables</i>	<i>A highly developed and empowered private sector with the right tools in partnering with Government for private sector growth and job creation.</i>
9	<i>Time Bound Measurable Targets</i>	<p>a) <i>The right tools developed for use by the private sector and the government for growth;</i></p> <p>b) <i>Adequate funding allocated for PSDE Strategy-2024;</i></p> <p>c) <i>Effective and efficient coordination mechanism;</i></p>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>
11	<i>Planned Action Outputs</i>	<i>Efficient relation between the Government and the private sector</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<p>e) <i>The commitment and support from all stakeholders i.e. private sector members and Government;</i></p> <p>f) <i>Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</i></p> <p>g) <i>Sufficient trust on the part of the stakeholders for implementation;</i></p> <p>h) <i>A realized value for wealth creation</i></p> <p>i) <i>Increased taxes, other revenue for Government;</i></p>
15	<i>Planned Action Implementation Risks</i>	<i>The absence of enough time or funds for the implementation of a strategic agenda;</i>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<p>a) <i>Having in place tools and frameworks for the facilitation of private sector investment and businesses;</i></p> <p>b) <i>Enhanced access to the required infrastructure specially finance;</i></p> <p>c) <i>A clear engagement framework of the government and the private sector for implementation</i></p>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>

<b>Goal 2 - Expanding Access to Social and Economic Infrastructure (Part B)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	<i>Planned Action Type</i>	<i>Policy, Legal and Regulatory</i>
2	<i>Background to Planned action</i>	<i>A number of countries are now directly engaging the the domestic and international private sector in issues of development and empowerment. The private sector anywhere represents the engine of growth. Government plays a central role in supporting economic growth and reducing poverty. It needs to provide good policy, strong institutions and efficient public goods and services to ensure the private sector can thrive and the benefits of growth reach all citizens.</i>
3	<i>Description of Planned Action</i>	<i>Developing the right process, frameworks and mechanisms that are to be used by both Government and private sector for satisfying the needs of the private sector for growth and development.</i>
4	<i>Planned Action Implementation Rationale</i>	<i>To optimally use and benefit from the private sector in a number of development initiatives for the economy by enabling the stakeholders.</i>
5	<i>Planned Action Specific Goals/Objective</i>	<p><b>To support the transformation of the private sector by improving the quality of growth, making it shared and more sustainable;</b></p> <ul style="list-style-type: none"> <li>a) <i>Creating access to finance and financial services by strengthening the financial systems;</i></li> <li>b) <i>Developing criteria (covering leasing schemes, tailor-made equity financing and special technical assistance) to enhance access to financing by start-ups and growing SMEs for youth for facilitating business mobility, job creation and growth;</i></li> <li>c) <i>Improving on entrepreneurial and business operation skills;</i></li> <li>d) <i>Enhance access to the relevant technology, innovation, and value chain linkages;</i></li> <li>e) <i>Improving the investment climate through the provision of incentives framework that could also be used for the promotion of STI through research and innovation;</i></li> <li>f) <i>Annual improvements targets to economic infrastructure such as ports, roads and electricity generation to cater for the needs of the private sector;</i></li> <li>g) <i>Enhancing the private sector players' ability to absorb technology and diversify their service provision in addressing the technical skills gaps, upgrade technology and increase R&amp;D;</i></li> </ul>
6	<i>Planned Action Implementation Prerequisites</i>	<ul style="list-style-type: none"> <li>a) <i>A clear framework with a list of the enforceable incentives and facilitative needs of the private;</i></li> <li>b) <i>An adequate support for a successful coordination, cooperation and collaboration.</i></li> <li>c) <i>Recognition of the importance of the private sector in economic development.</i></li> </ul>
7	<i>Planned Action Time Frame</i>	<i>Begin by Q1 of Year Two 2021 and ends year 2</i>

8	<i>Planned Action Deliverables</i>	<i>A highly developed and empowered private sector with the right tools and resources in partnering with Government for private sector growth and job creation.</i>
9	<i>Time Bound Measurable Targets</i>	<ul style="list-style-type: none"> <li>a) <i>A private sector that is developed, empowered and transformed;</i></li> <li>b) <i>Adequate funding allocated for PSDE Strategy-2024;</i></li> <li>c) <i>Effective and efficient Governance framework;</i></li> </ul>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>
11	<i>Planned Action Outputs</i>	<i>Efficient and well-resourced private sector</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<ul style="list-style-type: none"> <li>a) <i>The commitment and support from all stakeholders i.e. private sector members and Government;</i></li> <li>b) <i>Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</i></li> <li>c) <i>Sufficient trust on the part of the stakeholders for implementation;</i></li> <li>d) <i>Resources to sustain implementation;</i></li> <li>e) <i>Realisation of growth by both the private sector and the Government;</i></li> <li>f) <i>A realized value for wealth creation through the access facilitation;</i></li> <li>g) <i>Job creation, retention and advancement;</i></li> <li>h) <i>Increased taxes, other revenue for Government;</i></li> </ul>
15	<i>Planned Action Implementation Risks</i>	<ul style="list-style-type: none"> <li>a) <i>The absence of enough time or funds for the implementation of a strategic agenda;</i></li> <li>b) <i>Conflicts of interest, perceived or real;</i></li> <li>c) <i>Misuse of public funds and resources;</i></li> <li>d) <i>Where there is excessive costs of any development or unprofitability felt by any stakeholder;</i></li> <li>e) <i>Failure in creating long-term value;</i></li> <li>f) <i>Change in key public, political, or staff leadership that derails implementation;</i></li> </ul>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<ul style="list-style-type: none"> <li>a) <i>Having in place tools and frameworks for the facilitation of private sector investment and businesses;</i></li> <li>b) <i>Enhanced access to the required infrastructure especially finance;</i></li> <li>c) <i>A clear engagement framework of the government and the private sector for implementation;</i></li> </ul>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>

**Goal 2 - Expanding Access to Social and Economic Infrastructure (Part C)**

No	Parameter	Remark/Comment
1	<i>Planned Action Type</i>	<i>Policy, Legal and Regulatory</i>

2	<i>Background to Planned action</i>	A number of countries are now directly engaging the the domestic and international private sector in issues of development and empowerment. The private sector anywhere represents the engine of growth. Government plays a central role in supporting economic growth and reducing poverty. It needs to provide good policy, strong institutions and efficient public goods and services to ensure the private sector can thrive and the benefits of growth reach all citizens.
3	<i>Description of Planned Action</i>	Developing the right process, frameworks and mechanisms including capacity building measures to be used by both Government and private sector for satisfying the needs of the private sector for growth and development.
4	<i>Planned Action Implementation Rationale</i>	To optimally use and benefit from the private sector in a number of development initiatives for the economy by empowering the stakeholders with the right capacity and resources.
5	<i>Planned Action Specific Goals/Objective</i>	<p><b>To promote enterprise development by helping the private sector gain access to finance, building its skills, and helping to add value to its activities;</b></p> <ul style="list-style-type: none"> <li>x. The Government is to assess the broader infrastructure development priorities in relation to the priorities of the private sector and the general impact on the economy;</li> <li>xi. Policy measures for the relevant institutions (financial institutions) to provide financing for small businesses, using a variety of channels and ways of lending.</li> <li>xii. Directing the required training and mentoring work with small businesses to equip them to receive and use such money to the best effect and highest return;</li> <li>xiii. To ensure that key network resources (ECOWAN, NB etc) are managed sustainably and used efficiently;</li> <li>xiv. To encourage investment in technology that can stimulate agricultural businesses;</li> <li>xv. Putting in place PPP skills development framework and feedback system especially for priority areas;</li> <li>xvi. Identify short and medium terms training programmes within the framework and in line with the human capital development strategy and the STI strategy in relation to the needs of the private sector;</li> </ul>



		<p>xvii. Identify common measures to support technology where possible upgrades and to incubate and nurture youth innovative projects;</p> <p>xviii. Facilitating special training programmes on standards for enhancing productivity;</p>
6	Planned Action Implementation Prerequisites	<p>a) A clear framework with a list of the enforceable incentives and facilitative needs of the private;</p> <p>b) An adequate support for a successful coordination, cooperation and collaboration.</p> <p>c) Recognition of the importance of the private sector in economic development.</p>
7	Planned Action Time Frame	Begin by Q3 of Year Two 2021 and ends year 3
8	Planned Action Deliverables	A highly developed and empowered private sector with the right tools, capacity and resources in partnering with Government for private sector growth and job creation.
9	Time Bound Measurable Targets	<p>a) An ecosystem with adequate financing incentives and capacity for the private sector;</p> <p>b) Adequate funding allocated for PSDE Strategy-2024;</p> <p>c) Effective and efficient Governance framework;</p>
10	Implementing Agency	GIEPA, MOTIE, MOFEA, MOICI
11	Planned Action Outputs	Efficient and well-resourced private sector
12	Anticipated Beneficiaries	All stakeholders
13	Resource Mobilisation and Costing	See Below
14	Planned Action Critical Success Factors	<p>a) The commitment and support from all stakeholders i.e. private sector members and Government;</p> <p>b) Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</p> <p>c) Sufficient trust on the part of the stakeholders for implementation;</p>
15	Planned Action Implementation Risks	<p>a) The absence of enough time or funds for the implementation of a strategic agenda;</p> <p>b) Conflicts of interest, perceived or real;</p> <p>c) Misuse of public funds and resources;</p> <p>d) Where there is excessive costs of any development or unprofitability felt by any stakeholder;</p> <p>e) Failure in creating long-term value for the targeted capacity and or skill;</p> <p>f) Change in key public, political, or staff leadership that derails implementation;</p>



16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<ul style="list-style-type: none"> <li>a) <i>Having in place tools and frameworks for capacity development and skills enhancement;</i></li> <li>b) <i>Enhanced access to the required infrastructure especially training;</i></li> <li>c) <i>A clear engagement framework of the government and the private sector for implementation;</i></li> </ul>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI and GCCI</i>

<b>Goal 2 - Expanding Access to Social and Economic Infrastructure (Part D)</b>		
No	Parameter	Remark/Comment
1	Planned Action Type	Policy, Law and Regulatory
2	Background to Planned action	It is the case that poorly designed policy and regulations can be harmful to an economy as it can stifle innovation, growth and job creation. In many cases it can waste the nations limited resources and impede sustainable development. Countries have since been making assessment of their regulatory environment to test relevance, effectiveness and impact on the private sector.
3	Description of Planned Action	Causing a review of the available regulatory framework for the sectors in terms of the regimes that are put in place for sector regulation, supervision and control. This review is followed by redesigning the the process, frameworks and mechanisms including capacity building measures for use by both Government and private sector for satisfying the needs of the private sector for growth and development.
4	Planned Action Implementation Rationale	Ensuring regulatory certitude, growth and development in the private sector.
5	Planned Action Specific Goals/Objective	<p><b>To improve The Gambia's investment and business climate especially for the ICT sector through measures for strengthening the policies, laws, regulations, tax systems, rights, and procedures that govern businesses;</b></p> <p>a) Paperless measures in helping governments fight corruption;</p> <p>b) Promote financial transparency;</p> <p>c) Further develop the formal sector;</p> <p>d) Enhancing infrastructure investments;</p> <p>e) Strengthening the labour markets;</p> <p>f) Build the business skills of young people and entrepreneurs;</p> <p>The expected outcome is for an increased access to social and economic infrastructure.</p>
6	Planned Action Implementation Prerequisites	<p>a) A responsive and relevant policy and regulatory framework promoting private sector development and empowerment;</p> <p>b) An adequate support for a successful coordination, cooperation and collaboration.</p> <p>c) National development being private sector-led</p>
7	Planned Action Time Frame	Begin by Q1 of Year Three 2022
8	Planned Action Deliverables	
9	Time Bound Measurable Targets	<p>a) An ecosystem with skilled labour;</p> <p>b) Improvement in the ranking on ease of doing business;</p> <p>c) Adequate funding allocated for PSDE Strategy-2024;</p>

		d) <i>Increased investment;</i>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>
11	<i>Planned Action Outputs</i>	<i>Increase in the country's global positioning for private sector business.</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<ul style="list-style-type: none"> <li>a) <i>Resources to sustain implementation;</i></li> <li>b) <i>Realisation of growth by both the private sector and the Government;</i></li> <li>c) <i>A realized value for wealth creation</i></li> <li>d) <i>Job creation, retention and advancement;</i></li> <li>e) <i>Increased taxes, other revenue for Government;</i></li> </ul>
15	<i>Planned Action Implementation Risks</i>	<i>The absence of enough time or funds for the implementation of a strategic agenda;</i>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<ul style="list-style-type: none"> <li>a) <i>Having business tools and applications that measure financial transparency, skills development and investment;</i></li> <li>b) <i>A working e-Government framework with a super active G2B transactions;</i></li> </ul>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>

<b>Goal 3 - Promoting Enterprise Development (Part A)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	<i>Planned Action Type</i>	<i>Policy and Regulatory</i>
2	<i>Background to Planned action</i>	<i>It is the case that poorly designed policy and regulations can be harmful to an economy as it can stifle innovation, growth and job creation. In many cases it can waste the nations limited resources and impede sustainable development. Countries have since been making assessment of their regulatory environment to test relevance, effectiveness and impact on the private sector.</i>
3	<i>Description of Planned Action</i>	<i>Causing a review of the available regulatory framework for the sectors in terms of the regimes that are put in place for sector regulation, supervision and control. This review is followed by redesigning the the process, frameworks and mechanisms including capacity building measures for use by both Government and private sector for satisfying the needs of the private sector for growth and development.</i>
4	<i>Planned Action Implementation Rationale</i>	<i>Ensuring regulatory certitude, growth and development in the private sector.</i>
5	<i>Planned Action Specific Goals/Objective</i>	<p><i>To review and prepare the right collaborative platforms and regulatory framework including the streamlining of the required tools and instruments for private sector development and empowerment;</i></p> <ul style="list-style-type: none"> <li><i>a) To establish guidelines for both pre-partnership assessment as well as routine monitoring;</i></li> <li><i>b) A single window for the private sector to access government services, pay taxes, comply with regulation, access information and provide feedback</i></li> <li><i>c) Establishing advisory help desks, through GIEPA, in each Government institution to provide further support;</i></li> <li><i>d) Engaging and leveraging the capacities of the private sector for sustainable human development;</i></li> <li><i>e) Ensuring that the skills development programmes under the strategy for human capital are shared and implemented by all stakeholders including the private sector;</i></li> <li><i>f) Private sector engagement framework including a “due diligence systems” for a genuine partnership for in minimising risks and promoting growth;</i></li> <li><i>g) MoUs and Statements of Intent defining areas of collaboration, through leadership and exploration of innovative approaches;</i></li> <li><i>h) Cost-sharing agreements for resource mobilization;</i></li> <li><i>i) Pro-bono arrangements for in-kind contributions/arrangements;</i></li> <li><i>j) A revision of policy and guidelines to ensure streamlined processes with clear policy positions on capacity development for private sector and inclusive market development;</i></li> <li><i>k) A first-year review of the legal and regulatory</i></li> </ul>

		<p>framework for key sectors including ICTs in terms of services, licensing, fees and other conditions;</p> <p>l) A review of the existing institutional framework for regulating the activities within the private sector;</p>
6	<i>Planned Action Implementation Prerequisites</i>	<p>a) A responsive and relevant policy and regulatory framework promoting private sector development and empowerment;</p> <p>b) An adequate support for a successful coordination, cooperation and collaboration.</p> <p>c) National development being private sector-led</p>
7	<i>Planned Action Time Frame</i>	<i>Begin by Q1 of Year One 2021</i>
8	<i>Planned Action Deliverables</i>	<i>A conducive environment for private sector development and empowerment.</i>
9	<i>Time Bound Measurable Targets</i>	<p>a) A private sector ecosystem with adequate regulatory instruments, incentives packages and measures for capacity;</p> <p>b) A clear and sustainable funding mechanism for the implementation of PSDE Strategy-2024;</p> <p>c) Effective and efficient Governance framework;</p>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>
11	<i>Planned Action Outputs</i>	<i>An economic setting where the private sector is well facilitated for growth and productivity through an encouraging policy and regulatory environment.</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<p>a) Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</p> <p>b) Sufficient trust on the part of the stakeholders for implementation;</p> <p>c) Resources to sustain implementation;</p> <p>d) Realisation of growth by both the private sector and the Government;</p> <p>e) Increased taxes, other revenue for Government;</p>
15	<i>Planned Action Implementation Risks</i>	<p>a) The absence of enough time or funds for the implementation of a strategic agenda;</p> <p>b) Conflicts of interest, perceived or real;</p> <p>c) Misuse of public funds and resources;</p> <p>d) Failure in creating long-term value;</p> <p>e) Change in key public, political, or staff leadership that derails implementation;</p> <p>f) Market shortfall or failure;</p>

16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<ul style="list-style-type: none"> <li>a) <i>Having in place tools and frameworks for enhancing the works of the private sector;</i></li> <li>b) <i>Adequate regulatory instruments for the private sector growth;</i></li> <li>c) <i>A clear engagement framework of the government and the private sector for implementation;</i></li> <li>d) <i>Having business tools and applications that measure financial transparency, skills development and investment;</i></li> </ul>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	GIEPA, MOTIE, MOFEA, MOICI

<b>Goal 3 - Promoting Enterprise Development (Part B)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	<i>Planned Action Type</i>	<i>Policy and Regulatory</i>
2	<i>Background to Planned action</i>	<i>It is the case that poorly designed policy and regulations or the wrong application of an existing process can be harmful to an economy as it can stifle innovation, growth and job creation. In many cases it can waste the nations limited resources and impede sustainable development. Countries have since been making assessment of their regulatory environment to test relevance, effectiveness and impact on the private sector.</i>
3	<i>Description of Planned Action</i>	<i>Causing a review of the available policy and regulatory framework for the sectors in terms of the regimes that are put in place for sector regulation, supervision and control. This review is followed by redesigning the process, frameworks and mechanisms including capacity building measures for use by both Government and private sector for satisfying the needs of the private sector for growth and development.</i>
4	<i>Planned Action Implementation Rationale</i>	<i>Ensuring regulatory certitude, growth and development in the private sector and the use of local capacity to address the needs of the private sector.</i>
5	<i>Planned Action Specific Goals/Objective</i>	<p><b>Supporting the development of the private sector and inclusive markets to enable greater positive impact on development by the private sector.</b></p> <ul style="list-style-type: none"> <li>a) <i>To extend and deepen Government's partnerships with the private sector;</i></li> <li>b) <i>To leverage additional technical capacity and resources;</i></li> <li>c) <i>To foster innovation for private sector engagement and development work;</i></li> <li>d) <i>Consider review measures for enhancing the competitiveness of the economy by working on the terms and conditions of access to markets, finance, capital, skills, technology and backbone services;</i></li> <li>e) <i>A framework for the firms to source more inputs locally where the local capacity exists through any relevant entity within GIEPA;</i></li> <li>f) <i>To cause a review of legal and regulatory framework for IPR regulation;</i></li> <li>g) <i>To have signature alliances and programs to ensure enhanced focus on and contribution to the Government's medium-term priorities;</i></li> <li>h) <i>To engage the private sector as a partner in achieving SDGs and support the development of the private sector and inclusive markets;</i></li> </ul>
6	<i>Planned Action Implementation Prerequisites</i>	<ul style="list-style-type: none"> <li>a) <i>A responsive and relevant policy and regulatory framework promoting private sector development and empowerment;</i></li> <li>b) <i>An adequate support for a successful coordination, cooperation and collaboration.</i></li> </ul>



		<i>c) National development being private sector-led</i>
7	<i>Planned Action Time Frame</i>	<i>Begin by Q4 of Year One 2021</i>
8	<i>Planned Action Deliverables</i>	
9	<i>Time Bound Measurable Targets</i>	<i>A private sector ecosystem with adequate administrative and regulatory instruments, incentives packages and measures for use of local capacity.</i>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>
11	<i>Planned Action Outputs</i>	<i>An economic setting where the private sector is well facilitated for growth and productivity through an encouraging policy and regulatory environment.</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	<ul style="list-style-type: none"> <li><i>a) The commitment and support from all stakeholders i.e. private sector members and Government;</i></li> <li><i>b) Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</i></li> <li><i>c) Sufficient trust on the part of the stakeholders for implementation;</i></li> <li><i>d) Resources to sustain implementation;</i></li> </ul>
15	<i>Planned Action Implementation Risks</i>	<ul style="list-style-type: none"> <li><i>a) The absence of enough time or funds for the implementation of a strategic agenda;</i></li> <li><i>b) Conflicts of interest, perceived or real;</i></li> <li><i>c) Misuse of public funds and resources;</i></li> <li><i>d) Where there is excessive costs for any initiative;</i></li> </ul>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<ul style="list-style-type: none"> <li><i>a) Having in place tools and frameworks for the efficient operations of the business of the private sector;</i></li> <li><i>b) A clear engagement framework of the government and the private sector for implementation;</i></li> </ul>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>The steering Committee, GIEPA, MOTIE, MOFEA, MOICI</i>

<b>Goal 3 - Promoting Enterprise Development (Part C)</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	Planned Action Type	Policy
2	Background to Planned action	Knowledge and capacity are crucial to the growth of private sector and its participation in economic activity. As knowledge requires continuous investment to enable an economy to adapt to the effects of globalisation. With that process many nations pursue it in the form of capacity building which impacts positively on each private sector member and the general economy.
3	Description of Planned Action	Identify capacity building needs for the private sector and the government in the ecosystem being created.
4	Planned Action Implementation Rationale	There is a need to minimise an over-reliance on outside experts as sources of knowledge, resources, and solutions to Government and the private sector needs. This equally reduces cost.
5	Planned Action Specific Goals/Objective	<b>Investing in knowledge and capacity</b>  a) To adequately invest in staff knowledge and capacities of the Government that are to work with the private sector;  b) Outlined engagement plans reflecting the required technical, business and partnership expertise;  c) A framework for upgrading the staff capacities of the institution managing the relationship of the government and the private sector;  d) A special programme for skills development and employment promotion by matching closely skills development programmes with private sector demand through workplace learning.
6	Planned Action Implementation Prerequisites	a) A comprehensive assessment and report on the capacity needs of the government and the private sector;  b) A full participation of all stakeholders in the determination of the capacity needs;
7	Planned Action Time Frame	Begin by Q1 of Year Two 2022
8	Planned Action Deliverables	
9	Time Bound Measurable Targets	a) private sector ecosystem with adequate human and institutional capacity; b) A clear and sustainable capacity building framework c) Effective and efficient capacity building implementation framework
10	Implementing Agency	GIEPA, MOTIE, MOFEA, MOICI
11	Planned Action Outputs	Having diverse, dynamic, entrepreneurial, innovative, and broad-based enterprise sector with adequate capacity to produces goods and services for the domestic and international market.
12	Anticipated Beneficiaries	All stakeholders
13	Resource Mobilisation and Costing	See Below
14	Planned Action Critical	a) The commitment and support from all

	<i>Success Factors</i>	<p><i>stakeholders i.e. private sector members and Government;</i></p> <p><i>b) Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</i></p> <p><i>c) Resources to sustain implementation;</i></p> <p><i>d) An appropriate capacity building plan;</i></p>
15	<i>Planned Action Implementation Risks</i>	<p><i>a) The absence of enough time or funds for the implementation of a strategic agenda;</i></p> <p><i>b) Misuse of public funds and resources;</i></p> <p><i>c) Where there is excessive costs of capacity building;</i></p> <p><i>d) Failure in creating long-term value for capacity building;</i></p> <p><i>e) Change in key public, political, or staff leadership that derails implementation;</i></p>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<p><i>a) A clear road map on capacity building for the private sector and the government;</i></p> <p><i>b) Having in place tools and frameworks for capacity development and skills enhancement;</i></p> <p><i>c) Having business tools and applications that measure financial transparency, skills development and investment;</i></p>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, MOTIE, MOFEA, MOICI</i>

## 15) THE SPECIAL COMMITTEE FOR PSDE STRATEGY-2024

This committee shall implement this PSDE Strategy-2024 and be part of its governance framework.

<b>Special Committee Members</b>	
1) The Ministry of Trade, Industry & Employment	2) University of The Gambia
3) The Ministry of Finance and Economic Affairs	4) National Accreditation and Quality Assurance Authority
5) The Ministry of Information, Communication and Infrastructure	6) Association of Gambian Manufacturers
7) Gambia Investment & Export Promotion Agency	8) Gambia Chamber of Commerce & Industry
9) Department of Agriculture	10) Association of Clearing and Forwarding Agencies
11) Gambia Tourism Board	12) Gambia Standards Bureau
13) Central Bank of The Gambia	14) Concern Universal
15) Gambia Bureau of Statistics	16) International Relief for Development
17) Gambia Revenue Authority	18) TANGO
19) Gambia Ports Authority	20) Gambia Transport Owners & Haulage Association
21) Gambia Bankers Association	22) Gambia Transport Control Association
23) Gambia Groundnut Corporation	

<b>16) RISKS MANAGEMENT AND MITIGATION STRATEGIES</b>		
<b>No</b>	<b>Parameter</b>	<b>Remark/Comment</b>
1	<i>Planned Action Type</i>	<i>Policy – mitigating risks</i>
2	<i>Background to Planned action</i>	<i>There are risks for the implementation of this strategy. To manage the risks, an outlined risk mitigation strategies are considered;</i>
3	<i>Description of Planned Action</i>	<i>Defining the activities to address the identified risks to this PSDE Strategy-2024.</i>
4	<i>Planned Action Implementation Rationale</i>	<i>To eliminate uncertainty and increase certitude in the PSDE Strategy-2024's implementation.</i>
5	<i>Planned Action Specific Goals/Objective</i>	<i>Goal 1 - Improving Investment and Business Climate for the ICT Sector;</i>  <i>Goal 2 - Expanding Access to Social and Economic Infrastructure;</i>  <i>Goal 3 - Promoting Enterprise Development;</i>
6	<i>Planned Action Implementation Prerequisites</i>	a) <i>Proper management and coordination for the strategy's implementation through the special committee and the Steering Committee with enhanced human resources and relevant legislative and regulatory changes.</i>  b) <i>A clear framework for coordination, cooperation and collaboration.</i>  c) <i>Diversified sources of funding for its implementation;</i>
7	<i>Planned Action Time Frame</i>	<i>To begin by Q1 of 2021</i>
8	<i>Planned Action Deliverables</i>	<i>Successful implementation of the Plan.</i>
9	<i>Time Bound Measurable Targets</i>	d) <i>A private sector that is developed, empowered and transformed;</i> e) <i>Adequate funding allocated for PSDE Strategy-2024;</i> f) <i>Efficient Governance framework;</i>
10	<i>Implementing Agency</i>	<i>GIEPA, MOTIE, MOFEA and MOICI</i>
11	<i>Planned Action Outputs</i>	<i>A developed and empowered private sector that is contributing to national development and growth.</i>
12	<i>Anticipated Beneficiaries</i>	<i>All stakeholders</i>
13	<i>Resource Mobilisation and Costing</i>	<i>See Below</i>
14	<i>Planned Action Critical Success Factors</i>	j) <i>The commitment and support from all stakeholders i.e. private sector members and Government;</i>  k) <i>Adequate awareness campaign and communication in relation to the identified activities in this PSDE Strategy-2024;</i>

		<p><i>l) Sufficient trust on the part of the stakeholders for implementation;</i></p> <p><i>m) Resources to sustain implementation;</i></p> <p><i>n) Realisation of growth by both the private sector and the Government;</i></p> <p><i>o) A realized value for wealth creation</i></p> <p><i>p) Job creation, retention and advancement;</i></p> <p><i>q) Increased taxes, other revenue for Government;</i></p>
15	<i>Planned Action Implementation Risks</i>	<p><i>a) Conflicts of interest, perceived or real;</i></p> <p><i>b) Use/misuse of public funds, resources, perceived or real;</i></p> <p><i>c) Where there is excessive costs of any development or unprofitability felt by any stakeholder;</i></p> <p><i>d) Failure in creating long-term value;</i></p> <p><i>e) Change in key public, political, or staff leadership that derails implementation;</i></p> <p><i>f) Market shortfall, failure;</i></p> <p><i>g) Untimely public airing of critical project details, especially financing;</i></p>
16	<i>Planned Action Monitoring and Evaluation Indicators</i>	<p><i>Having the key risk indicators in place including;</i></p> <p><i>d) Having in place tools and frameworks for the facilitation of investment and businesses;</i></p> <p><i>e) Enhanced access to the required infrastructure specially finance;</i></p> <p><i>f) A clear engagement framework of the government and the private sector for implementation</i></p>
17	<i>Planned Action Implementation monitoring and Evaluation Responsibility</i>	<i>GIEPA, GCCI, MOTIE, MOFEA and MOICI</i>

## 17) COST ESTIMATES

## 17.1 Estimated Costs

A number of activities have been outlined in the implementation plan. Some of them fall under the special categories in the table below. Each is given an associated cost based on the cost standards in the table. The cost that is assigned to each activity in the table below is used in establishing general cost.

<b>NO</b>	<b>ITEM</b>	<b>ASSIGNED COSTS - DALASI</b>
<b>a)</b>	<i>Legislation</i>	<i>750,000</i>
<b>b)</b>	<i>Regulation</i>	<i>250,000</i>
<b>c)</b>	<i>Review process</i>	<i>250,000</i>
<b>d)</b>	<i>Standards (related)</i>	<i>600,000</i>
<b>e)</b>	<i>Guidelines</i>	<i>250,000</i>
<b>f)</b>	<i>Management Reports, Planning and evaluation (related)</i>	<i>400,000</i>
<b>g)</b>	<i>Simple framework</i>	<i>250,000</i>
<b>h)</b>	<i>Ecosystem, Tracking (related)</i>	<i>600,000</i>
<b>i)</b>	<i>Surveys</i>	<i>1,500,000</i>

*In some cases, depending on the issue and its scope (e.g. software application) the specific assigned cost can change.*



## 17.2 Detail Cost Estimates

<b>17.2.1 Estimate - Goal 1 - Improving Investment &amp; Business Climate</b>		
<b>NO</b>	<b>ACTIVITY</b>	<b>ESTIMATED COST (DALASI)</b>
a)	A framework for the consideration of wider interventions to lower the cost of doing business in The Gambia;	8,100,000
b)	A stable macroeconomic environment with a risk-reward equation that makes investment so compelling;	
c)	Efficient and well-regulated public services through review of regulations for the delivery of public services;	
d)	Effective law enforcement and rule of law with a review of the legislative gaps;	
e)	Transparent procurement practices for an all-inclusive participation in service delivery;	
f)	A review of the Government measures (including incentives and investment facilitation framework) for the promotion of investment with a central focus on the adoption of ICTs in investment promotion;	
g)	Productive Institutional Relationship	3,100,000
h)	Transformative and Systematic Partnership	13,350,00
i)	Explicit and Focused Initiatives	2,700,000
<b>SUB TOTAL ESTIMATE</b>		<b>27,250,000</b>
<b>17.2.2 Estimates - Goal 2 Expanding Access to Social &amp; Economic Infrastructure</b>		
<b>NO</b>	<b>ACTIVITY</b>	<b>ESTIMATED COST</b>
a)	Recognizing the centrality of the private sector's role in generating more business.	13,900,00
b)	To support the transformation of the private sector by improving the quality of growth, making it shared and more sustainable;	22,650,000
c)	To promote enterprise development by helping the private sector gain access to finance, building its skills, and helping to add value to its activities;	4,200,000
d)	To improve The Gambia's investment and business climate especially for the ICT sector through measures for strengthening the policies, laws, regulations, tax systems, rights, and procedures that govern businesses;	11,850,000
<b>SUB TOTAL ESTIMATE</b>		<b>52,600,000</b>
<b>17.2.3 Estimates - Goal 3 - Promoting Enterprise Development</b>		
<b>NO</b>	<b>ACTIVITY</b>	<b>ESTIMATED COST</b>
a)	To review and prepare the right collaborative platforms and regulatory framework including the streamlining of the required tools and instruments for private sector development and empowerment;	26,650,000
b)	Supporting the development of the private sector and inclusive markets to enable greater positive impact on development by the private sector;	3,250,000
c)	Investing in knowledge and capacity;	11,250,000
<b>SUB TOTAL ESTIMATE</b>		<b>41,150,000</b>
<b>WHOLE TOTAL ESTIMATE</b>		<b>121,000,000</b>