



Republic
of The Gambia

National Employment Policy and Implementation Plan 2019-2024

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by **The Ministry of Trade, Regional Integration and Employment**

Preface

Employment creation has been generally acknowledged as one of the key challenges in Gambia today. The latest labor force survey, completed in 2018 highlights the lack of employment opportunities confronting our population, both in urban and rural areas. Thus, there is a need for decisive intervention if we are to reach the goals set by the National Development Plan.

The National Development Plan has placed employment creation and the reduction of inequalities at the center of government efforts in the coming years. This new employment policy is thus a further contribution to that process. It builds on various existing initiatives and highlights the key priority areas in the years to come.

Past initiatives like the National Employment Policy 2014 have attempted to create a coherent framework for the numerous initiatives carried out by the government over the years to incentivize employment creation, yet the political circumstances and the lack of capacity have prevented the implementation of such policies. Moreover, 2017 has brought about a radical change in circumstances in our country. These changes must be reflected in a new National Employment policy which reflects the labor market's current situation and the policy direction of the new government.

The 2019 Employment Policy encourages vigorous private-sector led growth, spearheaded by SMEs through the transformation of the informal economy. It outlines agriculture-based industrialization, systematic and targeted value addition, renewable energy generation and green jobs. It targets services, such as tourism to generate employment and leverage our natural resources. The policy also focuses on the public sector providing an enabling policy environment, with sound macroeconomic policy, market responsive skills development policy, sound financial policy, all of which form an integral part of the productive job creation strategy. A special emphasis will be placed on the employment of women, youth and differently abled individuals who are worst affected by the current levels of unemployment and informal employment.

The 2019 employment policy, building on the analytical work carried out in the context of the 2018 Labor Force Survey presents an analysis of unemployment and employment trends and outlines priority areas for employment creation between 2019 and 2024. This is followed by an accompanying implementation plan outlining the role players whose contributions are required to successfully implement this policy. Finally, the monitoring and evaluation plan is meant to ensure that this policy will practically contribute to the creation of thousands of additional, sustainable and decent jobs in Gambia.

The 2019 National Employment Policy was developed in a participatory manner drawing not only on various government ministries and agencies but also on social partners namely, employers, trade unions and informal economy organizations. Thus, this document has drawn on and incorporated the views and proposals of a broad range of stakeholders. The process was supported since its inception by the MoTIE and supported by the United Nations Development Program.

Pateh Jah
Permanent Secretary

Glossary of Terms

Decent work:	Refers to opportunities for work that is productive, safe and delivers a meaningful income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom of expression and association, to organize and participate in the decision making and equality of opportunity and treatment for all women and men.
Economically inactive	All persons below the age of 15 years of age and all persons over 15 years of age who are not available for work since they are full-time learners or students, homemakers (people involved only in unpaid household duties), ill, disabled or on retirement
Economically active	All persons within the working age group of 15 years of age and above with the exception of the persons defined as economically inactive
Labor force	All persons who constitute the working age group population aged 15 years and above and are economically active. The labor force consists of both employed and unemployed persons.
Labor force participation rate (also referred to as the economic activity rate)	The proportion of the economically active population in a given working age population group.
Employed:	All persons within the economically active population who have worked for at least one hour over the reference period for pay (remuneration), profit or family gain.
Employment rate	The proportion of the working age population that is employed.
Unemployed	All persons within the economically active population who are without work, are available for work and are actively seeking work.
Unemployment Rate	Unemployed persons expressed as a percentage of the total number of persons in the labor force.
Underemployment	All persons within the economically active population who are working fewer than 40 hours a week, despite being willing and able to do so

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Abbreviations

To ensure full readability, use of abbreviations have been limited

M&E	Monitoring and Evaluation
NEP	National Employment Policy
NDP	National Development Plan
SMEs	Small and Medium Enterprises
MOTIE	Ministry of Trade, Regional Integration and Employment
GDP	Gross Domestic Product
UNDP	United Nation Development Program
LGA	Local Government Authority
WHO	World Health Organisation
GFD	Gambia Federation of The Disabled
ILO	International Labour Organisation
DWCP	Decent Work Country Program
PPPs	Public Private Partnerships
OSH	Occupational Safety and Health
PES	Public Employment Services
PEA	Private Employment Agencies
NGO	Non-Governmental Agency
GBOS	Gambia Bureau of Statistics

Figures

Figure 1: Employed population by age
Figure 2: A breakdown by Age and LGA
Figure 3: Employed people by occupation and area
Figure 4: Employment by Sector
Figure 5: Reasons for Underemployment

Tables

Table 1: Number and percentage of population aged 15-64 years by age group and LGA. Source LFS 2018
Table 2: Real GDP Growth Rate 2019-2024 - Source: IMF
Table 3: Population Count (Disabled)

Table of Contents

<i>Preface</i>	0
<i>Glossary of Terms</i>	1
<i>Abbreviations</i>	2
<i>Table of Contents</i>	3
CHAPTER 1: Introduction	4
1.1 Background and Context.....	4
1.2 Purpose of the Employment Strategy.....	4
CHAPTER 2: Situational Analysis	6
2.1 Population Challenges	6
2.2 Macroeconomic Indicators and Challenges	6
2.3 (Un) employment, informal employment and employability in Gambia.....	7
2.3.1 Employment Profile	7
2.3.2 Women, Youth and Differently abled individuals Employment and Unemployment.....	12
2.4 Conclusion.....	13
CHAPTER 3: Normative, Structural and Regulatory Framework	14
CHAPTER 4: Employment Strategy	16
4.1 Goals and objectives.....	16
4.2 Principles	16
4.3 Priority areas and strategies.....	18
4.3.1 Pro-employment macroeconomic policies.....	18
4.3.2 Focusing on Employment-Generating Sectors.....	19
4.3.3 Public works: Housing and sanitation and other infrastructure.....	22
4.3.4 Informal economy and SMEs	22
4.3.5 Generating energy and focusing on developing renewable energy sources.....	24
4.3.6 Skills development.....	25
4.3.7 Strengthening social protection.....	26
4.3.8 Strengthening Labor administration and labor standards	27
CHAPTER 5: Policy Implementation Framework	30
5.1 Implementation Plan and Role-players.....	30
5.2 Institutional Coordination Framework.....	30

CHAPTER 1: Introduction

1.1 Background and Context

The 2019 National Employment Policy (NEP) captures our government's vision for achieving our employment Goals. Like most aspects of policy development, employment generation is a multi-dimensional endeavor which requires the coordination of the activity of multiple actors – both public and private.

It is particularly relevant to The Gambia today since:

- Demographic trends are putting enormous pressure on our labor market.
- We are embarked in a process of comprehensive structural change, exemplified by the rapid urbanization of our population. These changes represent a formidable opportunity as well as a huge challenge, as people move out of the agricultural sector and into the manufacturing or service sectors in the cities.
- We are once again showing some encouraging levels of economic growth. However, economic growth does not automatically translate into more decent jobs and more benefits for the poor, and accordingly requires to be assisted by additional policy measures to ensure that a large portion of the population is able to reap the benefits of our improved economic performance.
- Informal employment—work that lacks social and legal protections and employment benefits—is still prevalent in our country. Formalization of such employment represents an opportunity to increase its economic benefit and create conditions for sustainable development.
- Despite great efforts, wage inequality is rising in the Gambia, with workers benefitting less from economic growth. The employment policy is looking to address such inequality.
- An increasing number of those who work are counted among the working poor.
- Secure, full-time employment with benefits is no longer the norm in the developed world.
- There are more women in the labor force, but their quality of employment, including wages, working conditions and prestige, still lags behind men.
- High youth unemployment is causing increasing numbers of young people to get discouraged and leave the labor market.

1.2 Purpose of the Employment Strategy

The 2019-202 Employment Agenda sets out the framework for improving employability of Gambians during the period in the broader context of our country's economic and social development. It aims at increasing productive employment respectful of international labor standards, social protection and workers' fundamental rights. The strategy aims to coordinate a wide range of policy interventions, cutting across macro- and microeconomic dimensions and addressing both labor demand and supply.

1.3 Structure of the Policy

The policy is structured around five chapters:

- The first chapter is the introduction which highlights the background, purpose and structure of the policy;
- **Chapter 2** provides a situational analysis of the labor market, reflecting the findings of the recent Labor Force Survey;
- **Chapter 3** highlights the normative, structural and regulatory frameworks that are regulating employment in the Gambia;
- **Chapter 4:** highlights the strategy and the policy measures envisaged by the policy;
- **Chapter 5:** Provides the policy implementation framework

CHAPTER 2: Situational Analysis

The objective of this section is to provide a situational framework for the employment policy. Accordingly, we will first describe the macroeconomic situation. Secondly, we will describe the country's employment situation and thirdly we will explain the objective of the Employment Policy.

2.1 Population Challenges

In 2018, Gambia's population was estimated at 2.3 million people. Population growth rate is among the highest in the world, estimated around 3% per year¹. This means that over the next five years, the population will be growing by an average of 65000 people on a net basis. Predictably, The Gambia's the population is young, with 43 percent, or 1 million people are between 0-14 years of age. There are, on average, slightly more women (52.4%) than men (47.6%) in the population. The average household size is large with roughly 10 person per household, it is highest in the rural areas (11.2 people per household) than in urban areas (8.0 people per household)².

The population of The Gambia is progressively more urban. In 2017, the share of urban population had reached 57.3%³, up from 53.4% only ten years prior. Table 1 describes the number of and percentage of population aged 15-64 years by age group and LGAs

Age Group	Banjul	Kanifing	Brikama	Kerewan	Mansakonko	Kuntaur	Janjanbureh	Basse
15-24	33.2	36.2	40.5	40.8	39.1	39.4	40.1	37.6
25-35	27.8	31.8	28.8	24.6	28.8	27.3	28.4	30.5
36-64	39.0	32.0	30.7	34.6	34.0	33.3	31.5	31.9

Table 1: Number and percentage of population aged 15-64 years by age group and LGA. Source LFS 2018

2.2 Macroeconomic Indicators and Challenges

Gambia is classified as a low-income developing country, with a GDP per capita of USD 483.⁴ Its economy is small and relies primarily on tourism, rain-dependent agriculture, and remittances, and is highly vulnerable to external shocks. Since the democratic transition of 2017, the country has rebounded strongly. Real gross domestic product (GDP) growth was estimated at 6.6% in 2018 (from 4.6% in 2017), driven by strong recovery in tourism and trade, and construction, as well as improvements in electricity provision. Despite such strong performance, Gambia's macroeconomic framework continues is characterized by high debt levels. Public debt is estimated around 87% of GDP in 2018 while interest payments constituted around 26% of domestic revenues in 2018. This situation leaves limited fiscal space for public investment and improved service delivery⁵.

¹ CIA World Factbook

² Labor Force Survey, 2018

³ Labor Force Survey, 2018

⁴ Labor Force Survey, 2018

⁵ World Bank, 2018

The key long-term development challenges facing The Gambia are related to its undiversified economy, small internal market, limited access to resources, lack of skills necessary to build effective institutions, high population growth, and lack of private sector job creation. As table 1 below indicates, the overall economic outlook over the period of 2019 to 2024 is strong, with real GDP growth averaging 5.0 percent over the period. Population growth rate is expected to remain high, averaging 2.8% over the period, with the country adding on average 65,000 per year over the next five years⁶.

	2019	2020	2021	2022	2023	2024
Real GDP Growth	5.4	5.2	5.0	4.8	4.8	4.8

Table 2: Real GDP Growth Rate 2019-2024 - Source: IMF

2.3 (Un) employment, informal employment and employability in Gambia

The 2018 Labor Force Survey carried out by the Gambia Bureau of Statistics, in partnership with the Ministry of Trade, Industry, Regional Integration and funded by the United Nation Development Program (UNDP), provides an precise description of the labor market in the Gambia. In this section we highlight its findings and describe the main characteristics of the labor market.

2.3.1 Employment Profile

Of the 1.3 million Gambians above the age of 15, virtually all of the remaining population is of working age – with almost 70% of this group between 15 and 35 years of age. The majority of working age population is concentrated around Brikama, following by Kanifing and Kerewan. Participation rates are low, with almost 43 percent of working age population remaining outside of the labor force⁷.

Most of those outside the labor force mention that they are not entering the labor force because they have domestic responsibilities (being a housewife), or are actively engaged in studies. The employed population is estimated at 431,168, represents just 18 percent of total population. While the majority (64.8%) of employed individuals are male, a substantial number of women participate in the formal economy, especially in the rural areas.

The relationship between educational level and labor force participation is complex. Predictably, people possessing a Vocational Certificate, Diploma or higher have the highest levels of participation, however, people with no schooling or just early childhood education tend to have a higher rate of labor force participation than individuals with primary, lower secondary or upper secondary education.

Overall, the unemployment is high, averaging 35.2% of working age population. Unemployment is especially pronounced among younger people (41.5 percent), women and differently abled individuals, especially in rural areas. Additionally, under-employment is a common phenomenon, affecting, according to the labor force survey more frequently females in urban areas and especially in Brikama. Over the past five years, a little over 3% of the population emigrated, for political and economic reasons. It is expected that some, although not all will return to the Gambia, either voluntarily or involuntarily repatriated.

⁶ UN DESA projections

⁷ World Bank, 2018

Employed Population

As Figure 1 shows, the labor survey reveals that employment seems to be inversely correlated to the age of the individual. The data further points out that there are twice as many employed individuals in urban areas than in rural areas.

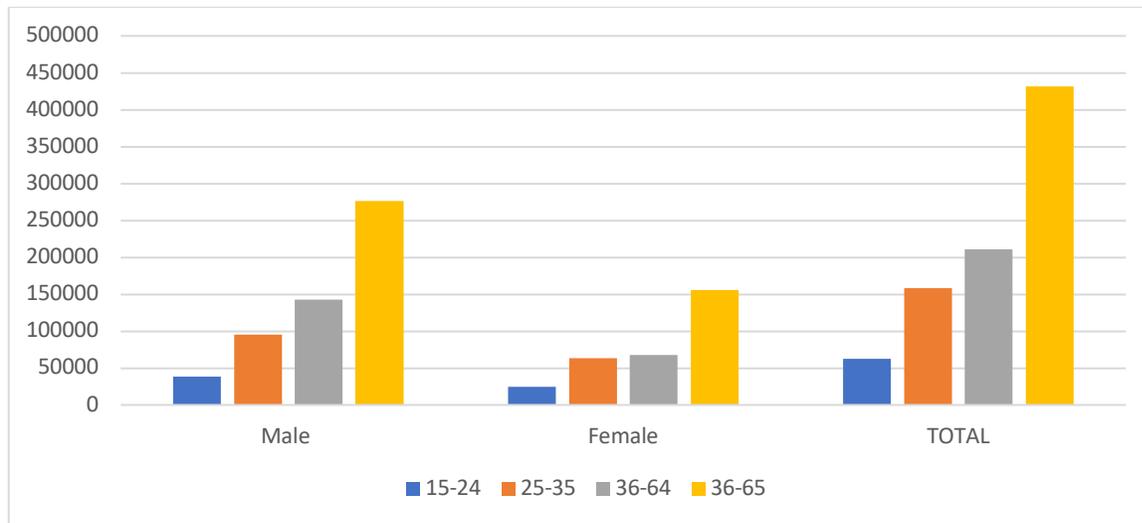


Figure 1: Employed population by age

The geographic breakdown of the population, shows that Brikama – the most populous LGA in the country has the highest proportion of employed population across all age groups, while Banjul has the lowest proportion.

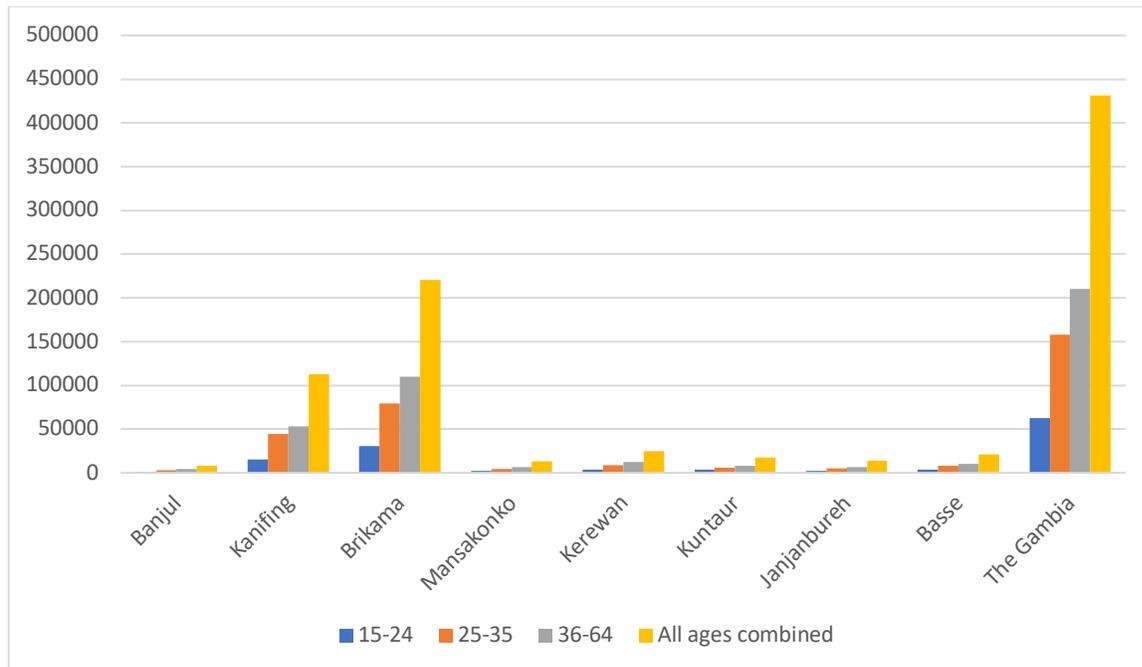
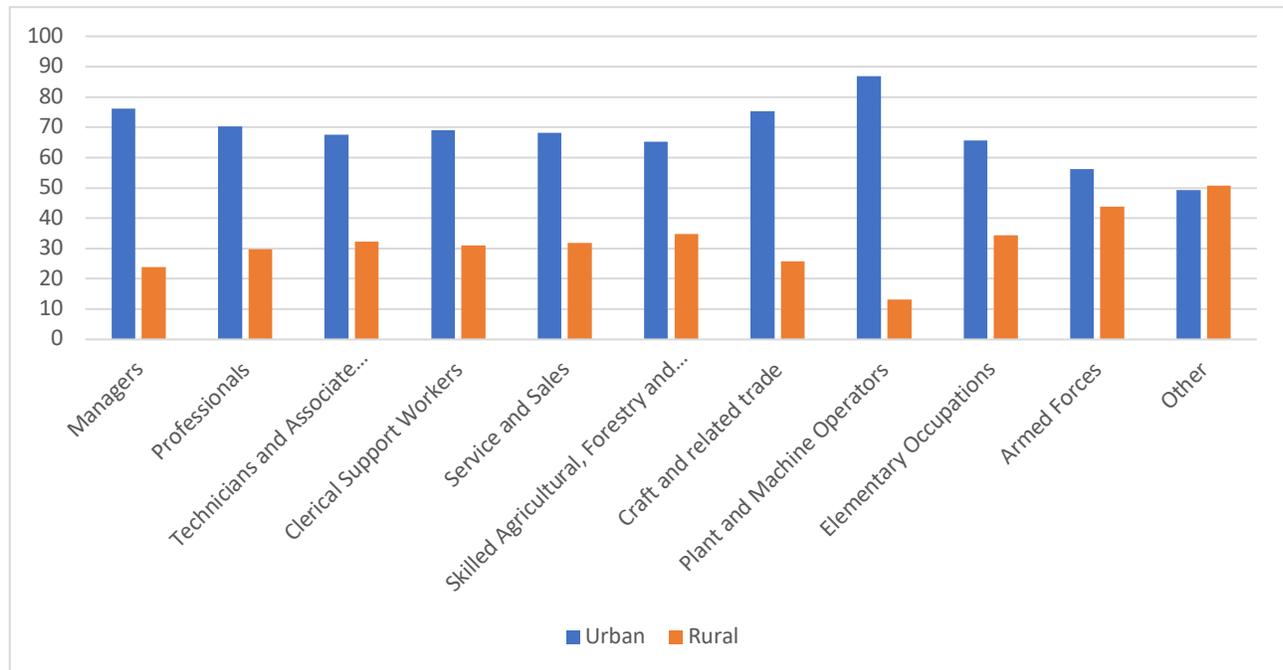


Figure 2: A breakdown by Age and LGA

A breakdown by occupation shows that the employed urban dwellers are nearly double of rural workers across virtually all occupations, except for Service and Sales workers and those listing other as their occupation - who are more numerous in rural areas, and skilled Armed Forces, where it's nearly even and skilled agricultural fisheries and forestry, where employed urban are still prevalent but it's nearly equal. Women tend to be underrepresented in nearly all occupational categories, although they tend to be more numerous in the Services and sales workers category, clerical support, agriculture forestry and fisheries and elementary occupations.

Figure 3: Employed people by occupation and area



A breakdown by occupation shows that Gambians are mainly employed in Services, with vocational⁸ services coming in second and food and hospitality coming in third. With public administration (including social services) coming in second place. There are no discernable differences in terms of age, with largely the same trends present across age brackets. Regionally, both Kuntaur and Kerewan have a large proportion of employed people working in Agriculture. Women tend to be more numerous than men in Agriculture, forestry and fishing, food and hospitality and other services.

⁸ Vocational encompasses manual trades and activities: it includes wholesale and retail trade, repair of motor vehicles and motorcycles, construction, Electricity, gas, steam and air-conditioning supply, water supply, sewerage, waste management and remediation activities and Transportation and storage.

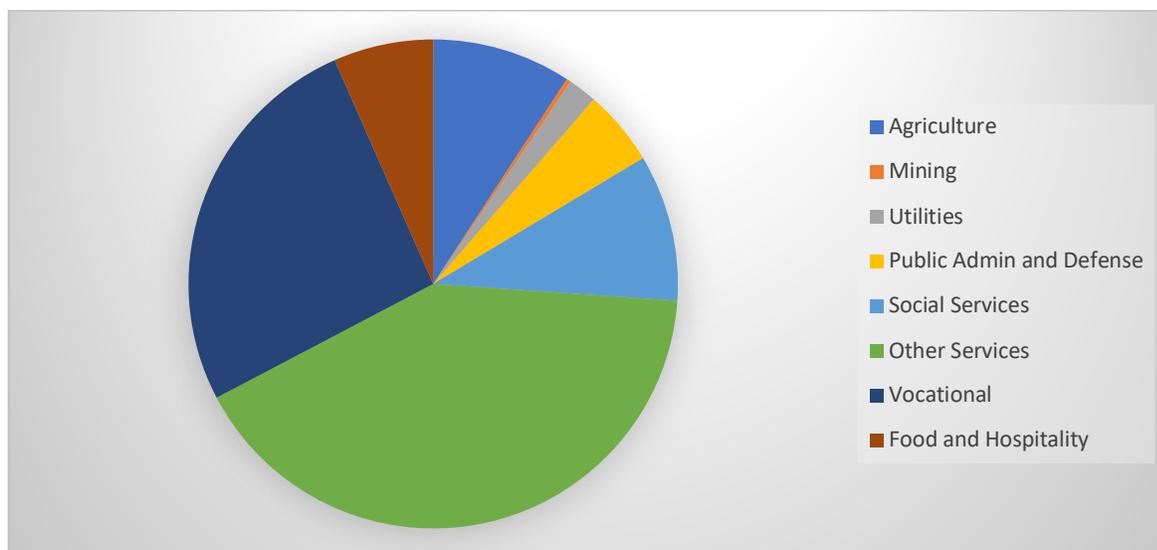


Figure 4: Employment by Sector

Unemployment, Underemployment and Discouraged Job Seekers

The Unemployment ⁹rate at 35.2 percent is high and varies significantly depending on age and sex. Unemployment affects females more than males, and is considerably higher in rural areas (69%) than in urban areas (31%). In rural areas, 36-64 years old tend to be the most affected, while in Urban areas, 15-24 years old are more affected.

Educational attainment is an issue: Among males, the highest proportion of unemployed persons were individuals with diplomas (70.9%) and upper secondary education (59.5%), while among women those with early childhood education and no education had the highest levels of unemployment. At the LGA level, Basse, Kuntaur and Janjanbureh seem to have the highest proportion of unemployed persons. Additionally, there is an important number of discouraged job seekers¹⁰. Discouraged job seekers tend to be male, urban and younger. Geographically, a higher proportion of discouraged workers is present in Brikama and Kanifing.

Finally, approximately 17.4% of the employed population considers itself underemployed.¹¹ Underemployed individuals tend to be proportionately more women, and reside in urban areas, especially Brikama and to a lesser extent Kanifing. Age does not seem to be a factor in terms of underemployment. Underemployment seems to affect particularly skilled workers, such as professionals, managers, technicians, craft and related trade workers and also individuals involved in Armed forces occupations¹². Underemployment affects both individuals working in the public and private sectors, although slightly more those working in the public sector.

⁹ The official definition of unemployment in The Gambia is the economically active population who were « without work or available for work» during the last seven days preceding the survey.

¹⁰ Discouraged Job seekers are individuals who after attempting to find employment have given up

¹¹ Underemployed refers to people individuals who are working less than 40 hours per week, available to work more hours but who do no do so for involuntary reasons

¹² Labor Force survey, p. 56

The reasons stated by individuals regarding the motives for underemployment vary according to sex. Females report that housework is the primary cause for underemployment, followed by lack of work, whereas for males, the main reason for underemployment is the unavailability of available work.

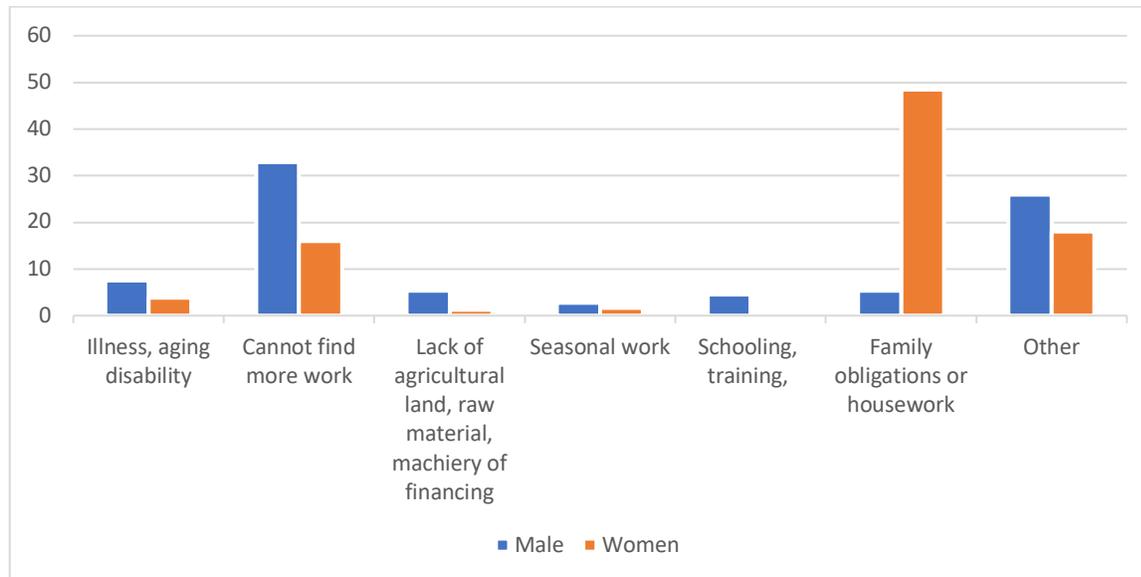


Figure 5: Reasons for Underemployment

Informal Sector

Informal employment consists in small, subsistence farming or very small, family-run businesses and it is a key feature of the Gambian labor market, especially in agriculture. Informal workers tend to have low levels of education. Informal jobs tend to be of low quality, underpaid, insecure, and unprotected by basic labor standards or worker representation.

The informal sector has a significant impact in Gambia’s economy and employs a large number of individuals. Encouraging informal businesses to become formal is of paramount importance to continued economic growth. Informal activities are located in urban areas where as many as 63 percent of males and 66% of females are employed in the informal sector.¹³ Participation in the informal sector is marginally higher in populations between 15-24 years of age and 36-64 years of age, and marginally lower among individuals between 25-35 years of age. The data, additionally shows that people employed in the informal sector tend to have lower levels of education. Those individuals with no schooling, are significantly involved in the informal sector, while those with higher levels of education: Vocational education, diploma or Higher Degree are overwhelmingly employed in the formal sector. Individuals with Primary, lower education or upper secondary education are also not significantly involved in the informal sector, making their employment prospects complicated.

Vocational activities such as construction, motor vehicle or motorcycle repair and other services tend to see a relatively higher level of people employed in the informal sector.

¹³ Compared to 37 and 34 percent respectively in the rural areas. Source : Labor Force Survey, p. 39

2.3.2 Women, Youth and Differently abled individuals Employment and Unemployment

In this section we focus on a number of at-risk populations. Integrating at risk population into the economy is a key factor to reducing poverty and inequality and ensuring sustainable growth and development.

Women

As we have mentioned throughout this situational analysis, women – across the board, tend to have a harder time getting employment. They tend to be more likely to be unemployed or under-employed and less likely to be educated, and have opportunities to either be employed or own businesses. Over the last twenty years, it has been amply proven that increasing women’s economic participation positively affects growth and sustainable development. Accordingly, the employment policy needs to pay special attention to ensure that gender mainstreaming activities are included across the board.

Youth

Youth in the Gambia is intended as a person aged 15-35 years. This population has a particularly challenging task in finding and maintaining employment. At 44% Labor force participation among this group are relatively low¹⁴, although males in urban areas tend to have higher rates of participation. Conversely, youth employment to population is higher, irrespective of sexes in urban areas compared to rural areas. A large proportion of youth is neither attending school or training programs, increasing the risk that they become economically and socially excluded. This population tends to be slightly more numerous among women than men and in urban areas, although the gap is not large.

The private sector tends to be employing the highest number of youths in urban areas. Vocational activities, such as construction, wholesale trade, repair of motor vehicles and motorcycles, and transportation and storage represent the highest employers of youth in the Gambia. In rural areas, Agriculture, and Public Administration (including Education, Health, social work) are also the largest areas of employment. Like the rest of the population, youth employment significantly affects youth, with almost half of respondents to the labor survey affirming to be under-employed.

Unemployment for youth at 45% is proportionately larger than the rest of the population, and is affecting especially rural populations. Populations with diplomas and higher secondary education tend to have the highest levels of unemployment for young males, while women with tertiary education and early childhood education had the highest levels of unemployment among women.

Discouraged workers among youth are also significant. This situation tends to create social tensions, especially in urban areas.

Differently Abled Individuals

Differently abled persons tend to have more difficulty finding employment, especially in rural areas, where in addition to scarcity of opportunities and difficulty with access, the situation of disabled people is compounded by societal norms which further marginalize people with disabilities. Information about differently abled people in The Gambia is scarce.

¹⁴ Labor force survey, p. 63

Data regarding disability is scarce¹⁵. However, using international norms, an extrapolation based on World Health Organisation data could give us an initial assessment of the magnitude of the problem. Specifically, worldwide, 1:7 persons suffer from a disability, of those 1:18 suffer from a serious disability i.e. Blindness, Deafness, mute, physical disability (loss of limb or use of legs etc.). If those figures are applied to the Gambia (pop 2.37m) then over 300,000 Gambians have a disability of one kind or another of which as many as 110,000 have a severe disability¹⁶. By applying the Labor Force Survey population structure data for the Gambia, we are able to guesstimate the number of disabled people of working age.

Table 3: Population Count (Disabled)

Age Group	Gambia Total		Disabled Total		Severely Disabled	
	Count	Percent	Count	Percent	Count	Disabled
0-14	1,000,000	.43	141,286	.43	54,944	.43
15-24	491,293	.21	69,000	.21	26,833	.21
25-35	365,996	.16	52,571	.16	20,444	.16
36-64	399,571	.17	55,857	.17	21,722	.17
65+	69,000	.03	9,857	.03	3,833	.03
TOTAL	2,325,860	1.00	328,571	1.00	127,778	1.00

Given the hypotheses highlighted above, the disabled working age population could be approximately 177,428, of which 68,999 could be severely disabled. The labor force survey, based on a very limited sample,¹⁷ seems to indicate that approximately 58.7%¹⁸ of working age individuals with disabilities are outside the labor force, so that by inference, 73,278 are individuals with disability who are part of the labor force. If those numbers are confirmed, this is a significant (17%) proportion of the labor force.

Differently abled individuals have an extreme difficulty finding employment, both in the formal and informal sectors, on account of lack of infrastructure, social stigma and lack of skills. Integrating this population in productive activities is fundamental to achieving more sustainable growth and reducing instances of poverty among this marginalized population.

Migrants

Over the past several years a significant number of Gambians have migrated by either legal and illegal means and, mostly for political and economic reasons. Some, although not all are likely to return to The Gambia either voluntarily or involuntarily, thus creating additional pressures on the labor market. It is estimated that these migrants could amount to as many as 61,000 individuals.

2.4 Conclusion

The Situational analysis points to a challenging employment situation for The Gambia, although the current economic situation and the careful stewardship of the economy by the government over the past couple of years has created a window of opportunity to address employment issues. The next

¹⁵ Source: GFD – organization that speaks for persons with disabilities

¹⁶ In addition to the above there is a whole range of mental disability ranging from Depression to Dementia, Alzheimers, PTSD, Autism, Personality Disorders etc. There are also the Albino community to include as well.

¹⁷ During the course of the survey, LFS was able to identify 18566 people with disability who answered survey questions.

¹⁸ Labor Force Survey, 2018 p. 23

chapter will focus on describing the country's employment support infrastructure so as to identify gaps and measures that will have to be adopted.

CHAPTER 3: Normative, Structural and Regulatory Framework

In this chapter we focus on the laws, regulations, policies and institutions that impact employment. We will first focus on ILO core conventions, then move to the labor law

3.1 ILO Core Conventions and the new Labor law

As of 2017, The Gambia had ratified all the eight ILO core conventions. However, it had not ratified any of the four (4) priority Governance conventions or any of 177 technical conventions. The Gambia has also worked steadily towards meeting its reporting obligations on the ratified ILO Conventions. The Gambia Government has successfully combated the worst forms of Child Labor as required by its convention commitments, although significant work remains to be done. Child Labor is mostly prevalent in the tourism sector where children are sexually exploited, in agriculture especially in rural areas, street begging and domestic work in urban areas. The new Labor law addresses many of these concerns, however it has not yet been approved by Parliament and implementing regulations have not been drafted.

3.2 Labor Institutions

Institutions to support employment generation and adherence to decent work standards and regulations affect the capacity of the government to implement employment friendly policies. In this section we highlight some of the institutional challenges affecting the labor market. They include specifically support institutions to facilitate the match between supply and demand for labor and the institutions regulating industrial relations and the enforcement of the labor laws.

3.2.1 Employment Support Institutions

Employment services, such as the Department of Labor have difficulties addressing skill mismatches. This infrastructure is severely underdeveloped in The Gambia, although the government is considering expanding its employment support infrastructure to the level of LGA. The activity of the government in this area however is further impaired by a number of structural factors. Among them:

- the fact that employment services, already as they stand handle low shares of vacancies. The Labor Force Survey points to the fact that job seekers rely principally on their own family or networks to identify opportunities.
- Employment opportunities are few, information is scarce, especially in rural area. High migration flows complicate the access to relevant information and limit the capacity of both the job seeker and the job provider to process information.
- Statistical data is often dated and of variable quality. Moreover, micro level data are often not used efficiently
- The large number of staff working in the informal economy creates challenges in identifying potential work opportunities and compounds the existing difficulties in assessing the real available labour supply.

3.2.2 Challenges in Industrial Relations

The Gambia still faces many challenges in Industrial relations. This is despite the setting up of Labour Tribunals which were established to ensure that the laws are well enforced and also that an institutional mechanism for dispute resolution was available to the tripartite partners. Collective bargaining still remains elusive owing to the absence of human resources and financial resources in the Trade Unions to adequately address labour and employment issues. Trade unions have further been weakened in recent years by the extension of enterprise level bargaining that has made it more difficult for them to sustain national solidarity. These challenges can be addressed by adopting strategies in The Gambia's Decent Work Country Program to develop and enhance trade union organizations capacities through institutional and human resources capacity building of the Union.

Despite a revised labor laws being in place, there are inadequate governmental, institutional and human capacities in the prevention and settlement of industrial disputes.

3.2.3 Weak Labour Law Enforcement Institutions

The enforcement of the labor laws is a challenge. The Department of Labor lacks staff strength. Moreover, inadequately trained staff and insufficient equipment and material exacerbate poor performance in carrying out their enforcement duties effectively.

CHAPTER 4: Employment Strategy

In this chapter we define the new employment policy. In section 4.1 we discuss the new strategy's goals and objectives. In section 4.2 we discuss the principles on which the employment policy is based, while in section 4.3 we define the priority areas and strategies.

4.1 Goals and objectives

Consistently with ILO guidelines, the overall goal of the National Employment Policy is to promote full, productive, decent and freely chosen employment which will eradicate poverty and reduce income inequality.

The related, specific objectives of the policy are:

- Policy harmonization and coherence in order create conducive environment for employment creation
- Promoting skills development and employability
- Ensuring gender equality and inclusion of marginalized groups in all areas of employment
- Improving working conditions
- Creating at least 35000 additional permanent jobs over the five-year period between 2019 and 2024
- Facilitating the transition to decent work and formality
- Improving and widening social protection
- Strengthening labor market information systems
- Strengthening labor administration and social dialogue.

4.2 Principles

Decent Work: Consistently with ILO guidelines, the principle of decent work promotes the access by all Gambians to quality/productive and freely chosen employment that adheres to acceptable labor standards in an effort to ensure conducive working environment which is a core requirement for job satisfaction, job security and dignity. The principle is based on four core values which includes rights at work, employment (productive and freely chosen), social protection and social dialogue. The policy sets strong emphasis on the above principles and its core denominations.

These principles are also contained in the Gambian Decent Work Country Program developed in 2017. The implementation of the DWCP will support and enhance the aims of employment creation in all sectors and reduce income inequalities. Decent jobs creation and effective participation of social partners and key stakeholders will be prioritized.

Gender Equality and Inclusion of Marginalized people: The policy adheres to the principle of non-discrimination in employment and occupation in the national employment policy. Gender disparities in the labor force are reflected in terms of access to work opportunities and earnings differentials where men earn more than women for the same job being done and representation in management positions.

Further disparities are also in the level of skills, as men tend to still dominate strategic areas such as science while women are found in more traditional areas such as teaching, nursing etc. In terms of opportunities for business, men are likely to have a better chance as they continue to access capital easily in relation to women. Productive resources are still mainly owned by men making it difficult for women to meet collateral requirements set by lending institutions, hence the need for consistent efforts to strive towards gender equality and equity.

Additionally, the policy will focus on creating opportunities to integrate marginalized populations who, for functional or societal reasons have been prevented from entering the labor market. Special attention will be made to the integration of differently abled individuals, who are often ostracized and neglected.

Equitable access to capacity development opportunities: Human Resource capacity is one of the principle obstacles to the employability of Gambians, especially young people and new entrants to the labor market. Accordingly, one of the overarching principles of the policy is to improve existing capacity development opportunities and to develop new and adapted capacity development programs, to enable Gambians to become economically productive agents of change.

Ensuring environmental sustainability: The policy will focus on identifying employment which contributes substantially to preserving or restoring environmental quality. This includes focusing on the creation of jobs that help to protect ecosystems and biodiversity, reduce energy, material and water consumption through high-efficiency strategies, de-carbonize the economy and minimize or altogether avoid generation of all forms of waste and pollution. Protection of the environment is paramount to the sustainable development of The Gambia. The country relies on its ecosystem as a source of sustenance and economic development – as tourism is largely based on the country’s amazing natural environment. Thus, a green economy in the Gambian context is seen as an economy that “improves and balances human wellbeing for all Gambians through the efficient and sustainable use of all resources”. Although a green economy policy framework has yet to be put in place, there are various existing policies and opportunities that should be harnessed immediately for the creation of green jobs across various sectors.

Conducive Economic Environment: The private sector is a key player in the economic sphere and has a crucial role to play in creating jobs. Improving Gambia’s business environment is a priority for the country. Accordingly, the government commits to address the bureaucratic and systemic hindrances relating to starting a business, registering property, trading across borders, and the complexity and equity of its tax systems, etc. Moreover, the government commits to easing access to finance, promoting SME development, ensuring financial inclusion for SMEs (formal or informal). The government is committed to playing a balanced role as a facilitator of private sector participation and as an agent of development by ensuring well-crafted and targeted policy incentives for sector specific industrialization, employment creation and growth.

Strategic Public Private Partnerships (PPPs) will define government’s strategy for engagement of the private sector in provision of infrastructural goods and services as well as investments in strategic growth and employment creating sectors.

4.3 Priority areas and strategies

The proposals in this section draw from applicable national and international experiences and make employment creation as well as the reduction of inequality a central, deliberate focus, rather than merely an anticipated outcome of market-oriented macro-economic policies. A particular focus on women, youth and inclusion of marginalized groups such as people with disabilities as those worst affected by poverty and unemployment will be maintained in all areas of intervention.

The following sections outline the key economic sectors in which new jobs will have to be created in over the next five years. It is important to note that although the sectors listed are those with the greatest potential for job creation, they are by no means the only ones.

4.3.1 Pro-employment macroeconomic policies

Gambia's macroeconomic policies are shaped by the desire to create favorable investment conditions for business. Achieving economic growth is seen as a necessary condition for employment creation. While the current macro-economic framework has reestablished a degree of confidence in the economy and led to an acceleration of growth, the high birth rate and the ensuing population growth, has reduced the impact of such growth on unemployment, poverty and inequality reduction which have the most severe impact on young people, women.

The policies need to consider development that will ensure environmental sustainability within the context of ensuring green economy. In addition, all benefits accrued from the various initiatives needs to equally benefit all previously disadvantaged segments of society (youth, women and people living with disabilities).

Well targeted public investments can be the driving force of economic growth and job creation in Gambia today. Insufficient investments in the past have hampered the development of promising sectors of the economy. In the immediate future, public infrastructure assets should therefore be maintained and upgraded while sectors such as agriculture which have great economic potential for the economy and employ a large number of individuals should be prioritized. The immediate key investment priorities include:

1. Agriculture (crops, livestock and agri-based industries)
2. Electricity (improving energy generation and distribution and developing, where possible, renewable energy sources)
3. Invest in sustainable Housing and water (including sanitation)
5. Improving Tourism infrastructure
6. Improving Transport and logistics to enable improved integration within the sub-regional economy.

To do so, government will continue with budgetary allocations to those sectors which are already contributing to employment growth. Government will continue with its careful management of the economy to maintain an appropriate balance of macroeconomic policies and ensure that there is fiscal space for public investment while maintaining reasonable price stability. However, increased public expenditure is expected to lead to increased private investments and production in the short and medium term and thus is an important macro-economic tool to be used.

Overall, the reduction of poverty and income inequality will be a key focus of Gambia's economic growth strategy with particular emphasis on its gender disaggregation. The strategy will place emphasis on bringing development to the people through utilization of labor of the poor and the unemployed, using appropriate technologies, production of goods and services consumed by Gambians and locating production and expanding markets in rural areas where most people reside.

Objectives

1. To mainstream employment in national and sectoral policies and increase the employment content of growth
2. To increase the participation of women, youth and other vulnerable groups in productive economic activities and decent work
3. To create favorable investment conditions for business and improve on trade benefits through increased value addition for exports
4. To promote the development of green economy and decent jobs

Strategies and Policy Measures:

- Mainstreaming employment in macroeconomic and sectoral policy frameworks/industrial policy.
- Creating sustained fiscal strategies to finance systematic, well-resourced, multi-dimensional programs to create decent work opportunities and sustainable enterprises
- Increasing investment in labor intensive sectors including rural industrialization, infrastructure, and green production.
- Mainstreaming gender, youth and other vulnerable groups in all economic activities that aim at creating employment.
- Strengthening the labor market information system.
- Advocating for fiscal and trade policies that aim at promoting value addition and discourage the export of raw material.
- Simplifying business registration procedures and regulations.
- Improving access to capital and other services for SMEs and informal businesses.
- Undertaking an assessment of the feasibility and potential of green economy and jobs.
- Building mass awareness on green economy and jobs.
- Building local capacity on green economy and jobs in Gambia.

4.3.2 Focusing on Employment-Generating Sectors

The Gambian economy is heavily reliant on agriculture and the service industry, and especially tourism. Moreover, the Public sector remains the largest single employer in the economy. The employment strategy focuses on improving planning and investment efficiency to spearhead employment generation.

Agriculture-led industrialization

Despite government efforts, the industrialization and job creation potential of the agricultural sector has not been realized and it is still characterized by low productivity, poor working conditions and gender disparities. Communal, subsistence farmers have limited access to services and social protection and overall the agricultural sector lacks value addition and investments.

Thus far, agriculture performed poorly in terms of economic and employment growth and the dependency on imported food discouraged local food production. An overwhelming number of Gambians still live in rural areas and depend on agriculture. A deliberate focus on this area can significantly reduce poverty and unemployment. Agriculture should therefore focus on food security as well as on agro-based industries for economic diversification and the creation of a large number of permanent jobs.

In the coming years, Gambia needs to focus on agriculture-driven industrialization with forward and backward linkages to other economic sectors supported by a deliberate package of public investment, trade, enabling environment and research and technology policies and services.

Objectives

1. To promote agricultural driven industrialization and creation of potential jobs
2. To improve agricultural productivity and output

Strategies and Policy Measures

- Increasing public investments in agro-industries and encourage private sector participation;
- Putting in place measures to strengthen forward and backward linkages to other economic sectors through supply and value chains;
- Creating greater access for rural youth to microfinance to support micro and small enterprises and productive investment;
- Continue supporting women-led activities, especially in agriculture and in rural areas;
- Promoting technology dissemination and adaptation;
- Putting in place measures to protect infant industries and support for emerging industries
- Providing incentives for the use of local raw materials in agriculture and agro- industries
- Promoting the selective subsidization of subsistence farmers to boost their production and contribution to the national food basket;
- Promoting and expanding the Green Scheme with special emphasis on including small farmers;
- Improving land and water management;
- Promoting agricultural research to enhance on farm production;
- Increasing market access for primary agricultural production;
- Establishing market linkages between agricultural producers and local consumer institutions such as school hostels and hospitals;
- Implementing apprenticeship and internship program for youth on farms to train them in basic farming skills;
- Introducing local produce procurement quotas in retail shops;

- Establishing agricultural fresh produce markets as well as other supportive infrastructure such as silos;
- Supporting the establishment of aquaculture ventures in rural areas.

Tourism

Tourism is a fundamental economic activity for the country. Political instability and the Ebola crisis had significantly reduced the arrival of tourists in the country. Since 2017, the trend has reversed and tourists, especially from Western and Northern Europe have returned to the country. The Gambia has heavy competition for these tourists from its neighbors, and most notably Senegal. Its bilingual culture represents an asset in terms of generating employees capable to respond to the needs of a progressively varied tourist population.

Objective

- 1) To diversify tourism industry to maximize job creation and earnings
- 2) To develop a workforce capable to render quality services to an increasingly demanding tourist population.

Strategies and Policy Measures

- Promoting Cultural and community tourism;
- Diversifying the tourism market to cater for regional and local tourists as well;
- Enhancing the generic marketing of Gambia as a tourist destination;
- Reassessing and improving land tenure law and regulations;
- Promoting skills development in the tourism industry;
- Encouraging Increased participation of women, youth and differently abled individuals in tourism;
- Creating tourism infrastructure while safeguarding pristine areas;

Public Sector Employment

The public sector remains the single largest employer in The Gambia. Improving the quality of its human resources through careful manpower planning is essential to improving public service delivery and strengthening the efficacy of state intervention.

Objective

- 1) To strengthen human resource capacity in the public sector
- 2) To evaluate skill mix in public administration
- 3) To strengthen Government's manpower planning

Strategies and Policy Measures

- Establish an accurate count of civil servants and clean up government Human Resource database by matching it with payroll records;

- Carry out functional reviews of all government agencies and ministries both at the central level and at the level of LGA;
- Evaluate skills gap and mismatch and develop a manpower plan for the civil service and public administration as a whole;
- Develop a pay and employment model to assess the fiscal weight associated with rightsizing of the public workforce;
- Review civil service laws and regulations and strengthen hiring and career management processes for the public sector;
- Identify opportunities to deconcentrate the public workforce across the territory;
- Review pay and incentive structures;
- Identify hard to fill careers to create niche employment opportunities for women, youth and differently abled individuals

4.3.3 Public works: Housing and sanitation and other infrastructure

Public works programs are one of the most immediate intervention strategies to create a significant number of jobs. Gambia has embarked in a program to strengthen its update and strengthen its infrastructure. It has gained important and encouraging experiences with the construction of rural roads through labor-based works and with the construction of other public infrastructure.

Objectives

1. To provide decent housing and adequate sanitation through labor intensive programs
2. To provide quality labour-intensive transport infrastructure linked to major regional and local markets

Strategies and Policy Measures

- Promoting linkages in terms of empowering local SMEs to ensure sustainability and the use of local building materials;
- Building the capacity of technical staff through vocational training for key activities, such as construction, plumbing, electricity which are important in carrying out works;
- Strengthening planning capacity and town and city status proclamation processes;
- Assessing the potential impact of infrastructure investment in road construction, housing and sanitation using different methods;
- Increasing budget allocation to road construction, housing and sanitation;
- Constructing new roads and maintaining existing roads using local sub-contractors;
- Maintaining and expanding the port to handle more cargos;
- Developing new and rehabilitating the existing rail network.

4.3.4 Informal economy and SMEs

A number of factors have contributed to a growth in Gambia’s informal economy and this sector faces a host of challenges such as lack of recognition, lack of inclusion in decision making, lack of skills and capital to move beyond “survivalism”, low wages, lack of access to finance, lack of social protection, poor health and occupational safety, etc.

However, the informal economy presents opportunities for employment creation and will thus be systematically supported.

As a first step, the lack of recent and accurate information about the size and structure of the informal economy in Gambia and its contribution to livelihoods needs to be addressed. A detailed study to measure the size and activities of the sector is being undertaken which will also assist in putting programs in place to create jobs and improve skills.

Furthermore, there must be a recognition of the informal sector by the central government and LGAs. Informality should be recognized as a legitimate option to do business and to get out of poverty while an appropriate policy framework must be implemented to facilitate the transition to decent work and formality. In this regard, it will be important to establish “informal sector bargaining forums” at regional and local levels to allow informal economy organizations to negotiate a conducive environment with the relevant authorities. Furthermore, the extension of social security protection and adherence to occupational safety and health (OSH) standards and the provisions of the new Labor Act should be discussed at such forums.

Direct support for informal businesses

A systematic support strategy for the informal economy needs to be based on a comprehensive needs’ assessment, for example amending bylaws and regulations to support informal businesses instead of undermining them. Planning and zone decisions, access to public facilities like market stalls and industrial areas with easy lease agreements, affordable electricity, water and sanitation facilities as well as partnering conditions for bigger tenders are important steps.

Systematic support for informal businesses will help them to grow into formal business over time. In addition to technical and legal support for informal businesses, such support should include the extension of social security protection to informal economy workers, access to affordable finance, measures to reduce their vulnerability, to improve the job quality, and access to markets and services. Informal businesses need “peer support” through business membership organizations and informal worker organizations. Informal enterprises should also be considered in all development policies, strategies and programs. The new SME bank will have to play the role of supporting informal businesses which need loans at low interest rates and without collateral. Such loans should cover the core business expenses and the SME bank should have centers in all regions. In addition, advisory services for informal businesses should be provided at SME markets and the idea of commission-based advice when dealing with banks or tenders could be explored. Informal businesses also need a one-stop-shop to assist them with developing a business plan and to monitor and evaluate progress.

“Formalizing” the informal economy

The “formalization” of informal businesses should include an easy way of registering businesses, coupled with incentives such as basic business training. Registration should be a cheap and simple administrative process that is separate from licensing. Possibilities for registration need to be made easily accessible for informal businesses which are likely to be willing to register if there are benefits to be gained. Incentives for voluntary SME registration could include inter alia, access to free management and technical courses. On the other hand, informal businesses must be encouraged and convinced to comply with decent work requirements, including the provisions of the Labor Act, social security schemes and OSH standards.

Gambia's tax system could be reviewed to make it easier to understand and implement as complex administrative requirement can be more of a hurdle to businesses than the tax rates themselves. Other important steps towards formalization are:

- Facilitating land ownership and the capacity to raise capital through land-based collateral;
- Increasing access for informal operators to the full range of financial services through microfinance institutions that target informal businesses;
- Creating concrete incentives for formalization
- Systematic skills development

Objectives

1. To promote the growth of informal enterprises and SME's to create decent employment
2. To assist the informal economy operators to move towards formalization

Strategies and Policies

- Undertaking a survey to assess the size, needs and potential of the informal economy and SMEs
- Establishing informal economy bargaining forums at regional and local levels to improve operating environment
- Protecting against unfair competition
- Providing direct support in the form of marketing areas, financial support, advice, etc.
- Making registration easy and attractive as part of the "formalization"
- Improving adherence to social protection, OSH and decent working conditions
- Assisting the informal economy and SMEs to establish marketing links with retailers

4.3.5 Generating energy and focusing on developing renewable energy sources

Although no coherent green economy policy framework is in place yet, there are various existing policies and opportunities that should be harnessed immediately for the creation of green jobs through renewable energy across various sectors. A shift towards renewable energy will lessen Gambia's dependency on energy imports and thus contribute towards greater energy self-sufficiency.

There is no doubt that renewable energy technologies that convert the country's abundant solar, wind and biomass resources into electrical energy will not only address Gambia's short-term energy needs but will also provide opportunities for the country's long-term development. Investments in renewable energy and energy efficient technologies will result in long-term energy price stability, lessen Gambia's import dependencies and the creation of new local jobs through the establishment of innovative local value chains.

The deliberate setting up of value chains focusing on the processing of biomass in rural areas will create new jobs and business opportunities in rural areas. Private and public investments in this area to create new value addition will create sustainable energy supply as well as long-term jobs. Therefore, targeted investments in renewable energy and energy efficient technologies will be supported by targeted tax and investment incentives. These will help to develop labor-intensive, sustainable renewable energy enterprises.

In terms of waste management, biogas should be produced from landfill sites and such gas could be used for cooking purposes in rural areas. Increased emphasis on recycling by local authorities and private companies will create additional jobs and so will the construction of dry toilets and closed wet sanitation systems whereby biodigesters are installed to generate gas from toilets. The green job creation strategy will therefore focus on the promotion and provision of renewable energy, particularly solar, with production of solar panels and, eventually, maintenance taking place in Gambia. This is especially relevant for rural communities without electricity.

Objective

To increase the utilization of renewable energy from local resources to achieve energy self-sufficiency and create sustainable new jobs

Strategies and Policies

- Turning biomass into energy.
- Setting up decentralized solar power plants
- Developing low carbon transport
- Promoting and manufacturing solar heaters and solar power plants
- Producing biogas from landfill sites
- Capacity building on greening jobs in Gambia

4.3.6 Skills development

There is remarkable consensus in Gambia that skill shortages abound. The issue of skills shortages is a clear strategic concern across most economic sectors. The disparity between skills imparted by the training institutions and the skills demanded by industry and commerce, and the economy at large is also articulated in key government policy documents. This is a problem that is pervasive and affects educational institutions at all levels, from primary educations onwards.

Objective

To strengthen education and training systems to deliver on the education and training needs in line with the job industry requirements

Strategies and Policies

- Identifying and developing the skills (both formal and non-formal) and qualifications required in the labor-market, with a focus on target sectors;
- Developing tailor made skills packages for in-service training for existing SMEs and other sectors;
- Encouraging internships, apprenticeship, and career guidance and vocational counselling, especially for women and differently abled individuals starting at the primary education level;

- Promoting regular reviews of curriculum in both traditional learning institutions and vocational training institutions to accommodate industrial dynamics;
- Revamp vocational training system, and invest in endowing vocational training centers with machinery and training that is consistent with current good practices in their respective sectors;
- Develop a agricultural training center within a agro-industrial pole;
- Interact with hospitality training centers in the sub-region to complement current training opportunities
- Promoting lifelong learning strategies;
- Promoting adult learning strategies and recognition of prior learning;
- Promote standardization of educational offer and certification of learning institutions

4.3.7 Strengthening social protection

Strengthening the social protection provides additional flexibility to the labor market and protects the poor and vulnerable by helping them cope with crises and shocks, find jobs, improve productivity, invest in the health and education of their children, and protect the aging population. Universal social benefits and supports people of working age in case of maternity, disability, work injury or unemployment; and provides pension coverage for the elderly. A well-designed social protection system, when fully implemented enhance human capital and productivity, reduce inequalities, build resilience and end inter-generational cycle of poverty. Social protection systems are also used to link populations to jobs, improve productivity, invest in the health and education of their children, and protect the aging population. Accordingly, expanding social insurance programs is equally important as investing in initiatives to improve jobs and earnings opportunities.

Objective

To strengthen and expand the social protection system

Strategies and Policies

- Carry out a comprehensive social protection expenditure and performance review and recommendations;
- Strengthen funding and allocation for social protection
- Advocating for review of regulations governing the current social transfer system
- Improving access to information on social protection provision through advocacy.
- Improving service delivery to reduce the time taken for registration and processing of eligible beneficiaries.
- Supporting the establishment and speedy implementation of other social transfer mechanisms such as the national pension and medical benefit scheme and the unemployment insurance as well as cash transfer programs.

4.3.8 Strengthening Labor administration and labor standards

Labor administration and labor standards are an integral part of the drive to achieve productive employment and decent work for Gambia. Great improvements have been achieved in labor standards through the drafting of the new labor law, which will soon be reviewed and approved by Parliament.

Labor law and regulations

While the legal framework has been improved considerably through the revision of the labor law, emphasis must now be given to the consolidation and promulgation of the new labor law, and to developing appropriate enforcement mechanisms. This can also be achieved by raising awareness of the new law among the workers and employers and increasing the capacity of the labor inspectorate and social partners and cooperation between them.

Objective and Strategies

To improve compliance with labor laws and standards

- Approval by Parliament of new labor law
- Developing implementing regulations for the new labor law and assigning responsibility for their roll-out
- Strengthening collaboration and coordination among enforcement agencies, labor inspectorate and other public inspection agencies as well as with social partners
- Strengthening the capacity of the labor inspectorate
- Raising awareness about new labor legislation among social partners and the public and hence promote voluntary compliance
- Strengthening the dispute resolution system (conciliation and arbitration)
- Considering ratification of relevant core and priority conventions

Public Employment Services

Public employment services provide standard services such as vocational counselling services and career guidance, registration and placements of job seekers and the provision of labor market information. The government has is evaluating establishing a web-based system for registration and placements of job seekers. It is also planning the creation of public employment offices in all LGAs to assist job seekers in their quest. Institutional capacity of these offices will have to be built and PES will have to be tasked to carry out active labor market policies such as training and re-training of job seekers and retrenched workers.

Objective

To establish an efficient and speedy matching between job seekers and vacancies

Strategies and Policies

- Maintaining an accurate and up-to-date database on job seekers and vacancies in each LGA and across the national territory;
- Popularizing the database and services;
- Strengthening the institutional and human resource capacity of Public Employment Services;
- Promoting job canvassing and other pro-active employment demand assessment measures;
- Introducing and implementing active labor market policies;
- Regulating and coordinating the Private Employment Agencies.

Social dialogue

Effective social dialogue plays an important role in the process of job creation. Social dialogue involves bringing together government, employers and trade unions in an effective way to provide for some joint decision-making on socio-economic issues of relevance to the labor markets. Experience shows that developmental issues can best be tackled through close collaboration between government and its social partners in both formal and informal economy. Thus, broadened social dialogue will be critical in the implementation of this national employment policy to achieve the best possible impact.

Effective social dialogue is also crucial for the achievement of decent work and for reaching consensus about a developmental social compact to spearhead the creation of the required number of decent jobs. Collective bargaining on minimum wages, decent employment conditions, minimum requirements for young interns at work etc. coupled effective labor inspections at the workplace will be some of the key strategies to make decent employment a reality.

Objective and Strategies

To enhance the structures of social dialogue, enabling broader and more meaningful participation by all social partners

- Evaluating experiences and implement strategies to make social dialogue more meaningful and effective;
- Discussing and implementing amendments to the social dialogue structures;
- Strengthening the capacity of social partners and government in social dialogue, collective bargaining mechanisms;
- Strengthening the dispute resolution system

Occupational Safety and Health (OSH)

The government and the stakeholders are committed to improving and strengthening occupational safety and health and working conditions of workers in Gambia through improved programs and legislation.

Objective and Strategies

To improve and strengthen occupational safety and health and working conditions of workers

- Establishing of a national coordinating task force on OSH;
- Compiling of the National OSH profile (situational analysis) including a legal gap analysis on OSH legislation;
- Establishing a National tripartite OSH program which includes, government private sector and social partners;
- Setting and reaching consensus on key priority areas for the OSH program

CHAPTER 5: Policy Implementation Framework

5.1 Implementation Plan and Role-players

The National Employment Policy can only be successful if it is implemented in a structured and coordinated manner by the various role players involved. As employment creation is cross-cutting, all players in various sectors will have to play their part in promoting and creating employment as they execute their mandates. The MoTIE cannot on its own create employment but provides policy direction and coordination as the custodian and secretariat of the employment policy implementation. It should be emphasized that the MoTIE will not take over the employment creating functions of the other line ministries and organizations. These ministries and organizations will be expected to implement their mandates with a more pronounced focus on employment creation. Employment creation ceases to be just a by-product of their work but must become one of their intended objectives. A detailed implementation plan has been developed as part of this policy detailing the objectives and strategies to be undertaken and the expected lead agencies. The implementation plan is presented in a separate Implementation and Monitoring and Evaluation Strategy document accompanying this policy.

In addition, there are various other agencies and non-state actors whose contributions to the NEP will be critical. These include the Tourism Board, farmers' unions, employers' organizations, trade unions, informal sector organizations, developmental NGOs, community organizations, the private sector, development partners and others. A summary of the roles of some of the key role players is presented in Table 4 below. It should be noted, however, that the list is by no means exhaustive. There are several other players that are equally important and are expected to mainstream employment in their activities and contribute to the achievement of the goals of this policy.

5.2 Institutional Coordination Framework

Given the multiplicity of the actors and role players in employment creation and hence in the implementation of this policy, there is need for establishment of a clear and well-defined coordination framework that will not only spearhead the implementation of the policy but will also provide oversight in ensuring that activities are coordinated across sectors and various organizations as well as contribute to overall policy coherence within government in the area of growth and employment creation. Furthermore, the employment coordination body will be responsible for monitoring progress of policy implementation as well as its evaluation at the end of the planning period. The body will also ensure that there is close collaboration and linkages with existing similar institutions such as the Labor Advisory Council.

It is also important to avoid establishment of parallel institutions that have duplicative roles and demand the time of the same members. The policy will be coordinated by MoTIE. The Department of Labor will set up a dedicated unit to serve as secretariat for the employment coordination function. This new unit will perform all coordination functions discussed above and also provide a link to other concerned stakeholders. This unit will be staffed with qualified officials with capabilities to prepare high quality documents for Government consideration as well as undertake monitoring of the implementation of the policy.

NAME OF INSTITUTION	ROLES
Ministry of Trade, Industry, Regional Integration and Employment (MoTIE)	Coordinating institution for the National Employment Policy and the Decent Work Country Program; Prioritizing of development projects for employment creation Ensuring coordinated interventions by various stakeholders; Integrating the employment policy M&E framework in the NDP M&E framework Promotion of SME development Facilitate investment in labor intensive industries Granting of infant industry protection
Ministry of Youth and Sports	Identifying and implementing measures to assist the youth with finding employment and setting up businesses
Ministry of Agriculture; Ministry of Fisheries and Water Resources	Creating job opportunities in the agricultural sector through targeted projects. Spearheading value-adding activities in the agricultural sector Creating jobs through the implementation of the sanitation policy and strategy
Ministry of Finance and Economic Affairs	Macro-economic policy framework Budgetary allocation for the various initiatives relating to employment creation Setting employment as one of the key policy targets and budget allocation criteria
Ministry of Basic and Secondary Education	Providing primary and secondary education Providing career counseling to basic and secondary education students, especially those at risk of crashing out of the educational system
Ministry of Higher Education, Research, Science and Technology	Provide life-long learning opportunities for all Gambian Citizen, Responsible for supporting vocational training programs
Ministry of Women’s Affairs, Children and Social Welfare	Assists in mainstreaming gender, advocates on behalf of differently abled individuals
Ministry of Transport, Works and Infrastructure	Creating employment through labor intensive construction methods Coordination and supervision of public works programs
Ministry of Lands and Regional Government	Co-ordination and supervision of housing projects Coordination of Rural Development programs and employment creation Development of LGA Human Resource Capacity

Ministry of Tourism and Culture; The Gambia Tourism Board	Promotion of sustainable and cultural tourism Diversification of tourism products and markets and hence sources of employment
Labor Departments	Ensuring the ownership of social partners in the implementation of the National Employment Policy Ensuring that decent jobs are created and monitor the implementation of the NEP
Social Partners	Participating in the design and implementation of the policy and monitoring the achievements of the objectives of this policy. Mobilizing their constituents to implement and advocate for the mainstreaming of employment in all sectors
Development Partners	Technical assistance and advice on all matters relating to the Employment Generation and related issues. Providing technical expertise, advice and resources needed for the implementation of particular programs
Private sector	Providing investments in the identified sectors Participation in PPP arrangements
Specialized National Organizations	Focus on employment creation in particular sectors of the economy Providing expertise on specific areas of the National Employment Policy Research, capacity building of service providers, lobbying and advocacy
Development Partners	Support employment generating investments and the implementation of poverty reduction strategies
Ministry of Environment, Climate Change and Natural Resources	Promoting green technologies and jobs

5.3 Financing and Budget

The implementation of the policy will be financed through the government budget system as well as development partners projects and programs. Line ministries, state-owned enterprises and other organizations will mainstream employment in their activity-based budgets and workplans. In order to ensure effectiveness, the Ministry of Finance will encourage ministries to make employment creating activities visible in their budget proposals. Furthermore, Government in collaboration with its development partners, will endeavor to mobilize resources for funding various employment programs and projects. A donor round table conference will be organized after the adoption of the policy to mobilize resources for financing specific programs and projects.

5.4 Monitoring and evaluation

The MoTIE spearheads the implementation of National Employment Policy. The monitoring and evaluation of this policy will feed into the monitoring and evaluation system established by the National Development Plan. The evaluations should be conducted at regular intervals, either quarterly or yearly depending on programs or projects being implemented. However, effectiveness of the monitoring and evaluation will be enhanced by the labor market information collected by the Gambia Bureau of Statistics (GBOS) and MoTIE. Regular annual reports have to be produced based on clear indicators. A detailed monitoring and evaluation plan have been developed and is presented in a separate Implementation and Monitoring and Evaluation Strategy document accompanying this policy.

5.5 Review of the policy

This policy is aligned to the cycle of the national development programs, in this case National Development Plan. The policy will therefore be reviewed initially in 2021 and again in 2024 and thereafter every five years in line with the NDP cycle.

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