



KEREWAN AREA COUNCIL

GOVERNMENT OF THE GAMBIA

FINAL COPY



**STRATEGIC PLAN FOR KEREWAN AREA COUNCIL
[2019 – 2021]**

January 2019

CONSULTANT:

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Foreword by the Governor of North Bank Region

The Strategic Plan for Kerewan Area Council is an important milestone in the social and economic development aspirations of the people of the North Bank Region (NBR). As we strive for strategies that would enable us to achieve the socio-economic development goals conceived under the broader framework of the National Development Plan (NDP) and by extension this Strategic Plan, i recall the Mission Statement of the Strategic Plan which places emphasis on the need “to shepherding community-driven development projects that improve the lives of people in the North Bank Region, especially those of the least privileged”.

Over the course of the last decade, we have seen a drop in many of the social indicators for the North Bank Region (NBR) in spite of the gains registered in real economic and GDP growth at the national level. The conception and development and this Strategic Plan for the Kerewan Local Government Area (LGA), is therefore not only timely but a reflection of the Area Council’s commitment to promoting the socio-economic development, welfare and well-being of the people of the region. This Strategic Plan, which will guide the socio-economic development of the region and which is to be implemented over a 3-year period – from 2019 to 2021 – seeks to achieve social development for residents of the region through improvements in educational and health standards and expansions in public works infrastructure and energy supplies.

Through the strategy, it is also envisaged that economic development in the region shall be promoted through expansions in both the production and value of basic agricultural commodities, horticulture and livestock as well as better safeguarding of the natural resources for sustainable eco-system and climate change management. It also strives to promote the development and

expansion of business and trade in the region in order to enhance income generation and wealth creation for the women and young people of the region with the ultimate objective of producing positive outcomes on poverty reduction and sustainable livelihoods. Building and strengthening the institutions and structures of governance is expected to be promoted with a view to ensuring transparency and accountability to the citizenry of the region who are the principal stakeholders of all development endeavors of the region.

As we implement this Strategic Plan, i wish to once again remind all residents of the North Bank Region (NBR) that our success in the implementation of the Plan rests with us. The critical success factors outlined in the strategy document clearly spells out what we must do as a region to achieve success. The need for the establishment of a Start -Up Fund to encourage entrepreneurship and small business development, the need for monitoring and evaluation of the strategy activities, the need to develop and expand infrastructure and energy supplies and the need to expand the production and value of basic agricultural commodities, horticulture and livestock to promote wealth generation in the region are all imperatives that must be ensured if we are to become a successful region worthy of emulation by other regions.

Equally, I want to seize this opportunity to once again call upon the private sector to take up the challenge and leverage the fiscal incentives and benefits extended by The Gambia Government through the National Development Plan, to cooperate with Kerewan Area Council in expanding business opportunities to the region. I am of the belief that the private sector is the engine of growth of our economy and in that regard, we would do all that is possible to continuously improve the enabling business environment in the region.

I commend all the Councilors, community representatives, NGOs, CSOs, the Private Sector and Government institutions that participated in the development of this Strategic Plan. I thank the Ministry of Finance and Economic Affairs through the Directorate for Development Planning (DDP) and the Economic Management Project (EMP) for their leadership in engaging the United Nations Development Programme (UNDP) to support the development of this Strategic Plan. My appreciation also goes to the United Nations Development Programme (UNDP) for funding the development of this Strategic Plan. I commend Kerewan Area Council for taking the leadership role in coordinating the development of the Strategic Plan. Lastly, i wish to seize this opportunity and make that clarion call to all citizens and friends of the North Bank Region to support the implementation of the three-year Strategic Plan for Kerewan Area Council.

Mr. Ebrima M. Dampha

Governor, North Bank Region

Statement by the Chairman of Kerewan Area Council

There are enormous challenges facing Kerewan Area Council in regards the attainment of both growth and development in the region. Thus the Council positions itself to be able to deal with these challenges and through hard work, determination and commitment to the people of Kerewan Local Government Area, it shall hopefully be on course to achieve its targets as set out in the Strategic Plan for the coming three years (2019-2021).

It is against this backdrop that i present the Council's Strategic Plan (2019-2021). This plan acknowledges that whilst remarkable progress has been made over the past years, there are still numerous challenges that it continues to face. To cite but a few:

- Poor communication between the Council and communities that it serves;
- Aging infrastructure which is at the risk of deterioration; and - Shortage of technical skills required for quality service delivery.

Guided by this Medium-Term Strategic Plan, my Council has set goals and objectives for the next three years designed to respond to these challenges. For example, in responding to the challenges, my Council will:

- Extend and deepen its support to the decentralised development structures such as VDCs, WDCs, MDFT and TACs to ensure that communities are at the center of their activities, since the developmental mandate of local governments can be best realised when communities become directly involved in issues relating to their development;
- Expand and develop the public work infrastructure and energy supplies in the region;

- Strengthen and consolidate all training initiatives designed for Councilors, staff of Council and the decentralised structures with a view to ensuring maximum impact.

This strategy document is a culmination of broad participatory, collaborative and inclusive efforts facilitated by the Lead Consultant, Burama Keba Sagnia, to whom we owe a gratitude.

In the development of the Plan, comprehensive consultations with various stakeholders were held in order to build consensus and create a sense of ownership. In this respect, appreciation is extended to all stakeholders who participated in the grass-roots consultative meetings held at Farafenni, Kerewan and Essau, the two-day Strategy Development Workshop and Validation Workshop held respectively at Kerewan

Malamin I.L. Bojang

Chairman, Kerewan Area Council

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List of Abbreviations and Acronyms

CoE	Council of Elders
CSO	Civil Society Organisation
DDP	Directorate for Development Planning
ECD	Early Childhood Development
GCCI	Gambia Chamber of Commerce and Industry
KAC	Kerewan Area Council
LGA	Local Government Area / Local Government Authority
LRR	Lower River Region
MDA	Ministries, Departments and Agencies
MDFT	Multi-Disciplinary Facilitation Teams
MoBSE	Ministry for Basic and Secondary Education
MoHERST	Ministry for Higher Education, Research, Science and Technology
MoLRG	Ministry for Lands and Regional Government

NaNA	National Nutrition Agency
NDP	National Development Plan
PPP	Public Private Partnership
SP	Strategic Priorities
TAC	Technical Advisory Committee
TVET	Technical and Vocational Education and Training
VDC	Village Development Committee
WDC	Ward Development Committee

Executive Summary

The Government adopted a National Development Plan (NDP) as a blueprint for socio-economic development and transformation of the country over a four year period (2018-2021). The Plan’s goal for decentralization and local governance is to ensure the existence of “fully empowered and functional local government structures that can stimulate and respond to the demographic and economic trends of the Gambia”. Within this framework, one of the key results expected from the implementation of the NDP, is the development of “regional Strategic Plans for all the Local Government Areas”.

In that respect, the development of a Strategic Plan for Kerewan Area Council is in direct response to the provisions of the National Development Plan and as such it is expected to be aligned to the Strategic Priorities of the NDP to the extent possible, in order to facilitate the evaluation of the development outcomes of the NDP at the national level and sub-national levels respectively.

Furthermore, Part V (Development), Section 90(3) of the Local Government Act (2002) requires Councils in the preparation of any plans for the development of their respective areas of jurisdiction to “adopt such processes and procedures for ensuring that the communities are involved in the conception and execution of such plans”.

In response to this requirement of the Local Government Act for guiding the planning processes of the (local Government Authorities (LGAs), during the development of this Strategic Plan, a three (3) step consultation process was adopted to ensure the full participation of various levels of the Councils stakeholder community.

In that regard, consultative meetings were conducted with the grassroots communities with a view to ensuring that their perspectives, needs and demands for local development is fully taken into

account in the design process. One such meeting was held at Farafenni for Upper Baddibu and Sabackh Sanjal Districts, another at Kerewan for Lower Baddibu, Central Baddibu and Jokadu Districts and the third one at Essau for Lower Niumi and Upper Niumi Districts.

Drawing from the priority development issues and corresponding response strategies identified by participants to the three grass-roots consultative meeting organised at the three locations in Farafenni, Kerewan and Essau, some of the common development issues and corresponding response strategies that reverberates throughout the group and plenary discussion sessions informed the organisation of the two-day Strategy Development Workshop held at Kerewan with technical experts from the various public, private sector, civil society and Councilors and staff of Kerewan Area Council.

The input from the Strategy Development Workshop provided the material that the Consultant eventually used to prepare the draft Strategic Plan, which was then validated by a broader spectrum of the stakeholder community at a Validation Workshop held on the 19th December 2018 at Kerewan.

The Plan provides first an overview of the context and background, justification and rationale for the development of the Plan. The geographic and organisational context of the Local Government Area and the Local Government Authority are provided to give the backdrop to the space and framework for the implementation of the Plan.

A situational analysis is then made to review existing national policies, legal instruments and strategies that are expected to provide the enabling environment for the implementation of the Plan. A stakeholder analysis is thereafter made to clearly define the different categories and levels of stakeholders in the Councils operating environment that are expected to play a key role in the implementation, monitoring and evaluation of the Plan. The operating environment is also analysed to determine the internal strengths and weaknesses of Council that are within the control of the Council and for which with prudent policies and strategies it can manage them to enhance its organisational effectiveness. On the other hand the external opportunities and threats were also analysed to determine their influence on the Councils strategic environment. A summary of the results of the grassroots consultative meetings are presented to enable the reader obtain a good understanding of how the Plan is a genuine reflection of the perspective and opinions of the target beneficiaries of development actions to be derived from its implementations.

The Plan framework proposes five Strategic Priorities (SP) and for each SP the challenges, strategic objectives, expected results and interventions are spelt out to enable those to be tasked with the implementation of the Plan to obtain a clear and visible picture of their roles and modalities of implementing the Plan.

The framework for financing, resource mobilisation and monitoring and evaluation are then incorporated to facilitate the tracking of the Plans implementation and performance. As the Plan

is a living document, it is expected that a robust monitoring and evaluation of its performance will enable the executing agents to ensure a mechanism for periodic reporting in close collaboration with various actors at different levels. Effective reporting is necessary for the funding agencies to be associated with the resourcing of the Plan to be fully informed of how their funds are being utilised and what impact it is having on the lives and livelihood of the intended beneficiaries.

I. CONTEXT AND JUSTIFICATION

I.1. Background to the development of the Plan

Within the framework of the Local Government Act (2002) and the National Policy on Decentralisation, Ward Councilors are elected on the basis of universal adult suffrage and headed by a Chairman for a period of four years and could be eligible for re-election for more than two terms.

In the implementation of its development activities for the Local Government Area, the Council is assisted by an Executive Secretariat headed by the Chief Executive Officer as well as by decentralised development structures such as Ward Development Committees (WDCs), Village Development Committees (VDCs), Multi-Disciplinary Facilitation Teams (MDFTs) and Technical Advisory Committees (TACs). Through the Village and Ward Development Plans, which form the basis for the development of the Council Development Plans, local communities are accorded a greater responsibility in determining and shaping the development of their respective communities.

The Government adopted a National Development Plan (NDP) as a blueprint for socio-economic development and transformation of the country over a four year period (2018-2021). The Plan's goal for decentralization and local governance is to ensure the existence of "fully empowered and functional local government structures that can stimulate and respond to the demographic and economic trends of the Gambia". Within this framework, one of the key results expected from the implementation of the NDP, is the development of "regional Strategic Plans for all the Local Government Areas".

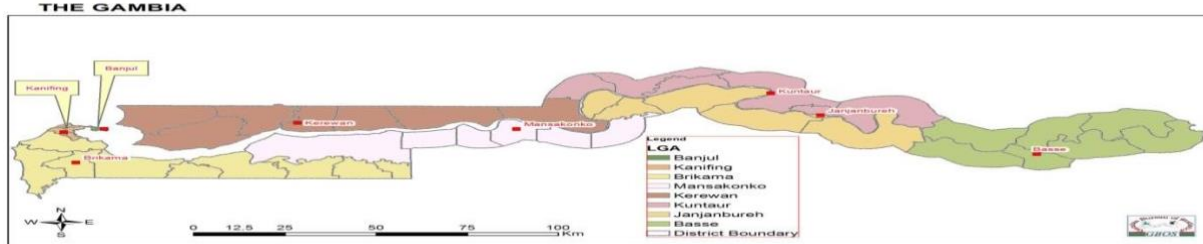
In that respect, the development of a Strategic Plan for Kerewan Area Council is in direct response to the provisions of the National Development Plan and as such it is expected to be aligned to the Strategic Priorities of the NDP to the extent possible, in order to facilitate the evaluation of the development outcomes of the NDP at the national level.

I.2. Geography and Demography of Kerewan Local Government Area

Kerewan Area Council (KAC) is located and serves the North Bank Region (NBR), one of the five administrative Regions of The Gambia. These Local Government Areas (LGAs) exclude the two municipalities of Banjul and Kanifing administered by Banjul City Council (BCC) and the Kanifing Municipal Council (KMC) respectively.

Kerewan Local Government Area known as Kerewan Area Council (KAC) is located in the North Western Part of The Gambia along the northern part of the River Gambia from the Atlantic Coast

Figure 1: Geographical location of Kerewan Local Government Area in The Gambia



Source: Gambia Bureau of Statistics (GBOS)

The Local Government Area is surrounded on the north by Senegal and the east by the Central River Region (CRR). It is 150km long and between 7.5km to 28km wide, with a total land surface area of 2255m² representing 21% of The Gambia’s total land area.

The North Bank Region is generally very flat with little variation between the “upland and lowland”. More than five tributaries crisscross the Region, with the main tributary (Miniminyang), bisecting the region into East and West portions.

The region has a sub-tropical climate with distinct cool and hot seasons. From November to mid-May there is uninterrupted dry windy weather, with temperatures as low as 16°C (60.8°F) in Barra and surrounding coastal areas. Hot, humid weather predominates the rest of the year within the Region, with a rainy season from June to October, and during this period, temperatures may rise as high as 43°C (109.4°F), but are usually lower near the sea. Mean temperatures range from 23°C (73.4°F) in January to 27°C (80.6°F) in June along the coast and from 24°C (75.2°F) in January to 32°C (89.6°F) in May within the inland. The average annual rainfall ranges from 920 mm (36.2 inches) in the interior to 1,450 mm (57.1 inches) along the coast. (LGA Profile, KAC, 2011).

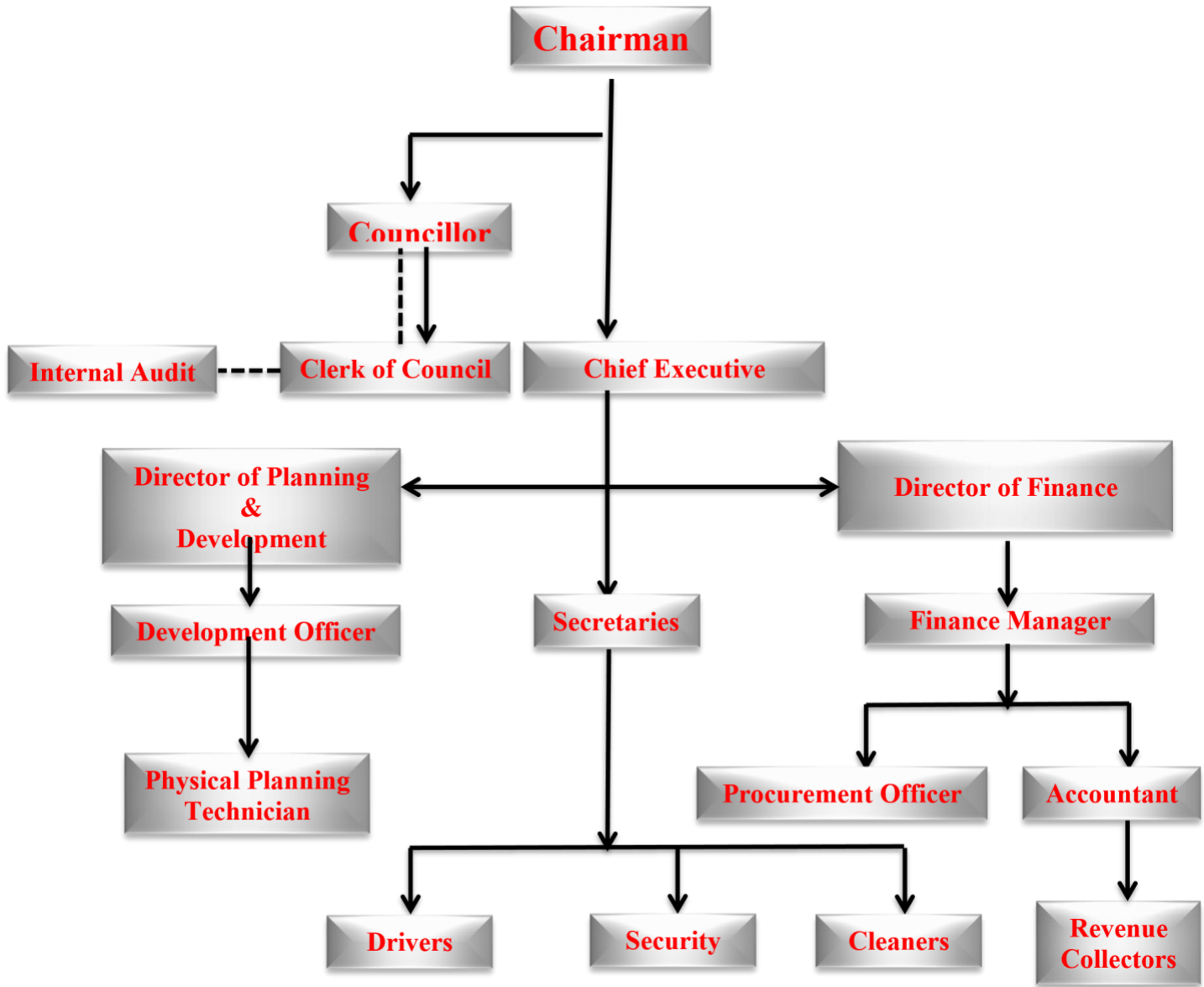
The Kerewan Local Government Area has a population of 220,080 inhabitants (2013 Census) representing 11.8 percent of the national population, making it the fourth most populated LGA.

Table 1: Population of The Gambia by Local Government Area (2013)

Local Government Area	Population	Percent
Banjul	31,054	1.7
Kanifing Municipality	377,134	20.3
West Coast (Brikama)	688,744	37.1
Lower River (Mansakonko)	81,042	4.4
North Bank (Kerewan)	220,080	11.8
Central River North (Kuntaur)	96,703	5.2
Central River South (Janjanbureh)	125,204	6.7
Upper River (Basse)	237,220	12.8
Total	1,857,181	100.00

Source: Gambia Bureau of Statistics (GBOS)

I.3. Organizational structure of the Kerewan Area Council (KAC)



I.4. Methodology and Process for the Formulation of the Plan

Developing an integrated and broadly inclusive regional strategic plan involves a number of stakeholders and steps to collect and analyse data on the Local Government Area and its development challenges. The following process was therefore pursued in the collection of data and the development of the Plan.

I.4.1. Collection of qualitative data

To inform on what information already exists whether in written form or through institutional memory from individuals with experience in dealing with issues relating to social and economic development in Kerewan Local Government Area, the following data collection tools were used.

I.4.2. Literature review

Review of relevant documentation was conducted through an analysis of the policies, legal instruments and institutional frameworks by consulting policies, legal instruments, official documents and reports of the Kerewan Area Council and relevant government agencies in order to assess their adequacy for sustainable development of the Local Government Area.

I.4.3. Key Persons Interviews

Interviews were also conducted with key individuals in Kerewan Area Council, senior officials in relevant government Ministries, Departments and Agencies (MDAs), private sector agencies, NGOs, community leaders and private service providers to gauge their experiences and perceptions of the development needs and challenges of the Local Government Area

I.4.4. Consultations with the local grassroots communities

Early in the development of the Plan it was important to seek the views of the local communities and organisations currently involved or associated with the development of the Local Government Area.

In that respect, **three grass-roots consultative meetings** were organised across the length and breadth of region at Farafenni for Upper Baddibu and Sabackh Sanjal Districts, in Kerewan for Lower Baddibu, Central Baddibu and Jokadu Districts and at Essau for Lower and Upper Niimi to solicit and assess the needs and demands of the local communities for local development. Results of the consultative meetings informed the development of this Plan.

I.4.5. Development and review of the Plan

With the appropriate data and information obtained, a draft Plan was developed incorporating the relevant strategies, targets and indicators, tracking tools and detailed investment and operational budget.

The Draft Plan was then subjected to a review process by the senior staff of Kerewan Area Council, the Directorate for Development Planning and the Programme Coordination Unit of the Ministry of Finance and Economic Affairs (MoFEA) respectively, the Directorate for Local Governance of the Ministry of Lands and Regional Government and the Country Office of the United Nations Development Programme (UNDP).

I.4.5. Validating the draft Plan

A Validation Workshop was organised for the stakeholders to invite their reactions to the draft Plan with a view to improving its quality. Thereafter, the final version of the Plan was produced

I.6. Scope and Structure of the Plan

The Plan is structured into six chapters and an annex

Chapter one provides information on the background to the development of the Plan and establishing its linkage to the National Development Plan, situating the geographical location of the Local Government Area within the country, providing information on the organizational structure of the Kerewan Area Council and illustrating it with an Organogram of the Council and outlining the methodology pursued in the development of the Plan to determine its credibility.

Chapter two provides the results of situational analysis undertaken to determine the scope of existing policies and legal instruments that will have an impact on the implementation of the Plan, the identification and analysis of the stakeholder community whose involvement and participation would be crucial in the implementation of the Plan and review of the operating environment of the Local Government Authority through the conduct of a SWOT analysis of the LGA's internal Strengths and Weaknesses and the external Opportunities and Threats

Chapter three presents the Planning Framework by (i) defining the Components of the Plan; (ii) the Strategic Framework for the Plan; and (iii) the Strategic Priority Areas which defines the challenges, strategic objectives, expected results and response strategies

Chapter four describes the strategies for enhancing the effective implementation of the Plan relating to partnerships, consultation, stakeholder participation, communication and advocacy and institutional arrangements in determining the roles and responsibilities of the different stakeholders in the implementation of the Plan.

Chapter five describes the financing framework of the Plan by providing details information on the cost of financing the Plan and strategies for mobilizing resources from different sources.

Chapter six presents the results framework that describes the monitoring and evaluation process to be put in place to determine the performance of implementation. The rest of the Plan is devoted to an annex which presents data on key development indicators for the LGA

II. SITUATIONAL ANALYSIS

II.1. Review of existing policies and legal instruments

This Strategic Plan has been developed within the context of a number of national policy and legislative instruments associated with various agencies which have direct implications for the implementation of the Plan. These instruments seek primarily to strengthen and highlight the important relationship between government institutions and local development.

Within the framework of the implementation of this Plan, future actions will include assuming an active role in the processes of reviewing these policies and legislations amongst others with a view to identifying the overlaps, gaps and areas of ambiguity and putting forward recommendations as to how to harmonize them to enhance coordination and collaboration in the delivery of quality services for local development.

The provisions of many of the existing policies, strategies and legal instruments do not ensure inclusive development as they do not define in clear and precise ways the roles, responsibilities and field competencies of different stakeholders in local development nor do they adequately take into account internal regulations and management tools at the level of the key institutional actors particularly the local governments.

To make these policies and legal instruments more operational, they must be reinforced by region-specific policies, by-laws and technical guidelines with a view to avoiding any conflicts and inconsistencies in institutional mandates between central and local government agencies.

In addition, policies, laws and regulations elaborated at the central level, should allow the Local Authorities to legislate locally through the enactment of regional policies and relevant by-laws

II.1.1.1997 Constitution and associated legal instruments on local governance

The Constitution of the Second Republic of The Gambia (1997) prescribes a system of governance that is participatory at all levels of society, especially at local level. According to Section 193 (1) of the Constitution, “local government administration in The Gambia shall be based on a system of democratically elected council with a high degree of local autonomy”. The Directive Principles of State Policy stipulated under Section 214 (3) of the Constitution reiterates that “the state shall be guided by the principles of decentralisation and devolution of government functions and powers to the people at appropriate levels of control to facilitate democratic governance.”

The decentralisation process is part of the Government's National Governance Policy (1999) for poverty reduction and effective economic development. The objectives of the Governance Policy framework are to amongst others to (1) promote citizen engagement at both national and local levels; (2) improve transparency and accountability in a democratic system of government; and (3) decentralise authority and responsibility to local governments.

This Constitutional provision was actualized when a Ministry of Local Government and Lands (now designated as the Ministry for Lands and Regional Government) was established to be responsible for putting in place an effective and efficient local government system. In 2002 Parliament passed the Local Government Act, which has been subsequently amended in 2004, 2006, and 2007 and most recently in 2015. These have provided the legal and institutional framework for the realisation of decentralised local government in The Gambia, thereby ensuring for the local councils at the city, municipal and regional levels to be the highest organs for facilitating the process of decentralisation. These local authority institutions consists of elected councilors representing smaller territorial units (wards) and elected on the basis of universal adult suffrage. To facilitate the work of the local authorities, the enabling legislative and policy instruments provide for the central government to confer them with the appropriate legal and financial autonomy.

To provide further institutional support to the implementation of the Local Government Act (2002) several complimentary policy and procedural guidelines were developed such as:

- Local Government Finance and Audit Act (2004);
- Local Government Service Commission Regulations (2010);and -
Local Government Staff Service Rules (2003).

However, as decentralization is a long-term political process that is complex, costly and requiring a lot of preparatory work, a number of issues would have to be addressed. Notable among these are the absolute need to transfer functions and resources to the local governments, build adequate capacity at Local Government levels to facilitate absorption of the competencies to be devolved to them, the setting up of a coordinating, monitoring and evaluation mechanism at the Directorate of Governance.

The implementation of the decentralisation program started well with the initial surge in international development partner support and political will and commitment from government. It is true to say that however, in the past few years with a gradually diminishing donor support for the program and a tight government budget the much anticipated government support has not been forthcoming and the decentralisation process began to suffer. There are several motivating factors which slowed down the decentralisation process:

- a. Government commitments as stipulated in the policy and legal instruments in regards transfer of functions, competence and resources are not forthcoming;
- b. There has been a lack of adequate capacity at both the central and local government levels respectively, with the former experiencing high attrition rates at the senior management cadre and the latter resource strapped to attract qualified and competent personnel in required numbers;
- c. For the aforesaid reasons, decentralisation could not be adequately articulated and disseminated for the greater understanding of the general public;
- d. The efficiency and effectiveness of the local government administrations was not helpful in carrying the process forward;
- e. Local planning and development capacity is weak and local communities have not yet begun to see the expected benefits of increased autonomy; and
- f. In spite of the legislative provisions, central government seems reluctant and overcautious in transferring the required functions, competences and finances to set the process of decentralisation by devolution in full motion.

II.1.2. National Development Plan (2018 - 2021)

Within the framework of The Gambia's medium-term National Development Plan (NDP), the Government is committed to building a stable democracy, a united and prosperous nation at peace with itself and its neighbours. As stated in the NDP document, the government is further committed to ensuring that by 2021, The Gambia shall have a healthy and well-developed human resource base. Its economy will be strong, its environment well managed and its technology well established. In pursuit of a stable democracy, The Gambia seeks to have "a well-established system of local governance with full ownership and participation of the majority in decision-making and local development." The Government of The Gambia believes that local governance and popular participation contribute towards good governance. To this end the country has been working towards decentralised local government, as evidenced by the recently approved decentralization policy – a more comprehensive initiative compared to previous efforts in 2003 to implement decentralisation. The overarching strategy has been to decentralize service delivery and empower Councils and communities, while improving chieftainship to complement local governance at the grassroots level.

Moreover, The National Development Plan also proposes strategies aimed at establishing an effective and efficient Local Government system, by enhancing systems and capacity of local authorities for planning, budgeting, monitoring and evaluation of projects and accountability of public expenditure.

II.1.3. Ministry for Lands and Regional Government

The Ministry for Lands and Regional Government (MoLRG) through the Directorate for Local Governance is responsible for facilitating and coordinating the implementation of the national decentralisation policy and program, along with the capacity development of Local Authorities/Councils. In addition, the Ministry is responsible for: Lands, Survey, Land Use and Physical Planning; Housing; community development, Chieftainship; as well as the supervision, monitoring and quality assurance of capital projects in Councils through the GAMWORKS.

According to the recently approved national decentralisation policy, the core business of the Ministry in all these diverse sectors of its operations, is to formulate and review policies and legislation/regulations; set standards and ensure quality; coordinate, monitor, evaluate performance of Councils; and distil lessons learnt for policy and legislative reviews. Actual program implementation would however be the responsibility of Councils.

II.1.4. National Health Policy (2012-2020)

The National Health Policy embodies the vision and mission of the Ministry of Health and Social Welfare primarily to promote and protect the health of the Gambian population through the equitable provision of quality health care services within an enabling environment, delivered by appropriately and adequately trained, skilled and motivated personnel at all levels of care, and with the active participation of all stakeholders.

The defined areas of the policy interventions aimed at bringing about significant improvement in healthcare delivery and of particular relevance to the implementation of this Plan include:

- Public health programmes and clinical care delivery to be delivered through implementing environmental health and safety packages, health education and promotion, Expanded Programme on Immunization, Disease Control, reproductive health and basic health care; and
- Strengthening the capacity of health systems to be delivered through organization and management of health care services, human resources development, infrastructure and logistics, health information management, health financing and partnerships.

II.1.5. National Environment Management Act (1994)

The principal instrument of environmental legislation in The Gambia is the National Environmental Management Act 1994 (NEMA). This Act establishes the National Environmental Management Council (NEMC) and the National Environment Agency (NEA), together with technical working groups and local Environment Committees. It provides for the introduction of environmental impact assessment and auditing as part of the environmental planning process.

The NEMA therefore provides the framework for environmental quality standards, monitoring and enforcement covering waste management activities. It is understood that the implementation of the standards, monitoring and discharge permitting will require the issue of Regulations by the National Environmental Management Council

II.1.6. National Education Policy (2017-2030) The Ministry of Basic and Secondary Education (MoBSE) and the Ministry of Higher Education, Research, Science and Technology (MoHERST) have revised the Education Sector Strategic Policy (ESSP) to align it with the recently ratified Education Policy (2017-2030).

The country has four levels of education: (i) Basic Education (nine years of uninterrupted learning – made up of lower and upper basic education); (ii) senior secondary education, (iii) tertiary education (non-degree post-secondary), and (iv) higher education (degree level). Ongoing amendments to this structure will incorporate a technical vocational education and training (TVET) component as an alternative pathway within the educational cycle

Key achievements over the past years have included gender parity, fee free primary education policy, teacher training and management. The Gambia has made commendable progress in achieving near gender balance in enrolment in lower basic schools and upper basic schools.

II.2. Key lessons learnt from the previous Strategic Plan (2010 - 2015)

A strategic plan was previously developed by KAC for the period 2010 to 2015, but it was not fully implemented as expected. Part of the reason for this is the fact it was to be too ambitious, couple with the fact that the objectives were not specific, measurable and time bound with many of the key intervention areas and action points grossly under-costed, which are all essential ingredients for spurring the growth and development of the LGA. Furthermore, KAC's capacity and capability to operate in a more structured and coherent manner was limited.

As a follow-up to the above-mentioned Plan, Council started the process of preparing a successor Plan to be implemented over a period of five years (2016-2020) but the planning process was never completed as at the time of the development of this Plan.

Notwithstanding, some significant activities were conducted. In light of the limitations of the previous strategic plan and the lessons learned from the positive developments under KAC's transformative development agenda, it is imperative to capture all the lessons learnt from the previous Plan under-reference, in the development of this Plan.

This Strategic Plan is meant to provide a new strategic direction for Kerewan Area Council over the next three years (2019-2021) to further consolidate on the achievements so far registered and to adequately prepare KAC within the context of the new development agenda encapsulated in the

National Development Plan (2018-2021) as well as the emerging challenges and trends in the global environment.

II.3. Analysis of the stakeholder community of Kerewan Area Council (Stakeholder Analysis)

Stakeholder involvement has been a very important component of the planning system in Local Government Authorities as it helps to improve the quality of delivery of basic services, thus ensuring that people's needs are being met. This enhances the legitimacy among stakeholders of decisions made by local planning authorities, as well as achieving a sense of ownership of those decisions. Thus for the purpose of this Plan, stakeholder involvement and participation should become a recognised feature of the process of producing development plans and setting out standards for involving communities in the design, implementation, monitoring and evaluation of local development plans.

In that regard, in the development, implementation and monitoring of this Strategic Plan, public participation should serve to fulfill the following four major function: (1) needs assessment to ensure that the local needs and problems are taken into account; (2) appropriate solutions that arise from using the knowledge and experience of local communities; (3) community ownership is ensured by mobilising initiatives and resources of local residents and communities; and (4) empowerment by making integrated planning a public event and a forum for negotiating conflicting interests, finding compromises and common ground.

When the Area Council seeks to undertake development to serve local needs there is bound to be cultural and other obstacles that might just stand in the way of the project, because local communities maybe viewing some of the procedures as very bureaucratic while the local government employees see communities as reluctant partners. But even more importantly is that some of the infrastructure and facilities need to be protected and safeguarded and unless communities see these as theirs, they are unlikely to pay attention whenever the facilities are vandalized or destroyed.

In addition, different areas in Kerewan Local Government Area might not be equally developed and this will require that there be negotiations and compromises to accommodate each other's needs given the limited available resources. In that respect, when the resource determination and allocation processes are done in an open and transparent manner through participatory budgeting, any misgivings about the planning process will be dispelled.

Given the above observations on stakeholder involvement and participation in the development programs of Kerewan Area Council, some of the key stakeholder groups to be crucial to the implementation, monitoring and evaluation of this Plan include:

- i. **Village and Ward Development Committees**, as the organisational framework through which local communities at the village and ward levels can participate in the planning and implementation process.

The primary function of these committees is to be a formal channel of communication between the local communities and the Area Council about general issues, development and service options affecting the Local Government Area by ensuring that adequate, relevant and reliable information is obtained from Council and effectively communicated to the local communities in ways that allows effective engagement and meaningful responses and vice versa.

- ii. **Stakeholder organisations** which represent certain social, economic/trade, gender and environmental interests have to be registered as 'stakeholders associations' through which they can participate in the planning and implementation process

- iii. **Multidisciplinary Facilitation Teams (MDFTs) and the Technical Advisory Committees (TAC)** are multi-skilled public servants deployed at the community and regional levels to bridge the gap between the provision of services by the local and central governments and access to those services by communities. In addition, they link communities with all government spheres and departments focusing on: (1) helping communities with developing and articulating their developmental needs (2) facilitating the development of community structures (3) facilitating public participation in Area Council and government development projects (4) identification of service blockages in the communities and (5) finding solutions to identified needs and blockages by interacting with the three spheres of government (Executive, Legislature & Judiciary)

II.4. Review of the operating environment of Kerewan Area Council (SWOT Analysis)

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was used to assess Kerewan Area Council's (KAC) strategic internal and external environments. An assessment of the internal environment was based on the KAC's organisational strengths and weaknesses, while that of the external environment was based on the opportunities and threats facing the organization from the national and global environment.

II.4.1 Internal / Organisational Environment Analysis

The internal environmental analysis uses the Mckinsey Capacity Assessment Model to assess the strengths and weaknesses of the Council on the basis of the following features: Structure, Staff,

Skills, Style of Management, Systems and Strategies and the results of the analysis is presented in Table 2 below.

Assessment of the internal environment of the Council can be strategically helpful in building on the strengths of the organization, while at the same time assisting turning the weaknesses into strengths. Strengths and weaknesses are issues internal to the Council within its control.

Table 2: Assessment of Kerewan Area Council's Internal Strengths and Weaknesses

STRENGTHS	WEAKNESSES
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<p>Council is well-integrated into the local community</p> <p>Staff members have good local knowledge of the LGA</p> <p>Community leaders are part of LGA structures</p> <p>Has legal mandate as the Planning Authority of the LGA</p> <p>Has legal mandate to raise revenue through taxation</p> <p>Is the entry point for development interventions in NBR</p> <p>Exists in perpetuity by law, ensuring sustainability</p> <p>Have the legal authority to act for the benefit of the population of NBR</p> <p>Has linkage with partner development organizations (such as NGOs/CBOs) and government agencies</p> <p>Has excellent connections with local communities and decentralised structures giving it grassroots advantage</p> <p>Has excellent and conducive office environment, with Internet connectivity and training to some extent</p> <p>Currently has crafted the Vision, mission, goals and objectives of the Council giving it a good sense of direction</p> <p>Some of the staff are highly committed due to reasonable remuneration and other incentives</p> <p>Council has developed the basic guiding policies, management tools, processes, systems and procedures</p> <p>Council has developed a Medium Term Strategic Plan (2010-2015) to provide it with a strategic direction</p>	<p>Its limited funding makes it difficult to implement projects</p> <p>Without a Strategic Plan since 2015, project implementation is conducted on ad-hoc basis</p> <p>Late payment of government subventions</p> <p>Inefficient tax collection process vulnerable to abuse</p> <p>Hiring of staff influenced by outside factors, particularly political influence</p> <p>Firing of staff is difficult even if they are not performing due to external interference</p> <p>Low level of training of staff at all levels of Council</p> <p>Capacity gap in administration and managerial skills</p> <p>Local industries, which should be sources of revenue are few and are outdated</p> <p>The Current Vision and Mission are not very clear nor are the objectives SMART</p> <p>Many of the Departments are understaffed, while some are over staffed such as the revenue collection section</p> <p>Most of the policy, processes and procedural systems such as the performance appraisal and management information systems require further improvement;</p> <p>Inadequate fleet of transport, thus inhibiting mobility by the Council staff to Council projects and activities</p> <p>The 2010-2015 Strategic Plan was too ambitious and thus was not fully implemented, nor was it comprehensive enough to cover key development areas</p>
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II.4.2 External Environment Analysis

The external environmental analysis uses the political, economic, socio-cultural, technological, legal, ecological and regulatory factors analysis (i.e. the PESTLER Analysis) to assess the opportunities and threats of the Council and the results is presented in Table 3 below.

This level of analysis can be strategically helpful in taking advantage of the opportunities facing the organization, while at the same time assisting in converting threats into opportunities.

Table 3: An Assessment of Kerewan Area Council's External Opportunities and Threats

OPPORTUNITIES	THREATS
Gambian economy is growing	Financial crisis affects remittances, tourism, and foreign aid, lowering overall wealth and inhibiting development
Remittances from abroad bring capital to villages	KAC's revenue base is shrinking rapidly, especially where the Gambia Revenue Authority (GRA) is collecting the rates within the LGA
Improved roads can enhance transportation and communication infrastructure	Regular migration (dubbed 'Back way') coupled with rural to urban migration is depriving the region of both financial and human capital
Rapidly growing youth population will soon be the largest labour force in country's history	Low level of community participation in the activities of the Council
Growth of local businesses in certain towns	Political interference in Council operations
Increased cooperation with partner organizations	Environmental degradation is depriving some parts of the region's local communities with agricultural land
Technological advances bring new opportunities to both offices and rural communities	The national economic challenges and the global economic crunch are affecting almost all organizations including the Council
The Gambia is a stable country with peace and tranquility;	The depreciation of the Gambian Dalasi against foreign currencies (especially the Dollar, Euro and British Pound) can negatively affect KAC's projects
KAC is partly funded by Government Subventions;	Relying on Government Subvention is not sustainable
Social and religious tolerance prevails in the KAC environment;	There are legal and institutional challenges associated with KAC's operations as an LGA;
There is ample unused space for expansion of facilities;	
The Africa Cable to Europe (ACE) can enhance internet connectivity available for staff;	
KAC is established by an Act of Parliament giving it legal status and enjoys political commitment	

<p>KAC is a decentralized structure and in time, may be devolved from Central Government</p>	<p>Onerous regulatory requirements for compliance to certain regulation e.g. GRA tax and fee collection.</p>
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II.5. Summary of stakeholder responses emanating from the grassroots consultative meetings

Drawing from the priority development issues and corresponding response strategies identified by participants to the three grass-roots consultative meeting organised Kerewan Local Government Area (Farafenni, Kerewan and Essau), some of the common development issues and corresponding response strategies that reverberate throughout the group discussion sessions are summarized hereunder:

Education

Increase the number of senior secondary schools and build specialized schools for Persons with Disabilities (PWDs) probably one for the region and provide them with teaching and learning materials and more qualified teachers, incorporate ECD and TVET into mainstream education from the basic cycle stage, strengthen the School Feeding Program (SFP) particularly at ECD level, improve living conditions for

Teachers with the construction of more staff quarters and provide them with more incentives to encourage them to stay in the light of high levels of absenteeism among teachers and capacitate and empower the School Management Committees (SMCs) to effectively carry out their responsibilities

Health and Nutrition

Upgrade the existing health posts and avail all the districts in the North Bank Region (NBR) with District Health Facilities, upgrade facilities at the Farafenni Hospital into a major referral hospital and provide them with the required drugs, medical equipment and supplies as well as qualified medical personnel (nurses, midwives, technicians and doctors).

Agriculture

Crop cultivation – Initiate new projects or in collaboration with existing agricultural projects such as FASDEP or GCAV, provide support to farmers through the supply of quality and early maturing seed nuts, fertilizers, farming implements (tractors, power tillers, seeders and Weeders), pesticides and spraying machines on terms to be mutually agreed

Horticulture/ vegetable gardening – Conduct a mapping of existing communal vegetable gardens in the North Bank Region (NBR) and initiate new projects or in collaboration with existing ones, provide support to women communal vegetable gardens in the form of drilling more bore holes, providing them with quality seed nuts, proper fencing, insecticides, spraying machines & provide extension services

Livestock / animal breeding and rearing - Provide support to livestock /animal breeding and rearing through proper demarcation of animal tracks, drilling of boreholes, promote sheep fattening schemes and provide extension services

Provide storage facilities for agricultural produce to enhance their storage, preservation and marketing such as cold storage facilities for vegetables and seed stores for crops such as groundnuts and cereals.

Ensure good access roads to the farmlands and vegetable gardens to facilitate the transportation & marketing of the agricultural produce

Upgrade and strengthen the capacity of existing Mixed farming Centers and construct more if necessary to ensure that each district in the region is provided with such a center to enable them to provide quality and timely extension services to the farmers in their respective catchment areas

In collaboration with the Gambia Groundnut Council and other private sector actors, ensure reliable market outlets for the different agricultural produce

Fisheries

Conduct a mapping of existing fish landing sites in the North Bank Region (NBR) and identify other potential sites if necessary, upgrade the landing infrastructures at the sites, improve the condition of the access roads to the sites and provide additional support to the fishermen/women through the established fishing groups in the form of fishing boats, engines and nets and provide them with the required extension services

Construct fish markets (probably one for the region) and the locations to be determined after due consideration of the strategic location and its potential to be of high commercial value and provide cold storage facilities within the premises of the markets

Promote aquaculture by making use of vast virgin swamp lands in the regions

Promote and encourage the construction of Fish Processing Plants (probably one for the region) in order to add more value to the fishing industry

Forestry

Transform some of the State Forests into Communal Forests, promote and encourage the establishment of Community Forestry Task Forces or Committees and entrust the preservation, protection, promotion and management of these forests to the Community Forestry Task Forces.

Provide more training to the Task forces and empower them by drafting a generic Constitution that each Task force can adapt to its specific circumstance, provide them with more Forest Management Staff and Rangers as well as required equipment and materials to facilitate the fulfillment of their duties

Promote and encourage an active afforestation and forest regeneration program that ensures tree planting on a regular and systematic basis and ensure the provision of seedlings

Promote and encourage the creation of Community Forest Enterprises to tap the vast potential of forestry products for commercial purposes in collaboration with established associations such as Bee Keepers Association, Association for Traditional Medicine, etc. Provide training, micro-finance and other support services facilities to enable them start and develop their enterprises

Conflict Prevention and Resolution

Establish a Council of Elders (CoE) from the traditional leaders, local Opinion Leaders, Chairpersons of VDCs/WDCs and an ADRC representative wherever possible, to serve as the main mediation and advisory body for all local conflicts and tensions within the community. Ensure the incorporation of women in the Council. Expand the activities of the Alternative Dispute Resolution Commission (ADRC) to all parts of NBR and provide training to the CoE in the ADR process

Decentralisation and Local Governance

Strengthen the capacities of the Kerewan Area Councils by supporting it with the upgrading of infrastructure at the Secretariat of the Council; provide it with the essential office equipment (computers with accessories, photocopiers, air conditioners) and furniture; vehicles to facilitate monitoring and backstopping missions to Council projects in the regions as well as the development of the human resources by providing relevant training to staff, ensure the availability of basic management tools and accountability instruments (such as Strategic Plan, Human Resource Manual (or service Rules), Human Resources Development Plan (or Scheme of service) Financial Guidelines and Accounting Procedures Manual, Resource Mobilisation Strategy and Plan, Board Manual, provision of a computerised financial management and accounting system, etc.

Restructure, reorganize and strengthen the capacity of the VDCs/WDCs by developing a generic Constitution and an implementable Action Plan that individual VDCs /WDCs can adapt to their specific circumstances; ensure a term limit to their tenure of office and appoint new Committee Members wherever the existing ones are found to be wanting or dysfunctional. Provide training for the VDCs/WDCs, MDFTs and TAC to enable them to effectively fulfil the execution of their tasks.

In collaboration with the counterpart Councils and the Directorate of Local Governance, carry out more sensitization, advocacy and lobbying activities for senior civil servants, Offices of the Regional Governors, politicians and legislators on the value of decentralisation with a view to ensuring more political will, commitment and support from Central Government

In collaboration with the counterpart Councils and the Directorate of local Governance, Initiate discussions with the Central Government on the re-assignment of revenue collection responsibilities, particularly those that affect the traditional sources of income for Area Councils

Water and Sanitation

In collaboration with the Department of Water resources, conduct an assessment of the water supply needs of the North Bank Region (NBR) and on the basis of the assessment undertake intervention measures that ensures the adequate provision of safe and clean drinking water to the communities for human consumption by drilling more bore holes with solar venticulation systems, installing more community street taps at strategic locations within the communities; boreholes to facilitate livestock breeding and rearing and to the vegetable gardens. Promote irrigation in order to encourage rice cultivation within the region. Ensure the development of a Regional Waste Management Plan with a view to promoting responsible and sustainable waste management practices in the region.

Land Use

Ensure the adoption of a National Land Use Policy by Government and the decentralisation of its implementation to the local authorities through the creation of Community Land Use Management Committees, with the full and active participation of women, young people and the VDCs/WDCs

In collaboration with the Department of Physical Planning and Housing, the Community Land Use Committees to ensure the demarcation of village and district borders and cattle tracks with a view to avoiding land conflicts between villages or between cattle herders and crop cultivators.

The Committees in collaboration with the Area Councils and the Ministry for Lands and Regional Government, to initiate the process of reviewing and amending the land tenure system in their various localities, with the full and active participation of women, young people, and VDCs/WDCs

Entrepreneurship, business development and employment

Construct a regional Multi-Purpose Center for skill training, entrepreneurship and business/enterprise development in collaboration with existing national centers such as Presidents International Award and Enterprise Center, National Youth Service Scheme (NYSS), National Enterprise Development Initiative (NEDI) and EMPRETC-The Gambia

Promote and encourage the creation of Start-Up Funds or Micro-Finance Schemes to provide 'Soft Finance' to entrepreneurs for the start-up and development of their enterprises

Set up Job Centers to provide a database of available job opportunities in the region as well as counseling and advisory services on possible careers

Organise annual Job Fairs to provide the opportunity for Employers and job seekers to interact and explore possibilities of hiring them or advise youth on the types of skills in demand by the labour market

Transport

Upgrade the existing access roads and construct new ones wherever necessary to connect the hard-to-reach communities with the main highways, to schools, health facilities and markets for their produce (especially perishable ones). Promote and encourage public transport services to the hard-to-reach regions to facilitate movement of the residents of these communities

Energy

Expand electricity supply to the deprived regions using various sources of electricity supply such as thermal, solar, wind or water, particularly the Kiangs, which is the most deprived in electricity supply.

Public Works Infrastructure

Kerewan as the regional capitals of the North Bank Region is not as endowed as the other regional capital in terms of basic social amenities and infrastructure

This would require extensive public works and infrastructural development projects in terms of good quality road networks, health facilities, schools, reliable supply of electricity, safe and clean drinking water, staff quarters for civil servants on posting and so on, to bring them to similar levels as their counterparts. This would be a source of attraction for public servants on posting to the regions as well as the location of regional offices of government, NGOs, private sector and other charitable organizations

Tourism and Culture

In collaboration with the National Tourism Board, National Center for Arts and Culture and the Department for Parks and Wildlife, carry out a comprehensive mapping of the cultural and natural heritage of the North Bank Region (NBR) with a view to drawing up plans for their documentation, preservation/conservation and marketing as sources of attraction for cultural and eco-tourism

Promote and encourage the private investors to invest in the construction of Tourist Camps at strategic locations and ensure the provision of reliable electricity supply, safe and clean water supply and good access roads to the Camps and tourist attraction sites.

Environment, Climate Change and Disaster-Risk Reduction

Provide more sensitization and training programs for VDCs/WDCs and other local stakeholders on responsible environmental protection and management, promote and encourage forest regeneration activities and disaster-risk reduction issues in accordance with the sandai Framework

Social Protection of Vulnerable Groups

Provide skills training for women, young people and Persons with Disabilities (PWDs) in the various trades and provide for them access to productive resources such as land, finance, information, technology and market to enable them start and develop their businesses

III. THE PLAN FRAMEWORK

III.1. Introduction

This new Strategic Plan seeks to translate the Kerewan Area Council's political, economic and social development agenda into a concrete set of actions to address key development challenges and meet the justified aspirations of the populations of the Kerewan Local Government Area for local development.

This chapter therefore outlines the proposed actions and measures that Kerewan Area Council plans to undertake to address the Local Government Area's development challenges over a period of three years (2019 -2021).

The plan is anchored on five (5) strategic priorities. For each strategic priority, the Plan identifies the development challenges the local communities encounter, the strategic objectives to address those challenges, key results expected and key strategic interventions.

III.2. Components of the Plan

The vision and overall goal of this Strategic Plan will be realized through the following five Strategic Priorities (SPs):

STRATEGIC PRIORITY ONE:	Education, health, nutrition, water and sanitation
STRATEGIC PRIORITY TWO:	Transport, public works infrastructure and energy
STRATEGIC PRIORITY THREE:	Agriculture, fisheries, forestry, environment and climate change and disaster-risk reduction
STRATEGIC PRIORITY FOUR:	Tourism and culture, entrepreneurship, business development and employment
STRATEGIC PRIORITY FIVE:	Governance and decentralisation, conflict prevention and resolution, and land use

III.2. Strategic Framework for the Plan: Vision mission, principles and core values

III.2.1.

Vision

“To be an exemplary LGA on planning and development efforts in The Gambia, with the capacity to effect real changes and win the trust of the people by using power responsibly, for the benefits of all North Bank residents.”

III.2.2. Mission Statement

“KAC is committed to shepherding community-driven development projects that improve the lives of people in the North Bank Region, especially those of the least privileged.”

III.2.3. Guiding principles and core values for the implementation of the Plan

In the implementation of this Plan, Council shall be guided by the following principles and values:

Public education and awareness-raising

Significant improvement in awareness of the Council's roles and responsibilities is required across all communities and stakeholder groups to drive improvements and development.

Improved service delivery

Improvements in the quality of service delivery is required to provide the necessary incentives for the public to pay taxes and rates that can allow goals of the Plan to be realised in practice.

Consultation and stakeholder participation

The Local Government Act (2002) requires Councils to “adopt such processes and procedures for ensuring that the communities are involved in the conception and execution of any plans”.

Collaborative partnerships and strategic alliances

Partnership with various actors shall be pursued by Council in the implementation of this Plan

III.2.4. Development Goals of Kerewan Area Council

The development goals of Kerewan Area Council are focused on the following

- Implement development projects, based on the felt needs of the local communities
- Strengthen the capacity of Council's human resources and enforce accountability
- Ensure that Council's revenue collection and finances are managed in a more efficient, transparently and accountable manner.

III.3. The Strategic Priorities: challenges, objectives, expected results and strategies

III.3.1. STRATEGIC PRIORITY ONE: Education, health and nutrition, water and sanitation

PILLAR 1: Education

CHALLENGES

Governments' commitment to education has historically been strong with increases registered on expenditure from 16 per cent to 19 per cent since 2010. The increase in expenditure has resulted in some positive developments for education in the region such as increases in the number of schools which in return has helped increase the school enrollment rate (EMIS, 2017)

With improvements in access to education, the main challenges to education in the region have to do more with quality. Key challenges in this respect include low net and low gross enrollment rates at the secondary school level; the lack of adequate teaching and learning materials and enough qualified teachers; high drop-out rates for girls as they progress from basic cycle stage to secondary and tertiary levels; mass promotion of school children to higher classes even if they fail exams; low incentives for teachers (such as lack of enough quarters to accommodate teachers on postings) which discourages them to stay for longer periods at their posing stations; poor access roads for children from remote villages and lack of public transport to some interior villages forcing children to come late to school and arriving home late

The other challenge include the poor access to electricity in parts of the region, particularly the Kiangs, has been a disincentive to the teaching of science in the schools. The increase in enrollment has also increased the demand for more senior secondary schools in the region.

STRATEGIC OBJECTIVE

To expand and strengthen opportunities for education and improve educational standards and performance at the basic and secondary school levels respectively.

EXPECTED RESULTS

- Increase gross enrollment rate in senior secondary schools from 36.9% to 65% by 2021;

- Increase the number of senior secondary schools in the region from 27 to 40 by 2021;
- Increase the completion rates at senior secondary schools from 33.3% to 65% by 2021
- Build a regional TVET Centre to be fed by the in-village skills Centres by 2021

(Ref: Education Statistical Yearbook, MoBSE, 2017)

STRATEGIES

- Increase the number of senior secondary schools, build specialized schools for Persons with Disabilities (PWDs) and provide them with teaching and learning materials and more qualified teachers;
- Promote universal access to Early Childhood Development services throughout the region by Incorporating early development centers in existing lower basic schools;
- Incorporate TVET into mainstream education from the basic cycle stage by establishing a regional TVET center and in-village skills centers to serve as feeders into the regional center;
- Promote and encourage science education and skills training in the region through the construction of skills training centers as well as laboratories for science, woodwork and metalwork in senior secondary schools;
- Strengthen the School Feeding Program (SFP) particularly at ECD level and encourage school vegetable gardens and farms to support and sustain the SFP
- Promote the electrification of schools with a view to encouraging science education and skills training and to enable school children to stay after school hours for private studies;
- improve living conditions for Teachers with the construction of more staff quarters and provide them with more incentives to encourage them to stay in the light of high levels of absenteeism among teachers; and
- Capacitise and empower the School Management Committees (SMCs) to effectively carry out their responsibilities.

PILLAR 2: Health and Nutrition

CHALLENGES

Significant achievements in healthcare delivery have been registered in the region because of improved access to basic health services with health facilities in each of the districts and a major district hospital in Farafenni, which have helped greatly in reducing maternal and child health and mortality.

However, Primary Health Care (PHC) has substantially deteriorated overtime and is no longer adequately serving the population of the region. There is considerable growth in NonCommunicable Diseases (NCDs) posing serious challenges to maternal and child health.

Other key challenges include the inadequate supply of drugs, medical supplies and cleaning/sanitary materials; poor management of waste; poor referral and ambulance services and lack of adequate qualified medical personnel such as medical doctors, nurses, midwives and laboratory technicians.

In addition, access to the healthcare facilities is poor due to the fact that health facilities are few and far apart and access to existing health facilities is poor due to the deplorable condition of the roads

STRATEGIC OBJECTIVE:

To promote access and quality of health care service delivery through the expansion and improvement of existing facilities and services and construction of new facilities

EXPECTED RESULTS

- Reduce the Global Acute Malnutrition (GAM) rate among children in the region from 4.2% to 2.0% by 2021

(Source: National Nutrition Surveillance Survey, September, 2018)

- Reduce the morbidity rate for the region from 6.6% to 2% by 2021 (IHS, 2015/2016)
- Reduce the number of referral cases to Banjul (EFSTH) from 5% to 1%; and
- Retain the number of qualified health personnel working at health facilities in the region from 75% to 95%

(Source: Regional Health data, 23018)

STRATEGIES

Provide more support to the main referral Hospital in Farafenni and the other district health facilities in terms of drugs, medical supplies and qualified medical personnel;

Improve the condition of the access roads to the healthcare facilities in the districts;

In collaboration with the National Nutrition Agency (NaNA) initiate/strengthen supplementary feeding program to babies and infants

Reduce maternal and new born mortality by decreasing the burden of communicable and noncommunicable diseases

PILLAR 3: Water, Sanitation and Hygiene (WASH)

CHALLENGES

Water

Although access to water in the region has improved through water supply and distribution projects provided by the Department of Water Resources and the National Water and Electricity Company (NAWEC), but equitable distribution still remains a major challenge in terms of provision of adequate water points to improve access to clean and safe drinking water for human consumption, installation of boreholes with solar ventilation systems to improve access to water for vegetable gardening by women and livestock breeding and rearing by cattle herders

Other challenges relate to the presence of microorganisms in the drinking water sources as well as the poor or low quality drinking water

Sanitation and Hygiene

Environmental pollution has become a common phenomenon in the LGA mainly due to the lack of regular waste collection. Waste is dumped indiscriminately and haphazardly with little or no management. These results in serious environmental pollution as people resort to open burning of waste due to inadequate collection service. There are no sanitary landfills in the LGA and therefore waste is dumped at officially- designated Community Collection Points or at the two final Dumpsites in Farafenni and Barra.

Other challenges associated with waste management in the LGA include low public awareness driven by social attitudes, poor physical planning and settlement patterns, bad infrastructure, lack of appropriate capacity and expertise, low enforcement of waste related laws and regulations and lack of enough funding for the waste sector respectively. These problems invariably have a negative impact on quality service delivery for waste management by the Kerewan Area Council.

STRATEGIC OBJECTIVES:

- To increase the provision of potable water supply in the LGA through direct provision of water supply facilities to communities and settlements without such facilities; and
- To improve the waste and environmental management situation of the LGA especially within the market, hospitals and other public places

EXPECTED RESULTS

- Increase access to improved water from 86.0% to 100% by 2021
- Increase access to improved sanitation from 51.9% to 75% by 2021
- Increase the official designated dumping sites from 2 to 6 by 2021
- A regional Waste Management Plan developed and operationalized by 2021

(Source: Integrated Household Survey, 2015/16)

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STRATEGIES

- In collaboration with the Department of Water resources, conduct an assessment of the water supply needs of the North Bank Region and on the basis of the assessment undertake intervention measures that ensures the adequate provision of safe and clean drinking water to the communities for human consumption by drilling more bore holes with solar venticulation systems, installing more community street taps at strategic locations within the communities; boreholes to facilitate livestock breeding and rearing and to the vegetable gardens;
- Promote irrigation in order to encourage rice cultivation within the regions
- Ensure the development of Waste Management Plans with a view to promoting responsible waste management in the regions

III.3.2. STRATEGIC PRIORITY TWO: Transport, Public Works infrastructure, and Energy

PILLAR 1: Transport

CHALLENGES

Apart from the primary road network stretching across the North Bank Region and the one leading to the Border town settlement of Amdallai, a large proportion of the secondary road networks are in very poor and deplorable condition and thereby contributing to high cost of vehicle operation and maintenance.

The poor road maintenance is a consequence of inadequate and unsustainable road maintenance financing. Other operational issues are associated with safety and excessive axle loads and the inability of local companies to undertake extensive road construction.

The poor and deplorable road conditions make access to public facilities such as healthcare facilities, schools, markets and government offices very difficult and sometimes unbearable for the local communities and coupled with the poor ambulance and referral services has reportedly led to unwarranted loss of life for patients.

STRATEGIC OBJECTIVE

To expand, improve and maintain the secondary road networks in the region by constructing, re-constructing or rehabilitating the regional road networks and increase their coverage for all seasons.

EXPECTED RESULTS

- To increase the number of kilometers of roads constructed in the region from 135 Km to 410 Km by 2021; and
- To increase the number of kilometers of roads rehabilitated in the region from 135 Km to 290 Km by 2021

STRATEGIES

- Develop a regional master plan and prioritized three-year road development programme for the secondary/feeder roads network consistent with Kerewan Area Councils financial status;
- Establish a multi-sectoral coordinating framework to develop and oversee the implementation of integrated transport sector policies and strategies; and
- Promote and encourage the provision of public transport services to the different districts and wards of the region, particularly to the hard-to-reach areas
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PILLAR 2: Public Works Infrastructure

CHALLENGES

Kerewan as the regional capitals of the North Bank Region is not as endowed as the other regional capital in terms of basic social amenities and infrastructure

This would require extensive public works and infrastructural development projects in terms of good quality road networks, health facilities, schools, reliable supply of electricity, safe and clean drinking water, staff quarters for civil servants on posting and so on, to bring them to similar levels as the other regional headquarters. This would be a source of attraction for public servants on posting to the region as well as facilitate the location of regional offices of government, NGOs, private sector and other charitable organizations

Public buildings in other parts of the North Bank Region such as healthcare facilities, schools, markets and government offices are mainly in dilapidated conditions requiring extensive repair, refurbishment and putting in place a robust maintenance programme for ensuring their longevity as the “culture of maintenance “ of public properties is a perennial problem in the region.

STRATEGIC OBJECTIVE

To improve the provision, maintenance and management of public works infrastructure for enhanced socio-economic development in the region

EXPECTED RESULTS

- Construction of 300Km of dykes and causeways by 2021; and
- Construction or rehabilitation and upgrading of 10 healthcare facilities by 2021

- 100% of all the road networks and other public works infrastructures (including social amenities) in Kerewan improved by 2021

STRATEGIES

The challenges in construction, management and maintenance of public buildings will be addressed through the following strategies:

- The formulation of a Regional Building Policy and Strategy to guide the construction, rehabilitation, operation, provision and maintenance of public buildings and other public works infrastructure in the region;
 -
 - Kerewan Area Council will ensure that best practices on access to public buildings are upheld through the provision of access points for Persons with Disabilities (PWDs);
 - Construction of dykes and causeways to improve access to the rice fields for women and access roads to farmlands, vegetable gardens and fish landing sites; and
 - Construction or rehabilitation of more senior secondary schools and health care facilities at district level to improve access to these facilities for the local communities
- PILLAR 3: Energy

CHALLENGES

Currently the provision of electricity supplies to the regions is largely concentrated in the major growth centers such as Farafenni, Kerewan and Barra - Essau conurbation. The current demand for electricity in the region is not matched by a corresponding increase in the supply and this situation has resulted in a significant energy demand-supply gap. The major challenges in the supply side have mainly been due to over dependence on fossil fuels coupled with the repair and maintenance of ageing-generators and plants, as well as inadequate investment and financing options. To rapidly close the gap between energy demand and supply, Kerewan Area Council working closely with Government and other development partner will take measures to urgently increase electricity generation capacity to the region

Currently the share of renewable energy in the total electricity generation in the region is very limited and in collaboration with Government and other development partners, the Council will take measures to increase the share of renewable energy in the total electricity generation. During the plan period, in collaboration with other development partners and the private sector, other renewable energy resources will be explored and prioritized such as solar energy and wind energy, in order to have a balanced energy mix.

STRATEGIC OBJECTIVES

- Increase the proportion of population with access to electricity in the region; and
- Increase share of renewable energy in the total electricity generation in the region through the use of other appropriate forms of energy such as solar and wind energy

EXPECTED RESULTS

- Increase % of population with access to electricity from 20% to 40% by 2021
- Increase share of renewable energy in total electricity generation in the region from 2% to 15%. By 2021

STRATEGIES

- improve access to electricity to enhance household energy security;
- Working closely with Government and the private sector, work towards the expansion of the cross border electricity supplies from Senegal to more border areas of the region;
- Working in close collaboration with the private sector and other development partners, increase the share of renewable energy in the region's total electricity generation through use of appropriate technology, R&D, and other energy efficient measures.

STRATEGIC PRIORITY THREE: Agriculture, fisheries, forestry, environment and climate change and disaster-risk reduction

PILLAR 1: Agriculture

CHALLENGES:

Agricultural development is generally considered to be challenged by lack of inputs such as quality seed nuts, fertilizers (especially organic fertilizers or composite manure), farming implements (such as Tractors, Power Tillers, Seeders and Weeders) good accessible roads to the rice fields and farm lands, storage facilities (such as seed stores for the seed nuts and cold storage for vegetables and fish), reliable market outlets and over-dependence on seasonal rains. The lack of or inadequacy of these inputs reduces the quality of the produce, which in turn negatively affects both the productivity and value of agriculture for our farmers.

In the case of animal breeding and rearing, production is challenged by problem of accessing good feed, shelter, medicine and good breed for production. Feed supply is seasonal, expensive and of poor nutrition and lack of or inadequate knowledge in animal production

In regards to crop cultivation, production is challenged by the seasonality of fresh water, saltwater intrusion to the rice fields, pest and crop diseases, poor or inadequate knowledge and know-how on crop production, poor access roads to farmlands and limited incentive to diversify from traditional crops such as groundnuts

In the case of horticulture, production is challenged by the difficulty of accessing adequate and continuous supply of water, poor fencing of horticulture farms exposes the gardens to intrusion, poor access roads, lack of cold storage facilities and poor access to market outlets, lack of technical knowledge and know-how in horticulture and difficulty in accessing disease-resistant seeds, fertilizers, spraying equipment and insecticides

STRATEGIC OBJECTIVE

- To increase agricultural production by promoting the sustainable intensification of production systems through addressing the key constraints to production and marketing

EXPECTED RESULTS

Basic agricultural commodities

- Increase Groundnut production from 337,377 tons to 400,000 tons by 2021
- Increase Upland Rice production from 4173 tons to 5,000 tons by 2021
- Increase Swamp rice production from 3232 tons to 4,000 tons by 2021
- Increase maize production from 2929 to 3,500 tons by 2021
- Increase early Millet production from 12,037 tons to 15,000 tons by 2021
- Increase late Millet production from 957 tons to 1500 tons by 2021
- Increased Sorghum production from 1,183 tons to 2,000 tons by 2021

(Source: Agricultural Sample Survey / Agro-Met and Crop Data Collection Survey, 2017)

STRATEGIES

- In collaboration with the existing Government agricultural projects, NGOs and other development partners, ensure that the quality of inputs, machinery and equipment, necessary technologies, extension services and skilled labour are adequate and made available to the farmers in a timely manner;
- Strengthen agricultural extension services to farmers by constructing or rehabilitating more Mixed Farming Centers as well as enhancing the capacity of the existing ones to

enable them to provide quality technical and supervisory services to farmers in a timely manner;

- Promote animal breeding and rearing by encouraging the demarcation of animal tracts, livestock watering points and developing fodder banks;
- Enhance the agricultural value chain by promoting agribusiness and agro-processing through the development of food and high value crops, upland and tidal rice, maize, and horticulture (for example vegetables and fruits trees such as mango and oranges) including access to finance and promoting a viable agricultural marketing system; and
- Strengthen the capacities of the value-chain operators by developing their technical and institutional capacities through trainings, exchange visits, skill development and access to information and mobilising them into farmer cooperatives to enhance commodities exchange, price stabilization and marketing

PILLAR 2: Fisheries

CHALLENGES

The fishing industry in the region is beset with several challenges such as: the lack of reliable fishing gear such as fishing canoes, engines and nets for fishermen; lack of access to value addition facilities such as cold storage facilities, processing facilities and reliable markets; poor state of the infrastructure at the fish landing sites and the poor and deplorable condition of the access roads from the fish landing sites to the main towns and markets in the region

Other challenges include the non-involvement of youth in the fishing industry due to lack of incentives, over-domination of the industry by foreigners (especially Senegalese), use of illegal fishing equipment and materials such as the types of nets used and lack of effective monitoring of our waters to track illegal fishing activities

STRATEGIC OBJECTIVE

To promote a vibrant fisheries and aquaculture industry in the region through sustainable management and utilization of the fisheries resources to enhance employment and livelihood opportunities, income generation, food and nutrition security

EXPECTED RESULTS

- 30% of the access roads to the fish landing sites constructed or rehabilitated by 2021
- 30% of landing infrastructure at the fish landing sites rehabilitated or upgraded by 2021
- 30% of the fish landing sites equipped with value-addition facilities such as processing plants, smoke houses, drying facilities, cold stores and ice plants by 2021
- At least one regional fish market constructed and made operational by 2021

STRATEGIES

- Provide material and logistic support to fishing groups and communities (such as fishing boats, engines and nets) to improve the capacity of fishermen to increase production
- Establish a revolving loan scheme for artisanal and aquaculture operators to access affordable and sustainable financing for value chain transformation that will enable them to fully exploit their potentials, expand and sustain fisheries related business;
- Conduct a mapping of fish landing sites in the North Bank Region, promote infrastructural development relating to the fisheries industry by constructing or rehabilitating access roads to the fish landing sites and upgrading the landing infrastructure at the sites
- Enhance the fisheries value chain by providing training to value chain operators and establish value added facilities to increase the quality and profitability of fisheries products through the provision of facilities, such as, processing plants, smoke houses, drying facilities, cold stores, ice plants and at least one regional fish market.

PILLAR 3: Forestry

CHALLENGES

The primary challenges relating to forestry protection and promotion include unwarranted depletion of the forest through unsustainable farming practices, forest/bush fires, exploitation of forests for timber through illegal logging, firewood and charcoal production, poor community attitudes towards forests due to lack of knowledge on their contribution towards the proper maintenance of our ecosystem, inadequate provision of forestry staff and rangers to protect the forests,, inadequate implementation of the Forestry laws and regulations and the lack of active involvement of local communities in the management of forest resources

STRATEGIC OBJECTIVE

To promote responsible forest management by encouraging and supporting the active involvement of the local communities in the protection and regeneration of forests

EXPECTED RESULTS

- The regional Community Forest Task Force strengthened with a Constitution, an implementable Action Plan and required resources to facilitate its tasks by 2021;
- Increase in the number of woodlots created in the local communities from 7 to 16 by 2021
- Increase the No of Community Forestry Enterprises created from 0 to 15 by 2021; and
- An active afforestation and forest regeneration program in all communities by 2021

STRATEGIES

Transform some of the State Forests into Communal Forests, promote and encourage the establishment of a Regional Community Forestry Task Force and entrust the preservation, protection, promotion and management of these forests to the Task Forces.

Provide training to the Task force and empower them by developing a generic Constitution that each Task force can adapt to its specific circumstance as well as an implementable Action Plan. Provide them with more Forest Management Staff and Rangers as well required equipment and materials.

Promote and encourage an active afforestation and forest regeneration program that ensures tree planting on a regular and systematic basis and ensure the timely provision of seedlings

Promote the creation of Community Forest Enterprises to tap the vast potential of forestry products for commercial purposes in collaboration with established associations such as Bee Keepers Association, Association for Traditional Medicine, and provide training, micro-finance and other support services facilities to enable them start and develop their enterprises.

PILLAR 4: Environment, climate change and disaster-risk reduction

CHALLENGES:

The North Bank Region, like other regions of The Gambia is susceptible to the vagaries of the environment and climate change, droughts and flooding, which cause a lot of damage to farmlands, settlements, and livestock.

The other major challenges affecting the environment are land degradation, coastal erosion, loss of forest cover, biodiversity loss, ineffective waste management, the management of pesticides, deforestation through illegal logging and bushfires, sand mining, illegal settlements and other uncontrolled activities.

STRATEGIC OBJECTIVE

Promote and encourage proper environmental management through the responsible management of the major issues affecting the environment such as land degradation, coastal erosion, loss of forest cover, biodiversity loss, ineffective waste management and the management of pesticides

EXPECTED RESULTS

- Increase the number of official dump sites in the region from 2 to 7;
- Reduce the incidence of fire outbreaks in the region from 10 to zero
- Increase the number of District Disaster Contingency Plans from 2 to 6 by 2021

STRATEGIES

- Provide more sensitization and training programs for VDCs/WDCs and other local stakeholders on responsible environmental protection and management;
- Promote and encourage afforestation and forest regeneration activities;
- Promote and encourage disaster-risk reduction issues such as sustainable farming practices, responsible waste management and enforcement of Physical Planning Act through public, education, sensitisation and awareness-creation

- Incorporate Councils climate change plan of action in implementation of this Plan

STRATEGIC PRIORITY FOUR: Tourism and culture, entrepreneurship, business development and employment

PILLAR: 1: Tourism and Culture

CHALLENGES:

There are both economic benefits and social concerns to the promotion of tourism in the region

The sector seems to be over concentrated in the Greater Banjul Area and this has led to migration from the rural regions to GBA during the tourist season either to serve as guides or vendors of craft items, fruits and vegetables, leaving their families behind.

Lack of protected forests for the preservation of the flora and fauna of the region as a tourist attraction and the limited attention to the preservation and conservation of the cultural and natural heritage of the region as a tourist attraction pose serious challenges to the development of tourism in the region.

To ensure the contribution of tourism to the socio-economic development of the region serious efforts have to be made to develop the cultural and natural heritage of the region as a way of promoting eco-tourism and cultural tourism.

Kerewan Area Council also needs to make serious efforts to provide more incentives to the private sector actors to construct more Tourist Camps at strategic locations with basic social amenities (utilities and good access roads to the Camps and tourist attraction sites) ensured.

Those parts of the region such as Juffureh/Albreda internationally renowned as attractive tourist destinations is because the cultural heritage there has been developed

STRATEGIC OBJECTIVES

- Enhance the contribution of tourism to socio-economic development and employment opportunities of the region; and
- Promote and encourage the mapping, conservation, development and marketing of the cultural and natural heritage of the region as sources of tourist attraction

EXPECTED RESULTS

- Increase the number of Cultural Festivals observed in the region from 1 to 6 by 2021
- Increase the number of cultural and natural sites upgraded from 3 to 6 by 2021 - At least 6 Tourists Camps constructed by 2021

STRATEGIES

- In collaboration with the National Tourism Board, National Center for Arts and Culture and the Department for Parks and Wildlife, carry out a comprehensive mapping of the cultural and natural heritage of North Bank Region with a view to drawing up plans for their documentation, preservation/conservation, development and marketing as sources of attraction for cultural and eco-tourism; and
- Promote and encourage the private investors to invest in the construction of Tourist Camps at strategic locations and ensure the provision of reliable electricity supply, safe and clean water supply and good access roads to the Camps and tourist attraction sites.

PILLAR 2: Entrepreneurship, Business Development and Employment

CHALLENGES

Results of a survey commissioned by the National Accreditation and Quality Assurance Authority (NAQAA 2014), to establish the contribution of Technical, Vocational Education and Entrepreneurship Training (TVET) to employment creation in the Gambia, show that the number of persons receiving skills training is very low. It also emphasized the limited access and uneven distribution of formal TVET institutions or skills training centers in The Gambia, with most of them based in the Greater Banjul Area (GBA).

The complicated land tenure system limits access to land for women and young people, which serves as a disincentive to their active participation in MSME development in the region. To promote the participation of women and young people to the small business industry, efforts will have to be made by the Kerewan Area Council acting in collaboration with the Government to improve and rationalize the land tenure system by simplifying the process of leasing and land allocation to make investment much easier and cheaper.

Access to low cost financing has also been a major challenge in promoting the contribution of entrepreneurs to the development of the small business industry. In the absence of national resources to provide access to “soft finance” and with commercial Banks unwilling to provide

credit facilities to entrepreneurs because of the high risks involved, to enhance the contribution of entrepreneurs to small business development, employment creation and income generation, efforts must be made by the Council in collaboration with private sector actors within the framework of Public Private Partnership (PPP) or through remittances from the Diaspora community originating from the region, to provide Start-Up Funds for young entrepreneurs especially in priority areas such as agriculture, tourism, telecommunications and manufacturing.

STRATEGIC OBJECTIVES

Promote the contribution of the small business industry to employment creation, wealth generation and general socio-economic development of the region

EXPECTED RESULTS

- A regional TVET Center constructed and made operational by 2021
- A Start-up Fund created to provide low-cost financing facilities to entrepreneurs by 2021
- At least one Job Center created to provide a database of job opportunities by 2021
- At least one Job Fair organised annually to bring employers and job seeker together
- At least one small-scale agro-processing plant constructed for farm inputs (such as fertilizer) and implements, food and beverages by 2021

STRATEGIES

- Construct a regional Multi-Purpose Center for skill training, entrepreneurship and business/enterprise development in partnership with the privates sector and other development partners and in collaboration with existing national skills training centers such as Presidents International Award and Enterprise Center (PIA), National Youth Service Scheme (NYSS), National Enterprise Development Initiative (NEDI) and EMPRETC-The Gambia;
- Promote the creation of Start-Up Funds or Micro-Finance Schemes to provide 'Soft Finance' to entrepreneurs for the start-up and development of their enterprises;
- Set up Job Centers to provide a database of available job opportunities in the region as well as counseling and advisory services on possible careers; and

- Organise annual Job Fairs to provide the opportunity for Employers and job seekers to interact and explore possibilities of hiring prospective employees or advise young people on the types of skills in demand by the labour market;
- In collaboration with the Government, improve and rationalize the land tenure system by simplifying the process of leasing and land allocation to make investment much easier and cheaper; and
- In partnership with the private sector, promote opportunities for small-scale manufacturing in agro-processing industries such as farm inputs (fertilizer, etc.) and implements, food and drink processing.

STRATEGIC PRIORITY FIVE: Governance and decentralisation, conflict prevention and resolution, and land use

PILLAR 1: Governance and decentralisation

CHALLENGES

The Constitution of the Second Republic of The Gambia (1997) prescribes a system of governance that “the state shall be guided by the principles of decentralisation and devolution of government functions and powers to the people at appropriate levels of control to facilitate democratic governance.”

The implementation of the decentralisation program started well with the initial surge in international development partner support and political will and commitment from government. However, with a gradually diminishing donor support for the program and a tight government budget the much anticipated government support has not been forthcoming and the decentralisation process began to suffer. There are several other motivating factors which slowed down the decentralisation process and key among these are: (1) Government commitments as stipulated in the Local Government Act (2002) in regards transfer of functions, competence and resources are not forthcoming; and (2) the lack of adequate capacity at both the central and local governments (and the decentralised structures) levels respectively, with the former experiencing high attrition rates at the senior management cadre and the latter resource strapped to attract qualified and competent personnel in required numbers.

STRATEGIC OBJECTIVE

To strengthen and empower Kerewan Konko Area Council and its decentralised development structures to enable them to effectively and efficiently fulfill their responsibilities to the local constituents

EXPECTED RESULTS

- Infrastructure at the Council Secretariat upgraded and equipped with basic office equipment /vehicles and furniture to ensure a conducive working environment for staff;
- Increase the number of professional staff of the Council from 27 to 40 by 2021;
- Provide more specialised and task-related skills training for all professional staff members by 2021;
- Ensure the availability and operationalisation of standard institutional policies, management tools and accountability instruments for the Council by 2021; and
- Increase in the number of functional decentralized structures including VDCs and WDCs with approved Constitutions and implementable Action Plans from 0% to 100%

STRATEGIES

Strengthen the capacity of Kerewan Area Council by:

- Strengthening the human resource capacity of Council & increasing its professional staff;
- Rehabilitation and Upgrading of infrastructure at the Council's Secretariat;
- Provide Council with the essential office equipment (computers with accessories, photocopiers, scanners, air conditioners) and furniture;
- Provide it with vehicles to facilitate monitoring and backstopping missions to Council projects in the regions as well as utility vehicles for administrative errands;
- Development of the human resources by providing relevant training to staff both professional and task-related skills training;
- Ensure the availability of basic management tools and accountability instruments (such as Human Resource Manual (or Service Rules), Human Resources Development Plan (or Scheme of Service), Financial Manual, Resource Mobilisation Strategy and Plan, Board Manual, provision of a computerised financial management and accounting system, etc.

Ensure the development of VDCs and WDCs at all the villages and wards in the Kerewan Local Government Area during the planned period

Restructure, reorganize and strengthen the capacity of the existing VDCs/WDCs by developing a generic Constitution that individual VDCs /WDCs can adapt to their specific circumstances as well as implementable Action Plans;

Ensure a term limit to the tenure of office of VDCs/WDCs and appoint new Committee Members wherever the existing ones are found to be dysfunctional;

Provide more training for the VDCs/WDCs and MDFTs to enable them to effectively fulfil the execution of their responsibilities;

In collaboration with the counterpart Councils and the Directorate of Local Governance, carry out more sensitization, advocacy and lobbying activities for senior civil servants, Offices of the Regional Governors, politicians and legislators on the value of decentralisation with a view to ensuring more political will, commitment and support from Central Government; and

In collaboration with the counterpart Councils and the Directorate of local Governance, Initiate discussions with the Central Government on the assignment of revenue collection responsibilities, particularly those that affect the traditional sources of income for Area Councils.

PILLAR 2: Conflict prevention and resolution

CHALLENGES

The ability of local communities to peacefully and amicably mediate and resolve minor community differences, tensions and conflicts is challenged by series of factors such as:

- The exclusion of women and young people in the decision-making, mediation and conflict resolution processes;
- Political differences and other forms of external interferences in local community matters tend to sometimes make it difficult to amicably mediate between adversaries;
- Over reliance on formal conflict resolution mechanisms leading to delay in the dispensation of justice;
- The traditional communal mediation efforts are being disregarded or sidelined and its potential to bring about peace and harmony in communities untapped or underutilized;

- Family feuds and other minor communal conflicts (such as village border conflicts and conflicts between herdsmen and crop cultivators/vegetable gardeners) that could otherwise be easily resolved at the household or community levels, when transferred to the jurisdiction of law enforcement authorities and the justice system, fuels more bad blood within the community and hence a disincentive for peace, harmony and participatory development in the local communities; and
- Inadequate capacities of Community Mediators in conflict prevention, mediation and resolution methods

STRATEGIC OBJECTIVE

Decentralise the ADRS delivery mechanism and strengthen the capacity of Community Mediators and the field staff of the Alternative Dispute Resolution Commission (ADRC) with a view to expanding the activities of the ADRC to all part of the Kerewan Local Government Area and thereby increasing the uptake of ADR cases.

EXPECTED RESULTS

- Council of Elders established at the level of each Ward and at the regional level in Kerewan Local Government Area by 2021; and
- All the Council of Elders properly established, trained in the ADR process and endowed with a Constitution and an implementable Action Plan by 2021

STRATEGIES

- Establish a Council of Elders (COE) from the traditional leaders, local Opinion Leaders, Chairpersons of VDCs/WDCs and an ADRC representative to serve as the recognised mediation and advisory body for all conflicts and tensions within the local community;
- Develop a generic Constitution that COEs can adapt to their respective circumstances;
- Enhance the development of implementable Action Plans for all the Council Of Elders;
- The COE could be established at the Village, Ward, District or Regional level;
- Ensure the inclusion of women; young people and Persons with Disabilities in the COE;

- Expand the activities of the Alternative Dispute Resolution Commission to all parts of the LGA and provide training to the members of the Council of Elders

PILLAR 3: land use

CHALLENGES

High population growth rate, limited percentage of the land that is cultivable, competition for the limited land for various human uses and unplanned expansion of settlements on land best suited for other uses like agriculture, forestry and tourism, puts pressure on land and ultimately causes land degradation, loss of forest cover, loss of biodiversity and improper waste disposal.

Although the Forestry Act and the National Policy on Forest Management make provisions for sustainable community management of forestland but land rights in the LGA are still governed by customary law, which discriminates against women and young people who constitute the majority in agriculture. This has negative implications for investments and land productivity.

STRATEGIC OBJECTIVE

Promote a responsible and sustainable land use and management that gives local communities more control over and access to land and natural resources upon which they derive a living.

EXPECTED RESULTS

- Land Use Committees created as sub-committees of all the functional VDCs/WDCs by 2021;
- Constitution and implementable Action Plans developed for all the Committees by 2021

STRATEGIES

- Ensure the development and adoption of a National Land Use Policy by Government and the decentralisation of its implementation to the local authorities through the creation of Community Land Use Committees, with participation of women, youth and VDCs/WDCs;

- Ensure the development of a generic Constitution to be adapted by the Committees
- Ensure the development of an implementable Action Plan by the Committees
- In collaboration with the Department of Physical Planning and Housing, the Committees to ensure the demarcation of village and district borders and cattle tracks with a view to avoiding land conflicts between villages or between cattle herders and crop cultivators;
- The Committees in collaboration with the Area Councils and the Ministry for Lands and Regional Government, to initiate the process of reviewing and amending the land tenure system with a view to ensuring full access to land by women and young people.

IV. IMPLEMENTATION ARRANGEMENTS AND STRATEGIES FOR THE PLAN

IV.1. Introduction

Developing strategies for local development is not new to the public sector in The Gambia. Drawing inspiration from the National Development Plan (2018-2021) and the Local Government Act (2002), a Strategic Plan was developed for Kerewan Area Council (2010-2015). With the development of this Strategic Plan, Kerewan Area Council has integrated local development issues into this Regional Development Plan to enhance local-level delivery of the developmental needs and aspirations of its local constituents. In addition, a number of development partners such as the Country Offices of the United Nations System Agencies (particularly United Nations Development Programme), European Union, World Bank and some Non-Governmental Organisations have complemented Government efforts by working towards service delivery at the local level through building the capacities of the Councils for quality service delivery.

All these programs and projects generated lessons and best practices that were taken into account during the preparation of this Plan. It is therefore the Kerewan Area Council's intention to apply the accumulated wealth of experiences from some of the above-cited interventions, in the implementation of this three-year Strategic Plan (2019-2021)

To facilitate the effective implementation of the Plan, several strategies would be explored such as forging partnerships with various stakeholder groups, consultations for ensuring that stakeholder needs are taken into account in the development and implementation of the Plan, communication and advocacy and clear definition of roles and responsibilities among stakeholders in the implementation of the Plan.

IV.2. Collaborative partnerships and strategic alliances

Local, or area-based partnerships between different development actors, be they private or public in their nature, voluntary or community-based organisations, the business sector or others, with the aim of designing and implementing a local development agenda are an integral part of local development.

Local partnerships developed within the framework of this Plan, will need to rely on a supportive framework at national level if they are to become more firmly embedded in local governance and if they are to maximise their contribution to local development. The role of central government and its agencies is crucial in establishing a sufficient space for partnerships in legislation, providing policy guidance to establish the framework for local partnership, such as the national guidelines for Public-Private Partnerships (PPP), and communication channels and mechanisms to enhance, manage, monitor and evaluate local partnership performance.

An effective partnership will depend on a close collaboration between agencies and stakeholders at local level, but all the same also effective co-ordination within and between line ministries is of crucial importance to the work and performance of local partnerships. Innovation in policy can only match with the different stages of the policy processes, if procedures and regulations are flexible enough to allow for the contribution of local agencies to established local priorities, when implementing national policies and programmes against a set of national targets. Overcoming disconnections between the Ministry for Lands and Regional Government and the regional and local authorities will therefore be a major development task, and local partnerships can be the context for this to happen.

Partnership structures should be based on trust, reciprocity and mutual advantage amongst partners and should hence be enabling all partners to make their contributions. In this respect, civil society organisations and NGOs should be equal partners to public agencies, businesses and other international development partners. Thus Outreach towards the wider community is all the same important for a local partnership to develop and maintain its legitimate role in local development processes. Here, partnerships will need to develop regular information materials to widely communicate about their work to the broad spectrum of the stakeholder community.

Any Local partnerships developed for this Strategic Plan will need to demonstrate the added value of their work, as central government might wish to monitor and evaluate the contribution of the partnerships in terms of progress made on development priorities and governance improvements as determined by the National Development Plan (NDP). Evaluation is important for the work of local partnership and should be considered as an ongoing process, which is not limited to the implementation of projects, as through the NDP government has already established preset national standards or targets, objectives and output against which they will monitor and assess the work of local partnerships both in the implementation of the Strategic Plan and its contribution to national development outcomes as set in the NDP.

IV.3. Consultation and stakeholder participation

Part V (Development), Section 90(3) of the Local Government Act (2002) requires Councils in the preparation of any plans for the development of their respective areas of jurisdiction to “adopt such processes and procedures for ensuring that the communities are involved in the conception and execution of such plans”.

During the development of this Strategic Plan, consultative meetings were conducted with the grassroots communities with a view to ensuring that the perspectives, needs and demands of local communities is fully taken into account in the design process.

Equally during implementation of the Plan, the participation of local communities will have to be ensured through various local decentralized development structures such as the Village and Ward Development Committees (VDCs/WDCs) and with the central government through the Multi-Disciplinary Facilitation Teams (MDFTs) and the Technical advisory Committees (TAC).

For ensuring the sustainability of outcomes of projects developed within the framework of the Plan, the benefits for the target beneficiaries can only be assured if they are directly involved in the monitoring and evaluation of the projects through the use of participatory monitoring and evaluation methods such as Community Score Card.

IV.4. Communication and advocacy

To enhance the effective implementation of the Plan, communication will have to be a cardinal aspect of programme delivery. In this respect three important elements of communication will have to be given due consideration: advocacy, social mobilisation and lobbying.

Advocacy informs and motivates leadership to create a supportive environment to achieve programme objectives and development goals.

Social mobilization engages and supports participation of institutions, community networks, social/civic and religious groups to raise demand for or sustain progress toward a development objective.

Lobbying on the other hand involves face-to-face dialogue with individuals or groups in positions of power or authority to inform, motivate, problem-solve or plan, with the objective to influence decision or policy.

As part of the implementation process a communications and advocacy strategy and plan will have to be developed and the various tools to be used clearly defined and spelt out.

The Ward will be the Unit and focus for the implementation of the communication program. The program will be introduced on a pilot basis during the first year of the Plan and costs for

implementation will be monitored and used as a basis for developing a comprehensive budget to develop a rolling program for implementation throughout the LGA.

A mix of Low cost activities including mass communication techniques and tools will have to be used to enhance quality service delivery such as:

- Preparation and production of Features Articles in local newspapers;
- Broadcast media to broaden the reach of print materials to illiterate audiences. In this respect, news releases and panel discussions on GRTS, local FM Stations and other Community Radio Stations in English and the local languages could be utilized.
- Educational programs in schools (building on education programs on the environment or current affairs) as well as step-down training for community groups; and
- Community meetings held at the district, ward and village levels could be a mechanism for bringing together a much larger section of the local community.

IV.5. Stakeholder roles and responsibilities

Standard practice in development administration necessitate clear delineation of jurisdiction and responsibility, with all stakeholders participating in the design, implementation, monitoring and evaluation and with those affected, at every level, aware of the lines of accountability.

The following stakeholders will have some important roles and responsibilities in the implementation, monitoring and evaluation of the Plan and, in some cases, significant levels of responsibility for policies, regulations or operations.

IV.5.1. Central Government

Central Governments will generally have final jurisdiction and responsibility for overall national policy, strategy and legislation for the coordination and monitoring of development interventions at the national and sub-national levels, whether or not the government itself is performing the service delivery functions. It does these through its Ministries, Departments and Agencies (MDAs) both at the national, regional and district or local levels

Through the Ministry for Lands and Regional Government, it coordinates monitors and evaluates the activities of the local governments and cooperates with them on a wide range of issues affecting the respective LGAs.

Through the Ministry of Finance and Economic Affairs, It finances the development process at national level and therefore can influence the degree to which central agencies engage in

decentralisation of activities to the local governments. It has accounting, auditing and taxation responsibilities which it exercises in the management of the resources of the local governments (financial, human and capital) through its various agencies. (Offices of the Accountant General, Auditor-General and General Revenue Authority)

Through the Directorate for Development Planning (DDP) of the Ministry of Finance and Economic Affairs, it develops and manages a participative local and national planning system, coordinates local and regional planning processes and resultant plans such that they are part of the national planning processes and plans, relates to responsible agencies such as MLRG and local and regional authorities in a way which enhances, rather than diminish their own roles, relates national planning frameworks to local planning frameworks; and sets resource allocation priorities consistent with the financial provisions of the National Development Plan.

IV.5.2. Kerewan Area Council (KAC)

In accordance with the provisions of Part IV, Section 48(1) of the Local Government Act (2002), Council shall among other functions (1) exercise all political and executive powers and functions; (2) provides services as it deems fit; (3) promote on a sound basis community development and self-help; (4) ensure implementation and compliance with government policy.

In the implementation of this Plan, it shall be the central coordinating, monitoring and evaluating authority in close cooperation with the Directorate for Local Governance, Directorate for Development Planning of the Ministry of Finance and Economic Affairs, the decentralized development structures (VDCs/WDCs/MDFTs/TACs) and the local communities that are the targets of the development interventions.

It also has the primary responsibility for the mobilisation, allocation and management of resources required to implement the Plan.

IV.5.3. Ward Development Committees (WDC)

In accordance with the provisions of Part V, Section 108(1) of the Local Government Act (2002), "a Ward Development Committee (WDC) shall be responsible for coordinating and prioritizing all development planning at ward level,, for preparing ward development plans for approval by the Council and coordinating all development assistance to the ward".

In that respect, all development interventions programmed within the framework of this Plan for implementation within a given ward, the respective Ward Development Committee shall be the recognized coordinating and monitoring body.

IV.5.4. Village Development Committee (VDC)

In accordance with the provisions of Part V, Section 98 (1) of the Local Government Act (2002), “a Village development Committee (VDC) shall be responsible for all development planning at village level and shall serve as the local entry point for all development assistance to the village.”

In that respect, it shall exercise responsibility for identifying and prioritizing local development needs of the village, organizing them in the form of a Village Development Plan, mobilizing and managing financial resources to fund the implementation of the Plan and holding itself accountable for the use of such funds, coordinating the implementation, monitoring and evaluation of the plan with the full participation of the villagers, and carrying out such other functions as may be assigned to it by the Ward Development Committee or the Council.

IV.5.5. Technical Advisory Committee (TAC)

In accordance with the provisions of Part V, Section 111 (A) of the Local Government Act (2002), “a Technical Advisory Committee shall provide technical advice to the Council, the Ward and the Village Development Committees within its Local Government area with a view to ensuring that local projects conform to national standards, policies and priorities”

In the light of this mandate, TAC members participated fully in the identification and prioritization of the development needs of the local communities and in the follow-up strategy development process to transform the expressed development needs into this Strategic Plan.

IV.5.6. Financial Institutions

Financial institutions such as Banks and micro-finance agencies operate in different parts of the Local Government Area and have various products that can enhance economic development activities in the LGA. They provide credits to individuals and economic entities in the LGA as well as the administration of funds on behalf of Kerewan Area Council, NGOs and other development partners operating in the region, to beneficiaries of their funded projects

IV.5.7. Local economic entities, business and trade associations

This category of stakeholders constitutes the base of economic development activities in the Local Government Area as they perform the production functions of local economic development in the LGA. They generate income and wealth through the creation of, and engagement in a range of production activities.

These producers in the LGA include formal, informal, micro, small and medium to large scale craft, agricultural, industrial and service focused economic activities. The economy of the LGA is dominated by a number of small and medium scale enterprises of various sorts and they are distributed across its length and breadth. The trade and business associations represent various trades and economic activities engaged in by the various individual businesses and entrepreneurs.

These serve as the mouthpiece of the individual businesses and entrepreneurs in the LGA and beyond and are expected to play an active role in the Plan’s implementation.

IV.5.8. Traditional Authorities and Local Community Leaders

These traditional leaders are the custodians of the lands and all settlements in the LGA and they provide land for the development activities in the LGA, hence crucial to the delivery of the Plan. Although this category of stakeholders is not directly involved in local economic development, some have chosen to be entrepreneurs in the LGA thereby contributing immensely to the process. Some have through their networks established big economic entities that employ people in the LGA and also sponsor many agricultural and craft related activities in the region.

IV.5.9. Institutional support from Development partners

Once the Plan is approved, the Council can design Project Proposals and approach development partners based in the Gambia such as the United Nations System Agencies, Diplomatic missions accredited to The Gambia and Non-Governmental Organisations operating in The Gambia in the following areas among others: (1) public education programs for the local community on different aspects of the Plan; (2) institutional, systems and human resource capacity building programs; (3) policy advocacy programs; (4) entrepreneurship and enterprise development for enhancing employment creation; (5) procurement of vehicles, office equipment and furniture; (6) study visits for Councilors and Council personnel to understudy best practice experiences in other countries; and (7) The deployment of technical assistants in certain critical areas such as operations, management, extension service, communications

V. FINANCING FRAMEWORK

V.1. Introduction

In this section the cost of funding the multiple interventions and the sources of funding is provided to inform the Council, government and the traditional development partners with an indication of the cost of implementing the Plan over the three year planned program period.

The strategy to mobilise resources from a broad and diversified range of sources is essential to enable the Council to effectively plan for the implementation of the proposed interventions.

V.2. Financing of the Plan

STRATEGIC PRIORITY ONE: Education, Health and Nutrition, Water and Sanitation and Hygiene				
Strategic Response	Corresponding Activities	Indicative cost (Dalasi)	Source of funds	Implementation time frame

Construction of three senior secondary schools	<p>Identification of communities</p> <p>Allocation of land</p> <p>Clearing of land</p> <p>Award of contract</p> <p>Purchase of materials</p> <p>Construction</p>	D15,000,000	<p>Government</p> <p>NGOs</p> <p>Kerewan Area council</p> <p>Philanthropists</p>	March 2019 to March 2021
Provide quality health care service delivery	<p>Recruit and train 30 highly qualified health personnel</p> <p>Posting of qualified health personnel to identified communities</p>	D5, 000,000	<p>Government</p> <p>NGOs</p> <p>Area council</p> <p>Philanthropists</p>	March 2019 to March 2021
Reduce the high rate of malnutrition among children in the region	<p>Provide supplementary feeding to all health facilities and PHC Villages the region</p>	D3, 000,000	<p>Government</p> <p>NGOs</p>	March 2019 to March 2021
	<p>Establish community food banks in strategic locations in the region</p> <p>Train women on value addition on crops and vegetables grown in the LGA</p>		<p>Kerewan Area council</p> <p>Development Partners</p> <p>Philanthropists</p>	

Drill 30 boreholes and establish taps in 16 wards	Identification of communities Site selection Award of contract Purchase of materials Drilling of borehole Establishment and training of water management committees	D10,000,000.00	Government NGOs Area council Development Partners Philanthropists	March 2019 to March 2021
Develop a Waste Management Plan for the Kerewan Local Government Area	Preparation of the Terms of Reference for the assignment Identification and recruitment of Specialist to carry out the assignment Development of the Plan	D500,000.00	Kerewan Area Council	April-June 2019
TOTAL FOR STRATEGIC PRIORITY ONE		GMD 35,500,000.00	US\$ 712,765.95	

STRATEGIC PRIORITY TWO: Transport, public works infrastructure and energy				
Strategic Response	Corresponding Activities	Indicative Cost (Dalasi)	Source of Funds	Implementation Time Frame
Construction of feeders roads	Construction of 275 km of feeder roads	D300,000,000.00	Governments, Council, donors	3 years
Rehabilitation of current feeder roads	Rehabilitation of 155km of roads	D50,000,000.00	Government, Council, Donors	3 years

Construction of causeway and dykes for rice production	Construction of 300km of causeways and dykes for rice production	D100,000,000.00	Government, Council, Development Partners , NGOs	3years
Constructions of health facilities, schools, recreational multipurpose youth center at strategic locations	Construction of 6 health facilities and upgrading of 4 health facilities in the region	D8,000,000.00	Government, Council, Development Partners and NGOs	3years
To provide adequate, reliable and affordable electricity in the communities	Installation of solar panels or power station in hard to reach communities	D10,000,000.00	Governments, funding from donors and NGOs	3 years
TOTAL FOR STRATEGIC PRIORITY TWO		GMD 468,000,000.00	US\$ 9,957,446.80	

STRATEGIC PRIORITY THREE: Agriculture, fisheries, forestry, environment and climate change and disaster-risk reduction				
Strategic Response	Corresponding Activities	Indicative Cost (Dalasi)	Source of Funds	Implementation Time Frame
Provision of farm implements and imputes	Supply of early maturing seed varieties: - 200 tons of G/nuts - 100 tons of Rice - 100 tons of Maize - 50 tons of early Millet - 50 tonnes of Beans	D20,000,000.00	Kerewan Area Council Government NGO's Private sector Development Partners	April – May 2019
Provision of fishing equipment	48 motorize boats and nets made available	D9.600.000.00	Kerewan Area Council Government NGO's Private sector Development Partners	2019- 2021

Annual tree and planting nursery.	Provision of 16,000 seedlings per annum for 3 years	D800,000.00	Kerewan Area Council Government NGO'/Private sector Development Partners	2019 - 20121
Irrigation scheme	Construction of seven (7) borehole with solar venticulation system	D10,000,000.00	Kerewan Area Council Government NGO's Development Partners	2019-2021
Creation of designated dumpsites	Creation of seven officially-designated dumpsites	D100,000.00	Kerewan Area Council Government NGO's Development Partners	2019-2021
Sensitization campaigns for local community environmental management	Procurement and distribution of Firefighting equipment	D1,000,000.00	Kerewan Area Council Government NGO's Private sector Development Partners	2019-2021
TOTAL FOR STRATEGIC PRIORITY THREE		GMD 41,500,000.00	US\$ 882,978.72	

STRATEGIC PRIORITY FOUR : Tourism and culture, entrepreneurship, business development and employment				
Strategic Response	Corresponding Activities	Indicative Cost (Dalasi)	Source of Funds	Implementation Time Frame
Promote the contribution of tourism to the socio-economic development of the region	<p>identify, conserve, develop and market at least 6 sites of cultural or natural significance as tourist attraction sites</p> <p>Provide incentives for private sector investments in the construction of at least 10 Tourist Camps</p>	12,000,000.00	<p>Kerewan Area Council Government NGO's Private sector Development Partners</p>	2019

Provide training in entrepreneurship and business development to promote durable employment for women and youth	Construct a Regional Entrepreneurship & business development Centre Provide Start-Up Funds Create a Regional Job Centre Organise Annual Job Fairs	D30,000,000.00	Gambia Tourism Board NCAC/UNESCO/GTB	2020 - 2021
TOTAL FOR STRATEGIC PRIORITY FOUR		GMD 42,00,000.00	US\$ 893,617.02	

STRATEGIC PRIORITY FIVE: Governance and decentralisation, conflict prevention and resolution, and land use				
Strategic Response	Corresponding Activities	Indicative Cost (Dalasi)	Source of Funds	Implementation Time Frame
Strengthen the capacity of Kerewan Area Council	Procure vehicles, office equipment and furniture Training for Councilors and Council staff Development of policies and management tools Improvement of the infrastructure at Council Secretariat	D10,000,000.00 D1,500,000.00 D1,000,000.00 D5,000,000.00	Kerewan Area Council Government NGO's Private sector Development Partners	2019 - 2021
Strengthen the capacity of the decentralised development structures	Development of generic constitution to be adopted by VDCs/WDCs Restructure and reorganize VDCs/WDCs and provide training	D250,000.00 D2,000,000.00	Kerewan Area Council Government NGO's Private sector Development Partners	2019 - 2021

Strengthen community conflict prevention, mediation and resolution efforts	Establish Council of Elders (COE) and provide them with a generic constitution and an Action Plan and provide training for COE	D1,000,000.00	Kerewan Area Council	2019 - 2021
	Expand ADRC's activities throughout the region	D3,000,000.00	Government NGO's Private sector Development Partners	
Strengthen land use and management in the region	Establish Community Land use Committees and provide them with a Constitution & Action Plan and provide training for the Committees	D1,000,000.00	Kerewan Area Council Government NGO's Private sector Development Partners	2019 - 2021
TOTAL FOR STRATEGIC PRIORITY FIVE		GMD 15,750,000.00		US\$ 335,106.38

SUMMARY OF TOTAL COSTS

STRATEGIC PRIORITY	TOTAL COST	
	Gambian Dalasis (GMD)	United State Dollar (US\$)
Strategic Priority One	36,500,000.00	712,765.96
Strategic Priority Two	468,000,000.00	9,957,446.80

Strategic Priority Three	41,500,000.00	882,978.72
Strategic Priority Four	42,000,000.00	893,617.02
Strategic Priority Five	15,750,000.00	335,106.38
GRAND TOTAL	603,750,000.00	12,781,914.88

VI. RESOURCE MOBILISATION STRATEGY TO FUND IMPLEMENTATION OF THE PLAN

VI.1. Strategic Direction

Kerewan Area Council has the primary responsibility to provide development services to residents of areas under its jurisdiction. To realise this, Council will have to rely on a variety of financial resources to fund the services programmed under this Plan. In that respect, distinction has to be made between sources of financing for operating and maintenance costs (recurrent costs) and financing for capital investment costs particularly relating the projects to be developed from the interventions proposed in the Plan.

This Resource Mobilization Strategy (RMS) is a three -year strategy that compliments activities outlined in the Strategic Plan. For growth and sustainability of the Council and its development interventions, a coordinated approach to resource mobilisation is essential.

Within the framework of this Strategic Plan, Council will operate a Grants Management Unit to coordinate the mobilisation and management of administrative grants through the private sector, local and international donors to support the implementation of the Plan.

VI.2. Objectives and Strategies

This Resource Mobilization Strategy identifies key financial resources and capabilities that need to be made available to the Kerewan Area Council and the strategies that will be employed to develop these resources. The Strategy has three objectives, with associated strategies and activities for each.

Table 4: Resource Mobilisation Objectives and Strategies

Mission: Kerewan Area Council provides development services to communities under its jurisdiction		
Objectives	Strategies	Activities
To increase the core funding of Kerewan Area Council through fees-for-service activities	Provide the means for income generation and self-sustainability by engaging in business ventures through establishing viable, entrepreneurial initiatives that the Council can fund and manage its investments	Provide grants application services, f Create a five (5) member Resource Mobilisation Committee to oversee the implementation of the resource mobilisation component of the Plan Develop a strong, M&E Unit to oversee ,coordinate and plan to track and adjust actions for maximum outcomes
To increase government, NGO, international and private sector funded opportunities	Identify and utilize methodologies to access resources from stakeholders such as government, international and private sector	Engage government for annual inclusion in the national budget

	bodies funding by researching budgetary inclusion, new donors and corporate sponsorship	<p>Develop MOUs with key stakeholders to share and access resources e.g. to gain access to free building, financial assistance and share technical skills</p> <p>Solicit international donor assistance by actively inviting their participation and researching further funding opportunities</p> <p>Prepare and present proposals to private sector companies to support complimentary activities undertaken by the NGOs and other international development partners</p>
To institutionalize resource mobilization as a key function and source of expertise in the Kerewan Area Council	Enhance the level of training and resource mobilization skills for the Kerewan Area Council to improve income generation	<p>Conduct regular research and review materials on resource mobilization</p> <p>Conduct assessment of specific needs and capacities of the Kerewan Area Council staff and Councilors to identify areas of competencies in need of upgrading</p> <p>Provide the Council staff and Councilors with additional skills in mobilizing resources to enable them to diversify their fundraising efforts</p>

VI.3. Resource Mobilisation Team

The Kerewan Area Council’s General Council, Standing Committees, Executive Secretariat and the Decentralised Development Structures (VDCs/WDCs/MDFTs/TAC) will all work together as a team, in varying capacities, to achieve the financial targets for each year of the Strategic Plan’s implementation. All members of the team must be in agreement of their roles and responsibilities and work together to meet the targets to be achieved. A **Resource Mobilization Committee** will be established with responsibility for oversight of resource mobilization activities, but the Executive Secretariat of the Council will be directly responsible for the execution and implementation of the Resource Mobilization Strategy (RMS) initiatives and activities.

During the three years of the Plan’s implementation, the Resource Mobilisation Committee (RMC) will work closely with the Office of the Chairman, the Executive Secretariat and

Councilors to ensure that the objectives stated in the Strategic Plan are carried out. The RMC will channel identified resources and facilitate the Council’s access to details in addition to assisting with compilation and possible submission of funding proposals.

VI.4. Resource Mobilisation Targets

The targets to sustain the Kerewan Area Council during the implementation of the three-year Strategic Plan are based on a ten - percentage (10%) point increase of the projected operational and programmatic costs annually for the three year period (2019 - 2021). It is envisaged that the amount to facilitate sustainability of the Plan’s outcomes is: US\$ 686,688.38 the first year of implementation (2019) and will increase to US\$755,357.23 in the second year of implementation (2020) and to US\$ 830,892.95 during the final year of implementation in 2021.

Table 5: Projected Expenditure for Kerewan Area Council during the Planned Program Period (2019-2021)

COST CENTER	CURRENT BUDGET	PROJECTIONS FOR THE PLAN PERIOD (10%)			TOTAL (GMD) FOR THE PLAN PERIOD
	2018 (GMD)	2019 (GMD)	2020 (GMD)	2021(GMD)	
Utilities (Elect & Water)	900,000.00	990,000.00	1,080,000.00	1,080,000.00	2,070,000.00
Internet Expenses	66,000.00	72,600.00	79,860.00	87,846.00	240,306.00
Maintenance and Repair Works and Services	2,928,500.00	3,221,350.00	3,543,485.00	3,897,833.50	10,662,668.50
Procurement of Vehicles, Equipment and Furniture	4,690,500.00	5,159,550.00	5,675,505.00	6,243,055.50	17,078,110.50
Telecommunications	12,000.00	13,200.00	14,520.00	15,972.00	43,692.00
Human Resources	3,092,421.00	4,628,631.50	5,091,494.65	5,600,643.51	15,320,769.66
Savings / Investment	110,000.00	121,000.00	133,100.00	146,410.00	400,510.00
Program and Workshop Expenses	200,000.00	220,000.00	242,000.00	266,200.00	728,200.00

FUNDING SOURCE	PLAN PERIOD			TOTALS(US\$)	
	2019 (US\$)	2020 (US\$)	2021 (US\$)		
General Council Revenue	686,688.38	755,357.23	830,892.95	2,272,938.56	
Grants from Government	100,000.00	150,000.00	250,000.00	500,000.00	
International Donors	1,000,000.00	1,500,000.00	2,923,976.32	5,423,976.32	
Corporate Sponsorship	200,000.00	300,000.00	1,000,000.00	1,500,000.00	
Civil Society Organisations	500,000.00	1,000,000.00	1,500,000.00	2,000,000.00	
Fee - For Service Activities	10,000.00	25,000.00	50,000.00	85,000.00	
Fundraising Receipts		300,000.00	500,000.00	1,000,000.00	
TOTALS	2,696,688.38	4,030,357.23	4,424,869.27	12,781,914.32	
Total: Recurrent Expenditure	11,999,422.00	13,199,364.20	14,519,300.62	15,971,230.68	43,689,895.50
Development Expenditure	17,340,900.00	19,074,990.00	20,982,489.00	23,080,737.90	63,138,216.90
TOTAL PROGRAM EXPENDITURE	29,340,322.00 \$624,262.17	32,274,354.20 \$686,688.38	35,501,789.62 \$755,357.23	39,051,968.58 \$830,892.95	106,828,112.4 \$ 2,272,938.56

Source: Kerewan Area Council (2018)

Exchange Rate Used

US\$ =GMD 47.00

Table 6: Possible Funding Sources for the Implementation of the Strategic Plan



VI.5. Types of Funding Targeted

The Resource Mobilisation Strategy (RMS) aims to develop an approach that sets out the process and activities of acquiring financial and other resources available for the Kerewan Area Council (KAC) to facilitate the implementation of this Strategic Plan. Funds will be generated from all available sources for the KAC and will involve the Government of the Gambia (GoG), multilateral organisations, international donors, Civil Society Organisations (CSOs) and private and public sector stakeholders.

In the year 2019 and following into 2020 and 2021, working towards achieving its objective of collaboration with governmental, non-governmental and other international development partners, the strategy is for the Chairman and Executive Secretariat staff of the Kerewan Area Council with assistance from the Council Standing Committees and the Decentralised Development Structures will engage in the following activities:

- i. Mobilise Government contributions through statutory grants(as stipulated in the Local Government Act,2002) by advocating for budgetary financing, accommodation and utilities as an indication of support for the sustainability of the funding to be provided by development partners;
- ii. Establish formal agreements with the GoG through which MOUs are established with relevant Ministries, Departments and Agencies (MDAs) to support the implementation of the Plan in accordance with sector strategies and NDP provisions by submitting proposals to these agencies for inclusion in their annual budget for the planned programme period (2019-2021);
- iii. Seek and acquire funds from international donors (multilateral and bilateral);
- iv. Seek the support of the private sector through funding of specific projects within the context of the Public-Private-Partnership (PPP) framework and particularly taking advantage of the Corporate Social Responsibility (CSR) funding window;
- v. Seek the support of the Civil Society Organisations (CSOs) operating in The Gambia and in particular the North Bank region (national and international) to complement Council and Governments efforts in development areas of their competence;
- vi. Seek the support of the Diaspora community particularly those originating from the North Bank Region for sponsorship of specific projects;
- vii. Seek technical and advisory support from intellectuals and civil servants (active and retired) originating from the North Bank Region on key areas of specific interest to the Plan; and

- viii. Organise signature fund raising events and activities that occur annually and periodically through the year

VI.5.1. Corporate Funding - Public Corporations

Developing partnerships and mutually beneficial relations with the public corporations/enterprises through utilisation of their corporate social responsibility funding window is both beneficial and advantageous and will contribute to accomplishing the results of the resource mobilisation strategy. Contributions solicited could take the form of corporate donations and/or sponsorships. Corporate donations, while difficult to acquire, are generally unrestricted in programme areas to which they contribute hence this option is ideal to aid routine organizational expenses that are normally not funded through grants.

Multiple opportunities should be created to solicit funding from numerous organisations so as to increase the possibility of receiving contributions. The table below lists a few corporations that are likely to show interest to support programs and projects for one or the other of the Strategic Priorities and corresponding interventions.

Table 7: Profiles of Some Public Corporate Funding Sources in The Gambia

NAME OF CORPORATION	CONTACT INFORMATION	E-MAIL ADDRESS
Finance Social Security and Housing Corporation (SSHFC)	61 ECOWAS Avenue, P.O.BOX 570 Banjul, The Gambia, West Africa TEL: 4227698 / 4222273/ . 4222275 / 4201358	sshfc@sshfc.gm
Gambia Ports Authority (GPA)	34 Liberation Avenue, PMB 617, Banjul, The Gambia TEL:4228283	info@gamport.gm
Gambia Telecommunications Authority	GAMTEL House, Banjul Head Office, 3 Nelson Mandela Street, Banjul, The Gambia TEL: (220) 4229999	info@gamtel.gm
Gambia Civil Aviation Authority (GCA)	Banjul International Airport Aeronautical Information Service HQ Old Yundum, P.O.BOX 285, Banjul, The Gambia TEL: (220) 487 3000	dggcaa@qanet.gm

Gambia Transport Services (GTS)	Kanifing Industrial Estate, Kanifing Municipality, Banjul, The Gambia TEL: (220) 4392501 / 4392021	
National Water and Electricity Company	53 Mamady Maniyang Highway, Kanifing Municipality, P.O.BOX 609, Banjul, The Gambia TEL: (4375958	.info@nawec.gm

VI.5.2. Private Sector companies

Some of the companies with membership under the GCCI would be ideal to approach for funding, receive donations toward projects or assistance as a subsidy. However, it is prudent to note that while most private companies have policies for donations, these companies expect “value for money” e.g. publicity in return for funds donated, branding rights and tangible outcomes. In some cases a memorandum of understanding may need to be prepared.

Engagement with the private sector can see fruitful collaboration with the Council since strong business developmental support in addition to financial support can be solicited through collaboration with the GCCI.

The companies listed in Table 8 below while not exhaustive should be the first choice to approach for private company funding opportunities.

Table 8: Profiles of Private Company Funding Sources in The Gambia

NAME OF CORPORATION	CONTACT INFORMATION	E-MAIL ADDRESS
Ecobank Gambia Co Ltd	42 Kairaba Avenue, Kanifing Municipality, PMB 3149, Serekunda, The Gambia TEL:4399033 / 6670054	egacustomer@ecobank.com
Guarantee Trust Bank	56 Kairaba Avenue, Fajara M Section, P.O. BOX 1958, Banjul, The Gambia, TEL: (220) 4376382	corpaffgm@gtbank.com
Standard Chartered Bank	8/10 Ecowas Avenue, Banjul, The	

	Gambia, West Africa TEL: (220) 4201123 / 4228681	
Trust Bank Gambia Ltd	3/4 Ecowas Avenue, Banjul, The Gambia, TEL: 4225777 / 4225778 /	info@trustbank.gm
Zenith Bank Gambia Ltd	49 Kairaba Avenue, Fajara,, P.O.BOX 2823, The Gambia, TEL: (220) 4399471 / 4399474 /	enquiry@zenithbank.gm
Reliance Financial Services	46A Kairaba Avenue, Reliance Plaza Building, Kanifing Municipality, The Gambia TEL: (220) 4390070 4390071	info@reliancegambia.com
Finance Gambia Women's Association (GAWFA)	Kanifing Industrial Estate, Kanifing Municipality, The Gambia, TEL: (220) 4397063	gawfa@gamtel.gm
Jah Oil Company	18 Fode Kaba Highway, Latrikunda Sabiji, Kanifing Municipality, the Gambia, TEL:7871321 / 6603122	
Gam-Petroleum Gambia ltd	Standarsd Chartered House, 16 Kairaba Avenue, Kanifing Municipality, The Gambia, TEL: (220)4396288 / 4396269	manhal@eagl.gm

VI.5.3. Government Ministries, Departments and Agencies (MDAs)

Engaging appropriate line Ministries, Departments and Agencies (MDAs) for inclusivity of interventions proposed in the Plan in their respective sector budgets will require a holistic programmatic approach to achieve government buy-in for funding.

Increased visibility of the Kerewan Area Council and its decentralised development structures though existing and new partnerships with ministries, private and public sector agencies would require awareness-raising and sensitisation not only of the Government but the general public as well on the need for continued support of the Council and its structures. Key Government ministries to engage through this strategy would be instrumental in acquiring resources for the Council and its decentralised development structures from central government funds.

Table 9: Profile of the Sources of Government Funding in The Gambia

NAME OF MINISTRY	CONTACT INFORMATION	E-MAIL ADDRESS
Ministry of Finance & Economic Affairs	The Quadrangle, Banjul, The Gambia. TEL: (220) 4227529 / 4227221	.info@mof.gov.gm

Ministry for Basic and Secondary Education

Willy Thorpe Building, P.O.BOX 989,

info@edugambia.gm

	Banjul, The Gambia TEL: 4228232	
Ministry for Higher Education, Research, Science and Technology	Futurelec Building, Bertil Harding Highway, Kotu Layout. TEL;4465752	info@moherst.gov.gm
Ministry for Agriculture	The Quadrangle, Banjul, The Gambia TEL: (220) 4228270	info@moa.gov.gm
Ministry for Health and Social Welfare	The Quadrangle, Banjul, The Gambia TEL: (220) 4227605 / 4228291	info@moh.gov.gm
Ministry for Trade, Industry, Employment and Regional Integration	Independence Drive, Banjul, The Gambia TEL: 422832 / 4228868	info@motie.gov.gm
Ministry for the Interior	Bertil Harding Highway, Kotu Layout TEL: (220) 4223277 / 4428710	info@moi.gov.gm
Ministry for Lands and Regional Government	New Administrative Building, The Quadrangle, TEL: 4226292 / 4227315	info@molgl.gov.gm
Ministry for Tourism and Culture	New Administrative Building, the Quadrangle, TEL: 4229844 / 4227881	info@motc.gov.gm
Ministry for Information and Communications Technology	GRTS Building, Kanifing, The Gambia TEL: (220) 4378028 / 4378000	info@mict.gov.gm

VI.5.4. International Donors: Bilateral and Multilateral Agencies

There are a number of international organisations that are continuously offering financial assistance to support decentralisation and local development issues. However, these may be more competitive to acquire since most of these entities may have Request for Applications (RFAs) or proposals to determine the most suitable recipients for funding. While this process may take time for possible approval, funding would be more in line for programmatic areas and can meet organisational objectives.

Regular research needs to be done to identify funding opportunities and call for proposals from these organisations and embassies. Collective funding requests from the Kerewan Area Council and its decentralised development structures would need to be solicited on a regular basis to ensure that these opportunities are identified on a timely basis.

Table 10: Profile of the Sources of International Donor Funding in The Gambia and Abroad

FUNDING AGENCY	AREAS OF FUNDING	CONTACT INFORMATION
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The European Union	Various forms of support	74 Atlantic Road (Boulevard) P.O.BOX 512, Banjul, Fajara M Section, TEL:4497847 / 4495146 www.gambia-ec.gm
European Development		http://ec.europa.eu/contracts_grants/index_en.htm

Fund		
British High Commission- Gambia Department For International Development (DFID)	- Growth & development - Gender-based violence - Human rights issues -Youth empowerment including training projects and mentoring	48-52 Atlantic Road (Boulevard) P.O.BOX 507, Banjul, The Gambia, West Africa TEL: (220) 4494508 / 4495134 www.gov.uk http://www.dfid.org.uk
American Embassy United States Agency for International Development (USAID)	Various forms of funding	Kairaba Avenue, Fajara, The Gambia, West Africa Tel: (220) 4392856 / 4391971 www.gm.usembassy.gov www.usaid.gov / www.grants.gov
United Nations Development Programme (UNDP)	Funding for governance, human rights, environment, inclusive growth, capacity building	5 Kofi Annan Street, Cape Point, P.O.BOX 553, Banjul, The Gambia TEL: (220) 4494760 www.gm.undp.org
United Nations Fund for Population Activities (UNFPA)	Funding for youth and adolescent sexual and reproductive health issue	5 Kofi Annan Street, Cape Point, P.O.BOX 553, Banjul, The Gambia TEL: 4494760 / www.gambia.unfpa.org
United Nations Children's Fund (UNICEF)	Children and women issues relating to education, health, child protection & WASH	5 Kofi Annan Street, Cape Point, P.O.BOX 553, Banjul, TEL: (220) 4494760 www.gambia.unicef.org
Food and Agricultural Organisation (FAO)	Funding relating to food security and agriculture	Fajara War Cemetery Road, Fajara, The Gambia www.fao.org-gambia
World Health Organisation (WHO)	.Various forms of funding relating to health issues	Kotu West Layout, Kanifing Municipality, P.O.BOX 170, Banjul, The Gambia TEL: 4462283 / 4462284 www.who.int
The World Bank Group	Various forms of funding but particularly various sectors of development	5 Kofi Annan Street, Cape Point, P.O.BOX 553, Banjul, The Gambia TEL: 4494760 / www.worldbank.org
Bill and Melinda Gates Foundation	Various areas of funding	www.gatesfoundation.org info@gatesfoundation.org
Global Fund	Support mainstreaming services and support street children, AIDS orphans, sex workers, etc	http://www.globalfund.org/en/ http://www.globalfundforchildren.org/eligibility-selection/
Japan International Cooperation Agency (JICA)	Funding for grassroots projects, Infrastructural development projects,	http://www.jica.go.jp/english/
ExxonMobil Foundation	Education, Health, Gender issues, Children and Youth	www.exxonmobil.com

VI.5.5. Fundraising - Signature Events that support Council's Development Plans

Implementation of local & international fundraising programs is a viable option for the Kerewan Area Council to embark upon. Fundraising events could take many forms, from a simple to sophisticated form. Either approach must cater to the interest of the intended audience. There are many examples of fundraising events some are listed in the Table 11 below.

Table 11: Profile of the Sources of Funding in The Gambia and the Diaspora through Fundraising Events

PROPOSED ACTIVITY	OUTPUT	RESPONSIBILITY	TIMELINE
<p>Corporate Breakfast Meeting targeting Public Enterprises Event: hosted under the auspices of an Ambassador's wife or a lead Private sector partner etc. Target a minimum of 20 key Executives within the Private sector. Present the Council and its members and ask for a pledge of 1-5 million Dalasis to support implementation of the Plan</p>	<p>Corporate breakfast Hosted and Public Enterprises targeted</p> <p>Patron represented at the event and is able to get stakeholders to pledge financial commitments.</p> <p>Corporate breakfast to which Corporations commit 1-5 million Dalasis</p>	<p>.Kerewan Area Council</p> <p>Resource Committee</p> <p>Mobilisation</p>	<p>2020 - 2021</p>
<p>Host Partnership Dinner Event: hosted under the auspices of an Ambassador's wife or a lead Private Sector representative Target a minimum of 60 key Executives within the Private sector Present the website of the KAC and ask for pledge of 15 million Dalasis to support the work of Council</p>	<p>Partnership Dinners hosted annually and Companies targeted</p> <p>Patron represented at the event and is able to get stakeholders to pledge financial commitments.</p> <p>Private sector commits 1-5 million Dalasis</p>		
<p>Target Gambians in the Diaspora. A website and online fundraising for Gambians abroad to give back. Target a minimum 1000 Gambians to donate \$100 annually</p>	<p>Diaspora community targeted to commit US\$ 100,000.00 (or approximately GMD 5,000,000.00</p>		
<p>Set up a Credit Card</p>			

system on KAC Website to allow for on-line donations to support the implementation of the Plan	Establishment of credit card system on KAC website to allow for online donations.		
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VII. THE RESULTS FRAMEWORK

STRATEGIC OBJECTIVE To expand and strengthen opportunities for education and improve educational standards and performance at the basic and secondary school

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Increased enrolment in senior secondary school (SSS)	Gross Enrollment Rate	36.9% (2017)	65%	Education statistics Year Book Regional enrollment statistics reports	Poor management of funds
Increase in the number of Senior Secondary Schools	Number of Senior Secondary Schools constructed	27 SSS (2017)	40SSS	Education Statics Year Book	Poor quality work Political will
Increased completion rate at SSS	Completion rate	33.3% (2017)	65%	Education statistics Year Book	Willingness of parents to send their children to school
A regional TVET Center constructed	Existence of the regional TVET Centre	Zero (2017)	1	EMIS NAQAA Database on TVET Centers	

STRATEGIC OBJECTIVE: To promote the quality of health care service delivery through the expansion and improvement of existing facilities and services

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Global Acute Malnutrition (GAM) rate among children reduced	Global Acute Malnutrition (GAM) Rate	4.2% (2018)	2.0 %	National Nutrition Surveillance Program	Retention of qualified health personnel in the system
Morbidity rate for the region among women & children reduced	Morbidity Rate	6.6% (2016)	2%	Integrated Household Survey	Nepotism in identification of personnel to be trained
Number of referral cases to Banjul	Referral rate	5% (2018)	2%	Regional Health Directorate Report	Failure to mobilise
reduced					essential funding
The number of qualified health personnel retained in the region increased	Retention rate of healthcare personnel	75%	95%	Regional Health Directorate Reports	

STRATEGIC OBJECTIVE

- To increase the provision of potable water supply in the LGA through direct provision of water supply facilities to communities and settlements without such facilities; and
- To improve the sanitation and hygiene situation of the LGA especially within the markets, hospital, schools and other public places

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
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Access to improved water increased	% rate of households with access to safe drinking water	86% (2016)	100%	IHS (2015/2016)	Misappropriation of funds
Access to improved sanitation increased	% rate of households with access to improved sanitation	51.9% (2016)	75%	IHS (2015/2016)	Poor quality work
High rate of indiscriminate dumping reduced	Number of official dump sites	2 (2018)	6	NEA /KAC	Weak WASH Management Committees
Waste Management Plan for the region developed	Regional Waste Management Plan made available	0 (2018)	1	KAC/NEA	

STRATEGIC OBJECTIVE: To expand, improve and maintain the secondary road networks in the region by constructing, re-constructing or rehabilitating the regional road and increase their coverage for all seasons.

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Network of roadworthy roads connects Communities to health centers, agricultural farms as well as ease transportation of goods and services.	Number of kilometers of roads constructed	135km (2018)	275	Survey on the numbers kilometers of roads constructed	Inadequate funding
Enhanced economic activities resulting in improved livelihood for people of the region	Number of kilometers of roads rehabilitated in the (NBR)	135 (2018)	155 Km of roads to be rehabilitated by 2021	Survey on the numbers kilometers of roads rehabilitated	Political instability Political impasse Inadequate human resource

STRATEGIC OBJECTIVE: To improve the provision, maintenance and management of

public works infrastructure for enhanced socio-economic development in the region

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Improved access to farmlands & rice fields	Number of kilometers of causeways and dykes constructed	0 (2018)	300km	Survey on number of dikes/causeways constructed	<ul style="list-style-type: none"> Flooding Pest infestation Salt intrusion
Health facilities rehabilitated and upgraded	Number of health facilities rehabilitated	0 (2018)	10 by 2021	Survey on the number of health centers upgraded and constructed	<ul style="list-style-type: none"> Natural disaster Inadequate funding Inadequate human resource
Public works infrastructure at Kerewan improved	Number of public works infrastructure and social amenities upgraded	0%	100%	Site survey of Kerewan Town	

STRATEGIC OBJECTIVE:

- Increase the proportion of population with access to electricity in the region
- Increase share of renewable energy in the total electricity generation in the region through the use of other appropriate forms of energy such as solar and wind energy

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions

Proportion of population with access to electricity increased	% of electricity access	20% (2018)	40%	NAWCE Data Base	Inadequate funding Inadequate human resource
Share of renewable energy in the total electricity generation increased	% share of renewable energy in electricity generation	2% (2018)	15%	NAWEC Data Base KAC records	Unequal distribution of electricity supply to communities

STRATEGIC OBJECTIVE

To increase agricultural production by promoting the sustainable intensification of production systems through addressing the key constraints to production and marketing

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Increased production due to improved access to farming implements, inputs and market outlets	Tonnage of basic agricultural commodities	G/Nuts -337,377 tons (2017)	400,000 tons	Agricultural Sample Surveys	<u>Risks</u> Low rain fall Pest infestation Post-harvest lose Poor storage <u>Assumptions</u> Bumper harvest Good sales
		Upland Rice- 4173 tons (2017)	5,000 tons		
		Swamp Rice-3232 tons (2017)	4,000 tons	Agro-met and Cr op	
		Maize- 2929 tons (2017)	3,500 tons		
		Early Millet-12037 tons (2017)	15,000 tons	Data Collection Survey	
		Late Millet-957 tons (2017)	1,500 tons		
		Sorghum-1,183 tons (2017)	2,000 tons		

STRATEGIC OBJECTIVE

To promote a vibrant fisheries and aquaculture industry in the region through sustainable management and utilization of the fisheries resources to enhance employment and livelihood opportunities, income generation, food and nutrition security for the local communities

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Fisheries infrastructure in the region upgraded to enhance production	% of access roads to fish landing sites constructed or rehabilitated	0% (2018)	30%	Statistics from the Fisheries Department	Risks Bad weather Lack of cold storage facilities Assumption: Availability of required fishing gear Good marketing
	% of fish landing infrastructure upgraded	0% (2018)	30%	KAC	
	% of fish landing sites equipped with value addition facilities	0% (2018)	30%		
	Number of Regional Fish Markets constructed	0 (2018)	1		

STRATEGIC OBJECTIVE

To promote responsible forest management by encouraging and supporting the active involvement of the local communities in the protection and regeneration of forests

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Regional Community Forest Task Force strengthened	Existence of Forestry Task Force	0 (2021)	1	Reports from the Forest Census	Risk: Survival rate Bush/forest fires Stray animals
Increase in the number of woodlots created	Number of woodlots created in communities	7 (2021)	16		Assumption: Availability of land Adequate rain fall
Forestry Enterprises created	Number of Forestry Enterprises created	0 (2021)	15		

STRATEGIC OBJECTIVE

Promote and encourage proper environmental management through the responsible management of the major issues affecting the environment such as land degradation, coastal erosion, loss of forest cover, biodiversity loss, ineffective waste management and the management of pesticides

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Increase in the number of official dumpsites	Number dumpsites created	2 (2018)	6	National Environment Agency	Risk: Environment pollution
Incidence of bush/forest fire reduced	Incidence of bush/forest outbreaks	16 (2018)	5	Kerewan Area Council Fire services	Assumptions Availability of land
Enabling environment for disaster management in the region strengthened	Number of fire district disaster contingency plans developed	2 (2018)	6	NDMA	Attitudinal change

STRATEGIC OBJECTIVES

Enhance the contribution of tourism to socio-economic development and employment

Promote and encourage the mapping, conservation, development and marketing of the cultural and natural heritage of the region as sources of tourist attraction

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
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The tourism potential of the region developed	Number of cultural festivals organised	1(2018)	6	NCAC	Poor plan implementation
	Number of cultural and natural sites upgraded	3 (2018)	6	NCAC Dept. of Parks & Wild Life	-Delay in funding -Natural calamities
	Number of Tourist Camps built	1 (2018)	6	Gambia Tourism Board	-Economic recession

STRATEGIC OBJECTIVES

Promote the contribution of the small business industry to employment creation, wealth generation and general socio-economic development of the region

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
The enabling environment for SME growth and	Existence of a Regional TVET Centers	0 (2018)	1	EMIS MOHERST	Inadequate/delay in funding
development in the region enhanced	Number of Start-Up Funds created	0 (2018)	1	KAC /MOTIE	Inadequate job opportunities
	Number of Job Centers created	0 (2018)	1	KAC / MOTIE	Low wages
	Number of annual Job Fairs organised	0 (2018)	3	KAC / MOTIE	Unwillingness for youths to learn skills
	Number of agro-processing plants built	0 (2018)	1	KAC/ MOA	Parental & peer group influence

STRATEGIC OBJECTIVE

To strengthen and empower the Kerewan Area Council and its decentralised development structures to enable it to effectively fulfill its responsibilities to its local constituents

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Infrastructure at the Council Secretariat upgraded and equipped with basic office equipment, vehicles and furniture	Upgraded physical infrastructure No of Vehicles and equipment procured	Basic (2018) 2 (2018)	Upgrade to professional standards 5 vehicles & basic office equipment	Site visit to Council premises Equipment inventory	Failure to mobilise required resources Unwillingness of members of VDCs/WDCs to participate in the training programs
Professional staff of Council increased and provided with more specialised training	Number of professional staff hired and trained	27 (2018)	40	Staff list	
Institutional policies and management tools developed and operationalized by Council	intitutional policies and management tools made available	1 (2018)	5	Council files	Persistent changes in the membership of
Functional & trained decentralised structures increased and equipped with a Constitution and Action Plan	Functional and trained VDCs/WDCs in existence VDCs/WDCs have constitution And Action Plan	0% (2018)	100%	Council records Site visits VDCs/WDCs Minutes meetings VDCs/WDCs	to VDCs/WDCs of Institutional policies and management tool not put into full use Demoralized staff

STRATEGIC OBJECTIVE

Decentralise the ADRS delivery mechanism and strengthen the capacity of Community Mediators and the field staff of the Alternative Dispute Resolution Commission (ADRC) with a view to expanding the activities of the ADRC to all part of the Kerewan Local Government Area and thereby increasing the uptake of ADR cases.

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
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Council of Elders (COE) established in all the Wards and Regional level	Council of Elders in existence	0% (2018)	100%	Records of the meetings of the COE Site visits	Political or external interference could derail their establishment and effective functioning
Council of Elders trained in the ADR process and provided with a Constitution & Action Plan	Constitution and Action Plan made available to the COE	0% (2018)	100%	Council Records Site visits	Failure on the part of ADRC to go to scale to expand its activities to all parts of the LGA

STRATEGIC OBJECTIVE

Promote a responsible and sustainable land use and management that gives local communities more control over and access to land and natural resources upon which they derive a living.

Expected Results	Performance Indicators	Baseline	Target (2021)	Means of Verification	Risks and Assumptions
Land use Committees created in all Wards	Land Use Committees in existence	0% (2018)	100%	Records of the Committees meetings	Political and external interference
Committees provided with training, Action Plan & Constitution	Training Report, a Constitution and Action Plan made available	0% (2018)	100%	Council Records	Lack of funds to provide training, and tools

VIII. MONITORING AND EVALUATION PROCESS

To facilitate the monitoring and evaluation of this Plan the Council as the principal coordinating and monitoring organ shall be guided by the following process:

- i. From this Strategic Plan Council will prepare Annual Work Plans (AWPs) with a view to operationalizing the Plan into concrete activities and sequencing the implementation time frame, budget and responsibility for corresponding actions
- ii. Council shall appoint a Monitoring and Evaluation (M&E) Officer to be placed directly under the Directorate for Planning and Development
- iii. A Monitoring and Evaluation Committee of the General Council shall be created and be chaired by the Chairman or his designated nominee
- iv. The Monitoring and Evaluation (M&E) Officer of the Directorate of Development Planning (MOFEA) or his designated nominee shall be co-opted on the M&E Committee of Council on an ad-hoc basis during the implementation of the Plan
- v. The Council's Monitoring and Evaluation Officer would be required to coordinate with the various Action Officers implementing activities programmed within the framework of this Plan and use their reports to compile quarterly, bi-annual and yearly Progress Reports for the consideration of the M&E Committee of Council
- vi. By July 2020, a Mid-Term review of the Plan shall be conducted and the results used to inform further adjustments to the Plan for the remaining implementation period
- vii. By November 2021 a Terminal Evaluation of the Plan shall be conducted and the results used to inform the successor Plan.

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