



REPUBLIC OF THE GAMBIA

**THE ABRIDGED VERSION OF
THE RECOVERY FOCUSED
NATIONAL DEVELOPMENT PLAN
(RF-NDP) 2023 - 2027
"YIRIWAA"**

Foreword



Fellow Gambians and well-wishers, it is my singular honour and pleasure to present to you the Recovery Focused-National Development Plan (RF-NDP) 2023 – 2027 locally branded as “*YIRIWAA*”, a Mandinka word meaning development. This Plan is the second National Development Plan under my Presidency, and it mainstreams the Economic Community of West African States (ECOWAS) Vision 2050, African Union Agenda 2063, and the Sustainable Development Goals 2030. The RF-NDP will succeed the National Development Plan (NDP) 2018 – 2021/22 and build on the gains registered during its implementation.

The formulation process of the RF-NDP has been broad-based, participatory, and inclusive, benefitting from a series of stakeholder consultations. These include Ministries, Departments, and Agencies (MDAs);

development partners; the private sector; civil society and community organisations; and the diaspora. Consultations were held in 120 wards across the country targeting, men, women, youth, children, and persons with disability. The formulation of this blueprint comes at a time

when countries around the globe are reeling from the impact of COVID-19 and the effects of the ongoing Russia-Ukraine war with untold suffering in lives and livelihoods. This Plan will help address these and other development challenges, to achieve the development aspirations of our citizens.

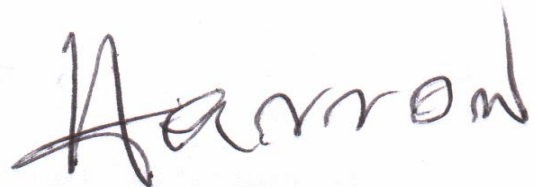
Against this backdrop, the RF-NDP aims to consolidate gains in democratic governance, *accelerate green economic and social transformation, and build resilience to shocks and crisis.*

To support the attainment of the above goal, seven (7) pillars are outlined as national priorities, namely: (1) Building Community Resilience to Shocks and Crises; (2) Governance Reforms; (3) Macroeconomic Stability and Growth; (4) Human Capital Development; (5) Agriculture, Environment, Natural Resources and Climate Change; (6) Empowerment, Social Inclusion and Leaving No One Behind; and (7) Energy, Infrastructure, and ICT/Digital Connectivity.

Successful implementation of the RF-NDP will help address the country's recovery needs in the short and medium term, anchored on green recovery and resilience, and also further help enhance growth, reduce poverty and inequality, address gender disparities, build resilience, enhance youth employment, and more importantly address the triple development challenges of the COVID-19 pandemic, climate change, and the risk of debt distress thus by extension contributing to the

realization of our global and regional commitments such as the Sustainable Development Goals (SDGs) and African Union (AU) Agenda 2063.

In conclusion, I wish to call on the citizenry both at home and abroad, multilateral, and bilateral partners, and other stakeholders to collaborate with the Government in mobilising the needed resources for the implementation of the RF-NDP, which if effectively done can enhance our competitiveness, boost growth, and development, and eventually reduce poverty. This may not be an easy journey considering the national and global challenges, however, with dedication and commitment, we shall prevail. My Government shall optimally ensure value for money and leave no stone unturned in the implementation of this Plan.



His Excellency Adama Barrow

President of the Republic of The Gambia

The Context: Where are we?

The Recovery-Focused National Development Plan (RF-NDP) will be the country's development blueprint for the period 2023 – 2027. It is expected to steer the country's recovery from COVID-19, the Russia – Ukraine war, climate change, and other shocks that beset the country. The Plan is a successor to the National Development Plan 2018 – 2021, extended to 2022. The preparation of the RF-NDP adopted a “whole of society” approach that benefitted from a comprehensive desk review, stakeholder consultations and engagements, and sector working group sessions before its finalization.

The Plan has been formulated and will be implemented on the heels of a challenging global and regional economic context, marred by continuous uncertainties that have adverse impacts on developing countries, including The Gambia. The contraction in economic activities in the main advanced economies has spillover effects on The Gambia thus worsening current and trade account balances, hence lower external demand for Gambian exported goods and services. The global inflationary pressures also being experienced are putting pressures on domestic prices through imported food and energy prices, and the tightening of monetary policy in the developed economies is increasing the cost of debt servicing in developing countries like The Gambia. Furthermore, the tight global financial conditions pose challenges in accessing adequate financing for our development. As a result of these challenges, there are heightened fears of erosions in the progress made in health, education, environmental protection, and livelihoods with the possibility of reversing gains in poverty reduction, increasing household fragilities and vulnerabilities, and potentially undermining gains in democratic governance.

Premised on the Government's overriding consideration to ensure that the transformational aspirations of Gambian citizens are addressed and to also help mitigate the above challenges; the Government will endeavor to enhance the resilience of our institutions and people in responding to these and other shocks, considering their likelihood of reoccurrence thus triggering the need to factor them into our development planning.

The Foundations of the Plan

Following extensive stakeholder consultations and a comprehensive analysis of the global, regional, and national development context, the undermentioned seven overarching imperatives informed the Plan's priorities:

1. Address fragility, and vulnerability and build resilience of households and communities to shocks and crisis;
2. Consolidate gains made in democratic governance and address the outstanding gaps;
3. Vigorously pursue macroeconomic reforms to ensure stability and inclusive growth;
4. Prioritize Human Capital Development for economic and social transformation;
5. Strengthen productivity of, and integration and linkages within the Agriculture and Natural Resources (ANR) sector for enhanced economic growth and productivity, increased incomes, jobs and climate action;
6. Act to advance the empowerment and social inclusion of women, girls, children, youth, persons with disabilities and older persons for a more productive, better, and fairer society; and
7. Build our infrastructure to boost connectivity, promote growth and render Gambia more competitive, especially in the context of the African Continental Free Trade Area (AfCFTA).

What is our Goal?

The goal of the RF-NDP 2023-2027 is to *consolidate gains in democratic governance, accelerate green economic and social transformation and build resilience to shocks and crises.*

What are our strategic objectives?

The RF-NDP is anchored on three (3) strategic priorities as follows:

1. Build household and community resilience to address shocks and crises arising from climate change, economic volatility and to counter the effects of pandemics like the COVID-19;

2. Consolidate gains and address critical development gaps in governance and in economic and social transformation;
3. Strengthen accountability, build partnerships, and set up robust and sustainable resource mobilisation strategies for effective delivery of development actions and expected outcomes.

What are our priorities?

The Plan will be implemented through the following seven (7) pillars which are the priorities of the RF-NDP:

1. Building Community Resilience to Shocks and Crises;
2. Governance Reforms;
3. Macroeconomic Stability and Growth;
4. Human Capital Development;
5. Agriculture, Environment, Natural Resources and Climate Change;
6. Empowerment, Social Inclusion and Leaving No One Behind;
7. Energy, Infrastructure and Information and Communication Technology (ICT)/Digital Connectivity.

Pillar I: Building Community Resilience to Shocks

Over the last few years, Gambians have been subjected to multiple shocks and crises in the form of disease epidemics (COVID-19) and the impact of food and energy crises arising from the Russia-Ukraine war that have had multifaceted and complex impacts on the economy and society. These crises have also aggravated fragilities arising from the effects of climate change, thus worsening food security, livelihoods, and poverty. Consequently, urban poverty increased with growing food insecurity/malnutrition in the urban areas. Against this backdrop, the Government in collaboration with development partners and stakeholders is committed to using the RF-NDP assisting communities and households to recover from these multiple threats and build resilience against future shocks. As a result, the Government will build upon existing initiatives and scale up its interventions at both household and community levels to mitigate the impact on the poor and vulnerable citizens.

Under this pillar, the Government will not only design and implement community-driven programs as mechanisms to address community-level needs but also as a complement to the ongoing household-level social protection interventions. Based on these community-driven programs and to ensure the sustainability of services and assets, Government will seek to address unmet needs in areas such as small-scale rural infrastructure for improved access to potable water, energy (off-grid), rural access roads (not more than 5 km), causeways and bridges, community food security (labour saving devices, year-round integrated food production schemes) and environment schemes.

The Government in the context of the RF-NDP 2023-2027 in collaboration with partners is committed to assisting communities and households recover from these multiple threats and build resilience against future shocks. This pillar focuses on strengthening resilience, building upon existing initiatives, and scaling up its interventions at both household and community levels to have the desired impact on the largest proportion of the poor and vulnerable.

Pillar II: Governance Reforms

The Gambia has registered significant progress in governance since 2017. This is recognized both externally and internally as manifested by the improved position of The Gambia in many internationally recognized indices of good governance and the widened democratic space, proliferation of media outlets, and the freedom of speech.

It would be admitted that the country's performance in other areas has been dreary. These are manifested by challenges relating to a new constitution, transitional justice, and security sector reform. Cognizant of the fact that the governance agenda is a work in progress, the Government committed itself to consolidating the gains made and addressing the outstanding gaps during the RF-NDP. Additionally, the Government will pay particular attention to issues related to decentralization, in which land governance remains a critical and urgent matter – and ensure that the

government machinery is efficient and effective in meeting citizens' expectations.

Accordingly, this pillar will seek to create the enabling conditions for the consolidation of good governance, including the protection of human rights, rule of law, political and electoral governance, land sector governance, and security sector reform in a bid to improve the country's constitutional democracy, transparency, accountability, government effectiveness, and regulatory quality.

Pillar III: Macroeconomic Stability and Growth

The Gambia continues to experience macroeconomic instability characterised by low and volatile growth because of shocks and low investment in the productive sectors, high poverty rate, high public debt, limited financial inclusion, rising inflation, exchange rate fluctuation, and high trade and current account deficit. These macroeconomic challenges have been the sources of macroeconomic instability that has affected inclusive growth in the country for decades. Thus, the key issues to be addressed under the plan are high public debt, limited financial inclusion, rising inflation, exchange rate fluctuation, high trade and current account deficit, and low and volatile growth.

At the sectoral level, tourism is hampered by a narrow market, small and undiversified tourism products, inadequate human and financial resources, and poor policy implementation. Private sector growth has also been stalled by an uncondusive business environment such as business registration process, access to land, complex taxation regime, access to finance, labour market issues, and access to the regional markets.

Achieving macroeconomic stability and inclusive growth is therefore a top priority of the Government, which recognizes the importance of sound monetary and fiscal policies for poverty reduction, social equity, and economic growth. In this medium term, the goal of the Government is to provide a stable economic environment that is conducive to fostering

strong, sustainable, and private sector-led economic growth for job and wealth creation for an improved standard of living.

Pillar IV: Human Capital Development

Human Capital Development is a key priority for any government, given the growing importance of the knowledge economy worldwide. Enhancing human capital can help end extreme poverty and create more inclusive societies. When human capital increases in areas such as science, education, and management, it leads to an increase in innovation, social well-being, equality, productivity, and participation, all of which contribute to economic growth. Although The Gambia has made some progress with respect to developing its human capital, overall, the stock of human capital remains unsatisfactory.

Under this pillar, the government seeks to achieve equitable access to quality and relevant education; quality, accessible, and affordable health care services; improved nutritional status of children under five years and women of childbearing age; increase access to safe drinking water, proper sanitation, and hygiene; harness demographic dividend; enhance socioeconomic benefits of migration to national development and mitigate adverse consequences; and enhance affordable and quality housing, and improve urban planning.

Pillar V: Agriculture, Environment, Natural Resources and Climate Change

The Gambia has immense opportunities for increased production and productivity of the Agriculture and Natural Resource (ANR) sector and improved contribution to economic growth. However, environmental problems such as land degradation, deforestation, salinity in the lowlands, coastal erosion, and traditional, unsustainable production systems in the forestry, agriculture, and fisheries industries pose a considerable threat to the production and productivity of the sector. Over the past ten years, the sector's contribution to GDP decreased or has not increased sufficiently to cater to the needs of a growing population.

Despite the sector policies and strategies developed, the implementation rate is low and mostly uncoordinated. The uncoordinated interventions have led to duplication and conflicting development interventions. Formulation of legal frameworks, action plans and tools are required to ensure coordinated approaches of the Ministries of Agriculture, Fisheries, Water Resources, Forestry and Lands and Local Governance to ensure a productive and well-balanced natural resource base.

The government is committed to fostering modern, productive, and sustainable agriculture for food and nutrition security, economic growth, and poverty reduction; promoting vibrant fisheries and aquaculture sector contributing to economic growth and employment creation; and enhancing sustainable environmental and natural resources management, disaster risk reduction, and minimise adverse impacts of climate change.

Pillar VI: Empowerment, Social Inclusion and Leaving No One Behind

The Government of The Gambia has a strong commitment to addressing issues of empowerment, social exclusion, discrimination, and stigmatization for women, girls, children, persons with disabilities, and older persons. It recognizes that removing such barriers is key to unleashing the potential of large segments of society and establishing a just and equitable society.

Under this Pillar, the Government will redouble efforts to address issues and challenges faced by Gambian women, children, youth, persons with disabilities, and older persons (elderly) to achieve economically, socially, and politically empowered Gambian women; ensure children are nurtured and enjoy their full rights and potentials in life; enhance economic opportunities and all-round social and cultural development for youth empowerment; ensure inclusiveness and care for persons with disabilities and older persons; and strengthen resilience of households and individuals, and put in place safety to address vulnerability through social protection.

Pillar VII: Energy, Infrastructure, and An Inclusive Digital Nation

Energy, Infrastructure, and ICT connectivity are critical economic and social cohesion enablers for any society. African countries' infrastructure lags other countries in terms of “access and quality”.

Following the April 2018 launch of the AfCFTA in Kigali, Rwanda, which established the African common market with a combined GDP of USD1.3 trillion, and a population of 1.3 billion people – the need to re-position, and enhance, African economies, operating under the FTA was apparent, given the economic and financial benefits of regional and global value chains (RVCs/GVCs) - investments, looking toward Africa, as the new frontier for competitive trade investment. Hence, the need for The Gambia to prioritise and develop its strategic regional trade infrastructure, such as the Basse Freight Logistics Platform (Basse Dry Port), and the Trans-Gambia Corridor Special Economic Zone (TG-SEZ) Project, a joint initiative of AU-NEPAD, AfDB, and the Ministry of Trade and Regional Integration, launched in 2019 in Banjul.

The Government will therefore continue during the next five years to consolidate efforts and implement strategic infrastructure projects in the areas of energy, transport, and ICT to catalyse growth and tap into the many opportunities offered by the AfCFTA and other developments. In this regard, the Government, over the Plan period, will seek to achieve the following outcomes: provide accessible and affordable energy for all and effective policies, legal and regulatory frameworks in place for sustainable development of petroleum and mining resources; expand and strengthen land, river, sea and air transport for affordability, accessibility, and competitiveness; and enhance a digital/ICT and broadband Nation.

How will the Plan be Implemented?

The Government is committed to ensuring that the Plan is fully implemented by strengthening accountability and transparency in the implementation of projects, instituting a robust monitoring and evaluation framework, undertaking periodic reviews of progress, and ensuring timely

sharing of information to achieve each of the 29 outcomes and 189 indicators.

Roles and Responsibilities

A robust and inclusive institutional framework is being put in place to coordinate plan implementation and provide the necessary oversight. Key elements of this framework include the following:

- The troika of Cabinet, Inter-Ministerial Committee, and National Assembly are maintained to provide strategic direction, oversight, and budget scrutiny, respectively;
- The National Technical Steering Committee comprising all Permanent Secretaries will be maintained and strengthened to oversee implementation. It will be chaired by the Secretary-General and Head of the Civil Service and shall meet quarterly;
- A Development Cooperation Forum (DCF) will be revitalized as a biennial forum for consultation;
- The National Monitoring and Evaluation Platform shall be maintained and coordinated by the Directorate of Development Planning under MoFEA and supported by GBoS;
- The Thematic clusters will be replaced by Sector Working Groups (SWGs) which were established during the plan formulation process. These SWGs will have two co-chairs: the line Ministry and one Development Partner;
- The Regional Technical Advisory, Ward Development, and Village Development Committees shall for the purposes of plan implementation work closely with MoFEA, Directorate of Development Planning.

The SWGs will continue to operate as the main technical platform to bring relevant institutions to monitor plan implementation. The functions of the Strategic Review Board (GSRB) will be strengthened. The Plan also foresees the revitalization of the Government-Development Partners' coordination forum.

How do we know we are making progress?

The Government will ensure that there is a robust M&E system to facilitate the coordination, monitoring, and reporting at the following levels:

Executive level

An *executive M&E system* will allow for the monitoring and tracking of selected key results/outcomes of the RF-NDP at the highest level of the executive. The main aim is to provide the executive with timely and objective information to keep a close watch on progress to make the necessary decisions.

Sector level

As an integral part of implementing the RF-NDP, an M&E plan including a results matrix was developed where each pillar has a set of outcomes, and indicators (disaggregated to appropriate level) with baselines and targets to facilitate the tracking and reporting progress of implementation. The National Audit Office (NAO) and the Gambia Bureau of Statistics (GBoS) will both play crucial roles in ensuring effective M&E; the latter is ensuring quality data.

- The setting of the results at the outcome level in the RF-NDP shifts the focus to monitoring and evaluating the transformative change in the lives of the people rather than on the activities and inputs. However, this new approach will require the sectors to develop their strategic action plans with outputs and indicators corresponding to and contributing to the outcomes in the RF-NDP.
- To ease the Government's burden in monitoring and reporting progress on the international and regional agreements, the indicators in the RF-NDP were closely matched to those of the SDGs and Agenda 2063. The aim is to have a national M&E process that is uniform and a “one-

stop shop” for all information on both national, regional, and international plans and agreements.

To meet the growing demand for information and accurately report on the progress of results on a timely basis, the following key activities have been identified:

- ✓ *Annual review of progress:* This will be conducted with the SWGs on an annual basis preferably before the end of the year to inform the annual budget preparation and to enhance transparency and accountability in the management of national resources. It will involve the active participation of the relevant sectors in monitoring and reporting on the set of agreed indicators in the RF-NDP.
- ✓ *Tools:* A formatted template for reporting will be drafted and adopted as a key tool for reporting on the progress towards achievement of the results for the RF-NDP. This will ensure that all the information needed is captured, that there is uniformity, and that it can be easily inputted into a web-enabled database for easy access and public consumption.
- ✓ *Evaluations:* Mid and end-term evaluations will be held to determine lessons learned and the relevance, efficiency, effectiveness, impact, and sustainability of programmes and policies outlined in the RF-NDP.

For the M&E system to work, the Government will: harmonise and align sector strategies and action plans, improve infrastructure, and build capacity.

- Measures will be taken to upgrade the skills and knowledge of staff on emerging concepts in M&E. The Government will continuously develop the capacity of M&E staff or personnel tasked to implement M&E plans.

- The M&E SWG will develop and make available to all MDAs complete M&E guidelines incorporating relevant existing ones, some simple Results-Based Monitoring (RBM) tutorials, and samples of M&E forms and checklists.

What does the Plan cost and how will it be resourced?

The RF-NDP posits two (2) funding scenarios. Under the **optimistic scenario**, the estimated total (gross) cost without considering available funding is **US\$ 3.5 billion**, available funding based on mapping of existing and pipeline projects was estimated at **US\$ 703.13 million**, and the funding gap was estimated at **US\$ 2.80 billion**. For the **conservative scenario**, the gross cost is **US\$ 2.8 billion**, available funding was estimated at **US\$ 598 million**, and the funding gap was estimated at **US\$ 2.21 billion**.

Critical to the realization of the RF-NDP is the ability of the Government of The Gambia to mobilize the resources needed to finance the Plan. The government will explore diversified funding sources to avoid over-reliance on a single source and to mitigate risks associated with excessive exposure to specific lenders or markets. To achieve this, the Government will explore new domestic and international markets, bilateral and multilateral lenders, diaspora bonds, and capital markets among others. The following are the potential funding resources that the Government of The Gambia will explore to finance the RF-NDP.

A. Domestic sources - Public and Private

B. International Public, Private and Institutional Investors

C. Innovative Mechanisms

Domestic Sources – Public

An important aspect of The Gambia's sustainable development strategy is enhancing domestic resource mobilization. This is in line with the 2015 Addis Agenda for Action (AAA) on domestic resource mobilization

adopted in Ethiopia. Thus, countries recognized the critical role of development-oriented tax policies, modernized and progressive tax systems, and more efficient tax collection procedures in the drive for sustainable development.

To enhance the country's ability to finance its sustainable development agenda, the Government of The Gambia will continue to focus on enhancing its revenue collection from taxation and non-tax sources such as licenses and registration fees, revenue generated from Government assets, and dividends and profits received from State-Owned Enterprises.

Domestic Resource – Private

The Government recognizes the private sector as a key partner for sustainable economic development and is committed to promoting private sector growth and development.

The government, through the Gambia Investment and Export Promotion Agency (GIEPA), created a vehicle to promote and facilitate private sector investment in the country. The government also established the National Business Council (NBC) as a forum to exchange ideas, unblock challenges, and improve ease of doing business. Although these are necessary first steps to facilitate collaborations between the private sector and the Government on national issues, they are not sufficient to effectively mobilize private sector resources to achieve the country's social and economic development aspirations.

Recently, the Government initiated a series of reforms to create a conducive business environment aimed at promoting competitiveness and strengthening private sector development as key stakeholders to achieve sustainable development outcomes. In the medium term, reforms focus on improving the operating environment for the private sector through digitization and simplification of administrative processes. Reforms also include improved investment laws, clear property rights, business-friendly taxation, access to finance, expanded access to services such as electricity, and judicial reforms, particularly commercial courts. The

reforms are coordinated by the Ministry of Trade in partnership with key stakeholders including the National Business Council.

International Financing Sources – public, private, philanthropic, etc.

The Gambia continues to extend strategic bilateral and multilateral relationships with the rest of the world for the benefit of its citizens. The country invests in effective partnerships to learn from and leverage each other's experience and innovation to ensure best practices and results in program delivery.

Bilateral partners

Over the years, the Government has been working with other countries to promote sustainable economic growth and prosperity by focusing on maximizing the impact of geographic reach and influence on development activities. The Government will continue to pursue its bilateral creditors with more favorable terms such as the Saudi Fund for Development (SFD), Kuwaiti Fund for Arab Economic Development (KFAED), Peoples' Republic of China (PRC), Abu Dhabi among others in financing its medium-term infrastructure development priorities. The Government will equally pursue its traditional donors to give the government breathing space through rescheduling debt service payments to restore debt sustainability. This will also enable the Government to continue funding its existing pipeline development projects that support economic growth and development.

Multilateral Partners

Multilateral organizations are the lead development partners for the country's development aspirations, given that more than half of ODA support to the country comes from multilateral organizations. Since benefitting from the Highly Indebted Poor Countries (HIPC) initiative, The Gambia continues to benefit from multilateral reach, leverage, specialization, and other strengths that play a critical role in supporting the country's fiscal and monetary stability and poverty reduction measures.

The Government remains committed to working in partnership with multilateral organizations to strengthen and focus on poverty reduction and improve governance given the increase in the effectiveness, relevance, and efficiency of multilateral interventions. Currently, a series of reforms are being implemented to strengthen and improve the government's approach to engaging multilateral organizations in line with the Gambia Aid Policy. The multilateral organizations' support to improve debt sustainability in The Gambia will continue especially in areas such as debt restructuring and policy dialogue on important issues such as anti-corruption, and climate change-related issues.

The Government of The Gambia will continue tapping funds from its usual multilateral creditors given their favorable borrowing terms and will also continue engaging with regional and international partners that can provide access to financial resources, technical expertise, and best practices. Collaboration through platforms such as the United Nations Framework Convention on Climate Change (UNFCCC) and regional organizations like the Economic Community of West African States (ECOWAS) will facilitate cooperation and knowledge sharing.

United Nations Agencies

The UN Agencies are strategic development partners in promoting democracy, human rights, sustainable development, and peacekeeping. Their contributions to the country's development have been immense and commendable, especially in the recent democratic transition.

The Government of the Gambia will continue to partner with the UN to galvanize the needed resources to reduce poverty and inequality and pave the way for the advancement of democracy and the rule of law. However, the Government faces challenges in coordinating UN interventions from the different agencies with different delivery mechanisms. The inadequate capacity in some government institutions also results in a slow rate of delivery and high transaction costs.

International Non-Government Organizations (NGOs) /Philanthropic/CSOs

Non-Governmental Organizations including religious missionaries are among the first donor partners to support Gambia's development aspirations. In the early years, the likes of Boys High School, St. Augustine's High Schools, and Muslim High School, etc. contributed so much to the education sector before independence. Currently, there is a lot of support coming from Global Fund, MRC Holland, CRS, Direct Aid, Action Aid, Child Fund, Save the Children SOS the Gambia, and MRC among others thus making a significant contribution to national development. NGOs as civil society actors are powerful agents of change, and the emergence of an informed and engaged civil society is an important development outcome. NGOs can bring valuable connections to communities and a comprehensive understanding of poverty in local contexts to The Gambia's development efforts. Complex development challenges require partnerships between governments, the private sector, and civil society organizations among others.

Foreign Direct Investment (FDI)

One key significance of FDI to finance the RF-NDP is technology transfer. FDI brings advanced technologies and managerial skills, which help in enhancing domestic productivity and competitiveness. Digitalization reform leverages advanced technologies and benefits from the knowledge and expertise of foreign firms, leading to increased innovation and industrial upgrading.

Innovative Financing Approaches

In addition to the traditional methods of financing, the Government will explore new strategies to raise capital or secure investment. For developing countries like The Gambia, innovative financing approaches are crucial for tackling complex societal challenges, promoting sustainable development, and bridging gaps in traditional financing

systems. These options foster creativity, collaboration, and efficiency in the funding ecosystem.

Financing through Diaspora Investment, Public Private Partnerships, Capital Markets, and Asset Recycling among others will be explored to ensure sustainability and efficiency. The Government will explore diaspora investment to fund key flagship projects such as Banjul Barra Bridge, Sting Corner- Abuko bypass, and other infrastructure projects.

The Government will pursue asset recycling initiatives such as the Africa50 project pilot on the Senegambia Bridge for efficient resource mobilization. Other financing options will be climate funding (e.g., Green Climate Fund, REDD, etc.) to support smart agriculture, green public transport, and sustainable infrastructure among other mitigation measures.

The Government is currently implementing the following reforms to support resource mobilization from the following:

- A Capital Market Bill passed by the National Assembly in 2020 and currently the Government is working on a roadmap to develop the needed infrastructure and implementation procedure for the operationalization of the capital market.
- The first Gambia Diaspora Development Strategy was developed in 2018 and reviewed and validated in 2023 to provide a strong foundation for the development of national diaspora engagement and development policies as well as an opportunity to harness and consolidate their contribution to national development. The Diaspora Development Strategy is now aligned and incorporated into the RF-NDP.

What is your role in realising the Plan, and what does it mean for you?

The RF-NDP reflects the collective aspirations of all Gambians, including those in the Diaspora. The aspirations emanated from a fully participatory consultative process at the national and grassroots level covering all 120

wards nationwide, and the diaspora. The document also benefited from inputs from Sector Working Group members – sector experts drawn across MDAs, civil society, and the private sector, whose technical expertise helped to inform the priorities of the Plan. To further enrich the document, the draft was shared with development partners for thorough review and comments. A dedicated one-day meeting was organized before the validation workshop held on 21st December 2022, to incorporate their comments.

The plan is, therefore, a people-centered document, that must be read, understood, and acted upon by all. It provides an avenue for robust citizen participation and engagement through its accountability framework, which empowers them to provide their views and feedback on government performance and effectiveness. Each stakeholder and citizen can also capitalize on the opportunities that the plan provides:

- ✓ For the **Government**, it will streamline the project development and approval process to ensure that development resources are used for highly impactful projects and programmes. The GSRB has been established to appraise and endorse all programmes and projects, subject to compliance and alignment with national and sectoral development strategies and priority action plans.
- ✓ For the country's **young people**, there are opportunities to build your skills to become better entrepreneurs, to cater to your all-round development, and to strengthen your voice in decision-making;
- ✓ For the **farmers** and the **rural population**, the development of irrigation systems, value chains, and the introduction of modern production technologies would ensure an increase in rural incomes and ensure food security and freedom from hunger;
- ✓ For the **private sector**, an improved business environment, reforms in the tax system, access to credit, as well as better infrastructure and energy services will provide new opportunities for growth;
- ✓ For **school children**, a quality education foreseen in the plan paves the way for satisfactory careers and the capacity to realize your full potential;

- ✓ For **women**, the removal of sociocultural barriers, strengthening your participation in decision-making, as well as better economic opportunities will lead to improved status and well-being for families;
- ✓ For the **poor** and **vulnerable**, greater security and assistance are provided for by the plan through the proposed social protection interventions; and
- ✓ For **all citizens**, the restoration of good governance, respect for human rights, and the rule of law means no one will be subjected to arbitrary arrests, there will be freedom of expression and the fundamental rights of all will be respected and upheld.

The RF-NDP is ours, so we make use of it!!!

No one should be left behind!!!

ANNEX 1: OUTCOMES AND PROGRAMME PRIORITIES OF THE RF-NDP 2023-2027

Pillar	Outcomes	Programme Priorities
1. Building Community Resilience to address Shocks and Crises	Outcome 1.1: Community-wide resilience to shocks and crises enhanced	<ul style="list-style-type: none"> • Small-scale rural infrastructure for improved access to portable water, energy, health, and education services • Community food security and environment schemes • Sustainability of services and assets
2. Governance Reform	Outcome 2.1: A new Constitution adopted, and legal reforms undertaken	<ul style="list-style-type: none"> • A new Constitution for the Gambia; • Legal reforms to repeal and/or amend restrictive laws
	Outcome 2.2: Policies and regulatory frameworks for decentralization and local governance enhanced and harmonized	<ul style="list-style-type: none"> • Strengthen human and institutional capacities of LGAs • Improve land governance, property valuation, physical planning and development control • Enhance governance and management of civil society organizations
	Outcome 2.3: Climate and Climate Change Governance enhanced.	<ul style="list-style-type: none"> • Develop and enact Climate and Climate Change Acts • Develop the National Adaptation Plan (NAP), and review and revise the National Climate Change Policy (NCCP 2017-2023) and the Climate Change Strategies
	Outcome 2.4: Regular, transparent, inclusive, free, and fair elections ensured	<ul style="list-style-type: none"> • Reform of the electoral regulatory framework • IEC institutional capacity • Stakeholder engagement • Boundaries delimitation • Voter participation in the electoral process • Accurate and up-to-date voter register
	Outcome 2.5: Policy and institutional reforms to ensure rule of law, respect for human rights and equitable access to justice	<ul style="list-style-type: none"> • Decentralise the rule of law and justice delivery institutions; • Improve case management systems and access to justice delivery; • Strengthen institutional capacity; and • Promote good governance and human rights.
	Outcome 2.6: A reconciled society in which victims are fully paid their reparation dues and transitional justice attained	<ul style="list-style-type: none"> • Develop a post TRRC Act and a prosecution strategy; • Finalise the Victims' Bill; • Set up and operationalise a hybrid Gambia-ECOWAS Court; and

Pillar	Outcomes	Programme Priorities
	Outcome 2.7: A reformed security sector with adequately capacitated security institutions	<ul style="list-style-type: none"> • Promote reconciliation • Consolidate gains and achieve security sector reform • Improve policies and legal frameworks and enhance institutional capacity • Strengthen coordination, collaborations, and partnerships
	Outcome 2.8: An efficient, motivated, accountable and results- oriented public service	<ul style="list-style-type: none"> • Develop frameworks for harmonization of policy formulation, implementation, monitoring and evaluation • Attract, retain and motivate optimal number of qualified and skilled personnel in the public service and strengthen the pension welfare scheme • Professionalise and instil meritocracy, ethical conduct, transparency and accountability in the public service and personnel management
3. Macroeconomic Stability and Inclusive Growth	Outcome 3.1: Enhanced fiscal and monetary policies, public financial management, inclusive growth, and poverty reduction.	<ul style="list-style-type: none"> • Enhance Public Financial Management (PFM) for macro-fiscal stability; • Prudent Monetary Policy for exchange rate and price stability; and • Inclusive Growth for poverty reduction.
	Outcome 3.2: A Private Sector-Led Growth with enhanced Trade, inclusive and sustainable industrialization, Services, and Employment	<ul style="list-style-type: none"> • Promote a favourable environment for business operations; • Enhance Financial Inclusion; • Establish National Local Content Board, Act, Regulations, Policy, Strategy, and fund; • Strengthen the National Quality Infrastructure of the country; • Promote inclusive and sustainable industrialization through the Development of Agropolises, Industrial Parks and SEZs; • Promote employment and decent work; • Strengthen regional integration for economic development
	Outcome 3.3: A competitive and diversified tourism sector contributing to overall Inclusive growth, job creation and poverty reduction.	<ul style="list-style-type: none"> • Legislation, institutions, and human resources • Tourism products and services • Marketing, market development and promotion, and ensuring quality

Pillar	Outcomes	Programme Priorities
4. Human Capital Development	Outcome 4.1: Equitable access to quality and relevant education for all	<ul style="list-style-type: none"> • Supporting and cross-cutting measures <p>Basic and Secondary Education</p> <ul style="list-style-type: none"> • Equitable access to education, • Quality and relevance of all education and training programmes, • Research, innovation, and development, • ICT and TVET • Adult and non-formal education <p>Tertiary and Higher Education</p> <ul style="list-style-type: none"> • Equitable access and retention • Quality and relevance of all education and training programmes, • Research, innovation, and development, • STEM (Science, Technology, Engineering, and Mathematics – including Agriculture) • TVET (Technical and Vocational Education and Training)
	Outcome 4.2: Quality, accessible and affordable health care services delivered for all.	<ul style="list-style-type: none"> • Towards universal health coverage: quality and equitable essential health services for all • Financial risk protection and equity • Environment, health promotion and social determinants of health • Integrated health information systems and research • Partnerships
	Outcome 4.3: Improved nutritional status of children under five years and women of child-bearing age is assured	<ul style="list-style-type: none"> • Reduce stunting, wasting and obesity in children under 5 years old through improved nutritional and health interventions • Improve nutrition and health status of women of child-bearing age
	Outcome 4.4: Increased access to safe drinking water, proper sanitation, and hygiene	<ul style="list-style-type: none"> • Improve access to safe drinking water; • Improve access to sanitation facilities; and • Improve good hygiene practices.
	Outcome 4.5: Appropriate population policies and strategies to harness the demographic dividend	<ul style="list-style-type: none"> • Accelerate the attainment of the demographic dividend • Integrate demographic variables into sectoral plans and policies for socio-economic development

Pillar	Outcomes	Programme Priorities
		<ul style="list-style-type: none"> Promote access to quality universal SRH services and information for all to make informed choices Manage fertility for a meaningful age structure to address the dependency burden
	Outcome 4.6: Socioeconomic benefits of migration to national development enhanced and adverse consequence mitigated	<ul style="list-style-type: none"> Create conditions for migrants and diasporas for full contribution to sustainable national development and enhance consular, protection assistance and cooperation throughout migration cycle. Manage borders in an integrated, secured, and coordinated manners. Prevent, combat, eradicate trafficking in persons and smuggling of migrants internationally. Minimize adverse drivers and structural factors compelling people to leave their country of origin and enhance availability and flexibility of pathways for regular migrants. Reduce rural urban migration through decentralization of basic and social amenities
	Outcome 4.7: Quality and affordable housing for all and urban planning improved	<ul style="list-style-type: none"> Provision of affordable and quality housing for low- income earners. Improvement of urban planning
5. Agriculture, Environment, Natural Resources and Climate Change	Outcome 5.1: A modern, productive, and sustainable agriculture for food and nutrition security, economic growth and poverty reduction	<ul style="list-style-type: none"> Modernisation and commercialisation of the rice and maize value chains for enhanced economic growth Enhance the poultry value chain to enhance food security and reduce the import bill Scale up all year-round vegetable production to support the hospitality industry, reduce the import bill and enhance nutrition status; and Enhance production of small ruminants.
	Outcome 5.2: A vibrant fisheries and aquaculture sector contributing to economic growth and employment creation	<ul style="list-style-type: none"> Management and sustainability of fisheries resources; Aquaculture development;

Pillar	Outcomes	Programme Priorities
		<ul style="list-style-type: none"> • Climate change adaptation for fisheries habitat; • Strengthening capacity for fisheries management and development (inland and coastal management); and • Improved artisanal value addition, post-harvest and marketing.
	Outcome 5.3: Sustainable environmental and natural resources management, disaster risk reduction attained, and adverse impacts of climate change minimized	<ul style="list-style-type: none"> • AFOLU- land use, land use change and forestry; • Sustainable waste management – waste sector adaptation; • Greening energy and transport sectors; • Enhanced Integrated Water Resources Management (IWRM); and • Disaster risk reduction.
6. Empowerment, Social Inclusion and Leaving No One Behind	Outcome 6.1: Empowered Gambian women economically, socially, and politically	<ul style="list-style-type: none"> • Gender mainstreaming in sectoral policies and plans • Women’s economic empowerment (public procurement, mobile banking) • Women’s political empowerment (participation and representation in decision making) • Ending Sexual Gender Based Violence (SGBV) • Engaging women in peace and security
	Outcome 6.2: Children are nurtured and enjoy their full rights	<ul style="list-style-type: none"> • Improvements in nutrition and health care to promote child well-being • Protect children from violence and abuse and secure the rights of vulnerable and marginalised children • Establish affordable high-quality Early Childhood Care and Development (ECCD) facilities especially in rural communities
	Outcome 6.3: Enhanced economic opportunities and all-round social and cultural development for youth	<ul style="list-style-type: none"> • Enhance and advance youth entrepreneurship and employment in the productive sectors such as: agriculture, fisheries, technology and innovation, climate change and related services to curb migration • Promote and develop sports to improve competencies for effective participation in national and international competitions • Drug and substance abuse and mental health rehabilitation • Youth empowerment and volunteerism

Pillar	Outcomes	Programme Priorities
	<p>Outcome 6.4: Inclusiveness and care for Persons with disabilities and Older Persons improved</p>	<p>PWD</p> <ul style="list-style-type: none"> • Strengthen Statistics collection and support research on PWD and related services (such as inclusion in the development of e-learning or other learning platforms) • Ensure access to buildings, health services and physical environment for PWD • Ensure inclusion of PWD in NA and top decision making <p>Older Persons</p> <ul style="list-style-type: none"> • Safeguarding the rights of and increasing the knowledge base on older persons in the Gambia • Promoting the health and social wellbeing of older persons • Increased safety and security of older persons
	<p>Outcome 6.5: Resilience of households and individuals strengthened, and safety nets put in place to Address Vulnerability Through Social Protection in The Gambia</p>	<ul style="list-style-type: none"> • Reduce people’s exposure to risks and vulnerabilities; and social inclusion and equity through social protection financial schemes and safeguarding the welfare of the poorest and most vulnerable • Strengthen leadership, governance and social protection service delivery systems and resource mobilisation to design and deliver effective and efficient programmes • Promote food and nutrition security, environmental, disaster management, mitigate, build resilience, and respond to climate change
<p>7. Energy, Infrastructure and Connectivity</p>	<p>Outcome 7.1: Access and affordable energy for all and effective policies, legal and regulatory frameworks in place for sustainable development of petroleum and mining resources</p>	<ol style="list-style-type: none"> 1. Energy <ul style="list-style-type: none"> ○ Universal energy access ○ Renewable (Solar PV) energy ○ Key policy, legal and regulatory reforms 2. Petroleum

Pillar	Outcomes	Programme Priorities
		<ul style="list-style-type: none"> ○ Policy, Legal and Regulatory (PLR) reforms for the downstream petroleum sector ○ Policies, legislations, and regulations, for the upstream petroleum sector <p>3. Mining</p> <ul style="list-style-type: none"> ○ Institutional reform and capacity building, ○ Develop mines and minerals policy framework
	Outcome 7. 2: Land, River, Sea and Air Transport expanded and strengthened for affordability, accessibility and competitiveness	<p>1. National Multimodal Transport System & BRT System</p> <ul style="list-style-type: none"> ○ National Multi-modal Transport System (NMTS) ○ Multimodal: Bus Rapid Transit (BRT) for the GBA <p>2. Roads Infrastructure Sector</p> <ul style="list-style-type: none"> ○ Sting Corner- Abuko bypass ○ Improvement of storm water and sewerage system in Greater Banjul Area ○ Banjul-Barra Bridge ○ Construction of urban roads (250km); construction of rural roads (514km) ○ Dedicated lead agency for road safety <p>3. Ports and River Transport</p> <ul style="list-style-type: none"> ○ Fourth (4th) Banjul port expansion programme ○ River transport <p>4. Air Transport</p> <ul style="list-style-type: none"> ○ Policy de-coupling of GCAA “regulatory” mandate from its “commercial operations” ○ Construction of parallel taxi way, turning loop and repair of runway
	Outcome 7.3: National Public Buildings and Facilities Policy (NPBFP)	<ul style="list-style-type: none"> ● Construction of new government offices complex ● Construction of new embassies abroad ● Construction of Governors’ office buildings and residences
	Outcome 7.4: An Inclusive Digital Nation	<ul style="list-style-type: none"> ● Enabling environment, policy, and regulation ● Inclusive digital infrastructure ● Digital innovation and entrepreneurship

Pillar	Outcomes	Programme Priorities
		<ul style="list-style-type: none">• Digital skills and human capital development

ANNEX 2: SECTOR WORKING GROUPS (SWGS)

The RF-NDP was formulated by SWGs drawn from different Ministries, Department and Agencies (MDAs), the private sector, and civil society organizations. These SWGs include:

- Education, Agriculture, Environment, Climate Change, Natural Resources & Land
- Health, Water, Sanitation, Hygiene, and Population Health, Water, Sanitation, Hygiene, and Population
- Energy, Petroleum, Transport & Infrastructure
- Trade, Private Sector Development, & Employment
- Social Protection, Women & Children
- Information & Communications Technology
- Governance, Justice, Security, International Relations & Migration
- Macroeconomy & Public Financial Management
- Public Sector Management, Decentralization & Rural and Urban Development
- Tourism & Culture
- Youth
- Monitoring, Evaluation and Resource Mobilization