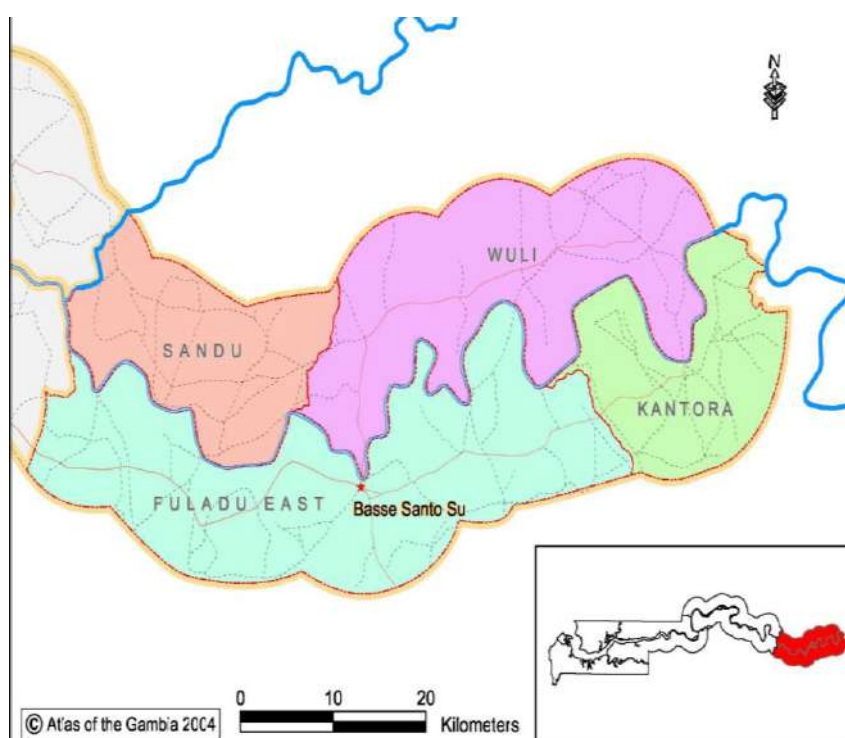


	<p>Basse Area Council (BsAC)</p> <p>Strategic Plan 2019 - 2022</p>	
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Strategic Plan 2019 – 2022



June 2019

Table of Contents

	Page No.
Foreword by the Council Chairman	4
STATEMENT BY THE CEO	5
List of Abbreviations and Acronyms	6
List of Tables	7
List of Figures.....	7
Executive Summary	8
Acknowledgement	10
Chapter 1: Introduction.....	11
1.1 Vision, Mission, Core Values and Mandate.....	11
1.2 Context/Background	14
1.2.1 Review of Existing Policies	14
1.2.2 Stakeholder Analysis.....	23
1.2.3 Review of Operating Environment (SWOT)	25
Chapter 2: Organizational Context	27
2.1 Organisation at the BsAC.....	30
2.1.1 Functional Organogram of the BsAC.....	31
2.1.2 Proposed Administrative Organisation Chart of BsAC.....	32
2.2 Roles and Responsibilities in the Functional and Administrative Organograms	33
Chapter 3: Strategic Priority Areas/Goals	35
3.1 Specific Objectives	39
3.2 Expected Outcomes	42
3.3 Interventions	47
Chapter 4: Implementation Arrangements	51
4.1 Institutional Arrangements.....	51
4.2 Internal Strategy Coordination	51
4.2.1 Coordination Committee.....	51
4.2.2 Technical Committee	51
4.2.3 Strategy Implementation Coordination & Resource Mobilisation	52
4.2.4 Strategy Financing.....	52
4.3 Implementation Strategy.....	53
Chapter 5: Financing	58
5.1: Indicative Costs	58
5.2: Resource Mobilization	59
Result Framework of The BsAC Strategic Plan (2019 – 2022)	60

Risks and Assumptions.....	66
Annex	71
Annex A Ranked Development Priorities of the Wards of URR.....	71
Annex B: BsAC SWOT	75

Foreword by the Council Chairman

This is the first Strategic Plan of Basse Area Council (BsAC). This plan is the result of a region-wide and Ward- to-Ward consultative process with representatives from villages in each of the Wards in all the seven (7) Districts of the URR. The URR TAC team had great input, and a regional internal validation was held to discuss the first zero draft so that in-depth participation of the URR council management, critical stakeholders such as TAC members, Councillors and Chiefs could be had on the document before it would be submitted to a region-wide validation of a wider pool of stakeholders. It was supported in its formulation by resident Community Development Assistants in the Districts, who provide consistent development planning support to Council. In each of the 14 Ward consultative meetings, all the elected councillors were present in the meetings of the Ward from which they were elected, and they helped significantly in planning for and ensuring the successful execution of the consultative discussions.

This plan is a recognition of the new government's selection of local government decentralisation as a tool for cascading development planning and execution to the local level through local councils, and also its intention to build the necessary systemic and institutional capacity of local councils to measure up to the new mandate made possible by the National Development Plan (NDP), in which local government development is prioritised and made one of the urgent development endeavours. The year 2022 is outside of the NDP and provides a buffer for the BsAC to begin and complete the revision and reintroduction of the follow-up plan at the end of the year 2021; the time period the NDP activities would hopefully have been all undertaken.

This plan builds on three sets of considerations: absence of experience in developing and implementing a strategic plan by BsAC, a rather weak institutional/organisational council, and a region endowed with many opportunities but suffers from a poor and ill-informed attitude towards education - which has had negative implications for and continues to thwart rapid development possibilities in the region. It is also hoped that this plan will benefit from a potent readiness of capable stakeholders to partner with a well-run and efficient council in all aspects of URR development. It must said though that in spite of the novice nature of BsAC in strategic planning, the level and depth of involvement of the local people in the consultations was from experience much more in-depth than more developed and urban councils.

The objective of this plan is to put in place a mechanism and enable investments in rebuilding the capacity of council, and establish a framework for deliberately putting together and coordinating the development of the region into **a Modern Regional Economic Hub that Assures an Alternative High Standard of living to its Residents through Transforming Upper River Region into a Competitive Socioeconomic Hub that Shall Attract Investments and Economic Activities to Create Wealth, Employment and Well-Being; Sustained by an Efficient and Responsive Local Government Authority, that is made Up of Well-Trained and Motivated Personnel, Educated and Competent Youths and Women in the Region.**

The end of the strategic plan period 2022, a year after the end of the NDP will enable a review of the plan and realigning BsAC strategic planning and investment with the successor medium term plan of the NDP; and it is hoped that by that time, the Council would have been significantly transformed with sustainable developed systems, and institutional effectiveness and efficiency.

For effective implementation of this plan and its mandate, BsAC will rely on the cooperation and support of its stakeholders (BsAC residents, government, private sector, NGOs and diplomatic missions) and government. BsAC would like to thank all its stakeholders, especially the UNDP and government for their support in the formulation of this plan. I look forward to your continued support in providing the necessary resources needed in implementing it.

.....
Foday Danjo

STATEMENT BY THE CEO

BsAC has had its own share of development delivery challenges at the local level and like most Councils, has truly made all efforts in what in some circumstances were futile attempts at making the region a choice investment and residential location for all manner of people and business. However, the NDP is considered by the URR as opportunity at enabling for the first time the BsAC formulate and hopefully successfully implement a well-structured strategic plan so that this region will be transformed for good, into an alternative choice of location for people and businesses.

In concert with the rest of The Gambia, the Gambian people through the ballot box changed government in 2016 and the new government generated as a blueprint, the National Development Plan 2018, to guide its public investment programming. The BsAC strategic plan 2019 – 2022 is a result of the directive to align LGA plans with the NDP, to enable better throughput of NDP related resources to decentralisation and development at the community level.

The process of producing this plan involved in-depth consultations in which staff and councillors were more involved in the depth and approach to perceiving their roles in the BsAC and that of the BsAC in the scheme of overall national development. The key stakeholders from the villages, wards, districts and TAC provided a platform in which all stakeholders had a hand in crafting this plan.

This Strategic Plan will be of great benefit to BsAC as it provides a clear strategic direction and framework for more effective execution of the BsAC mandate, enable improved services delivery to our stakeholders, and the managerial tool kits with which the promised development in the NDP could be delivered to communities.

Whilst thanking all those who have supported us in the past and participated in the development of this very important document, especially the Miniseries of Finance and Economic Affairs (MOFEA), Local Government, Regional Governance and lands (MOLRG) and the UNDP, I wish to call on all our stakeholders to take ownership of this strategic plan and to support and collaborate with us in ensuring its full and successful implementation.

.....

Modou Lamin Jaiteh
Chief Executive Officer

List of Abbreviations and Acronyms

BsAC	-	Basse Area Council
CBO	-	Community Based Organisation
CEO	-	Chief Executive Officer
DCD	-	Department of Community Development
DLEA	-	Drug Law Enforcement Agency
ECD	-	Early Childhood Development
ECOWAS	-	Economic Community of West African States
EU	-	European Union
GAF	-	Gambia Armed Forces
GBoS	-	Gambia Bureau of Statistics
GER	-	Gross Enrolment Ratio
GID	-	Gambia Immigration Department
GLMA	-	Gambia Livestock Marketing Agency
GIEPA	-	Gambia Investment and Export Promotion Authority
GPA	-	Gambia Ports Authority
GPF	-	Gambia Police Force
GPS	-	Gambia Prison Services
HR	-	Human Resource
IDB	-	Islamic Development Bank
IHS	-	Integrated Household Survey
IT	-	Information Technology
JD	-	Job Description
KMC	-	Kanifing Municipal Council
LG	-	Local Government
LGA	-	Local Government Area
MIS	-	Management Information System
MOBSE	-	Ministry of Basic & Secondary Education
MOFEA	-	Ministry of Finance & Economic Affairs
MOH	-	Ministry of Health
MOI	-	Ministry of Interior
MOJ	-	Ministry of Justice
MOLRG	-	Ministry of Lands and Regional Government
MOTIE	-	Ministry of Trade, Industry, Regional Integration & Employment
MOYS	-	Ministry of Youth and Sport
NAM	-	National Assembly Member
NAOSU	-	National Authorising Officer Support Unit
NAWEC	-	National Water and Electricity Company
NDMA	-	National Disaster Management Agency
NEA	-	National Environment Agency
NER	-	Net Enrolment Ratio
NGO	-	Non-Government Organisation
NRA	-	National Roads Authority
OP	-	Office of The President
PAGE	-	Programme for Accelerated Growth and Employment
SMT	-	Senior Management Team
SWOT	-	Strengths, Weaknesses, Opportunities & Threats
TAC	-	Technical Advisory Committee
TORs	-	Terms of Reference
UNDP	-	United Nations Development Programme
UNIDO	-	United National International Development Office
URR	-	Upper River Region
US	-	United States
VDC	-	Village Development Committee
WDC	-	Ward Development Committee
WoB	-	Women's Bureau
WHO	-	World Health Organisation

List of Tables

Table 1:	Percentage Distribution of Population by Age Group by District, 2015/16
Table 2:	Percentage Share of Consumption Expenditure by Key Components by District, 2015/16
Table 3:	Extreme Poverty Head Count, Poverty Gap and Severity by District, 2015/16
Table 4:	Percentage Distribution of Households by Most Important Measures the Government Should Take to Improve Households' Living Standards by District, 2015/16
Table 5:	Percentage Distribution of Children aged 3-18 Years by School Attendance Status, Sex and District, 2015/16
Table 6:	Gross Enrolment Ratios by Level of Education, Sex and District, 2015/16
Table 7:	Percentage Distribution of Population aged 3-6 by Gross Enrolment Ratios and Net Enrolment Rates for ECD and Sex by District, 2015/16
Table 8:	Key Stakeholders and Mutual Obligations
Table 9:	Comparative District and regional Development Priorities Rankings
Table 10:	Combined Regional Development Priorities (TAC + District)
Table 11:	Expected Outcomes from the Implementation of the BsAC Priorities
Table 12:	Interventions for each Strategic Activity, Cost and Probable Donor
Table 13:	Action/Intervention Plan
Table 14:	Consolidated Strategic Budget
Table 15:	Results Framework of the BsAC Plan (2019 – 2022)
Table 16:	Risk Matrix

List of Figures

Figure 1:	Key Expected Results from Decentralisation
Figure 2:	NDP Institutional Arrangements
Figure 3:	Current Functional Organogram of BsAC
Figure 4:	Proposed Administrative Organisational Chart of BsAC

Executive Summary

This plan (2019 – 2022) is the first that the BsAC has generated to structure and format the manner by which the URR could be transformed into a regional economic hub, rivalling the Greater Banjul Area. The change in government in 2016 and ushered in the new national government and the third Republic, and for this, local government elections were also held, and local council governments also changed, which situation raised the hopes of many people at the local level. Due to this change and coupled with the change at the national level and commensurate with the end of the extended PAGE 2012 – 2015, the new government had to express itself in a new national development plan (NDP), which runs from 2019 – 2021.

In pursuit of effective implementation of the NDP and addressing the developmental loopholes of the old government, this government was determined with the assistance of the donor community to nurture a democratic atmosphere of socio-political and economic governance, where corruption was addressed. As a statement of commitment to decentralisation and the recognition of the potential of LGAs to optimise development at the local level, the new government pledge to build the institutional capacities of the LGAs and utilise them for the implementation of the NDP.

In this pursuit the Basse Area Council (BsAC) was sponsored to undertake consultations and generate a strategic plan, which is aligned with the NDP to guide the development of the URR. This plan is the results of such endeavour.

The new vision of the BsAC is to build and sustain a **Modern Regional Economic Hub that Assures an Alternative High Standard of living to its Residents;** and so pursue its mission **to Transform Upper River Region into a Competitive Socioeconomic Hub that Shall Attract Investments and Economic Activities to Create Wealth, Employment and Well-Being; Sustained by an Efficient and Responsive Local Government Authority, that is made Up of Well-Trained and Motivated Personnel, Educated and Competent Youths and Women in the Region.**

The pursuits of its vision based on the laudable mission is anchored on the institutional value system characterised by Institutional Efficiency, Educational and Technical Expertise, Integrity, Honesty and Hard work.

The plan covers 2019 to 2022, and to include the NDP implementation period, which ends in 2021; and at the same time provide a buffer for the revision of the strategic plan at the end of 2021; and to be able to revise it in line with changed national medium term planning at the time.

The plan aims at building the institutional capacity of the BsAC and through reforming its structures and effectiveness (Council and Management), and to function as an effective vehicle for NDP implementation and development delivery. In line with the NDP objectives it is expected that upon this transformation, LGAs including the BsAC shall be an empowered local government authority. It shall increase revenue collection for local development and deliver quality services at all decentralised levels.

In pursuit of transformation, the outputs from the successful implementation of LGA strategic plans include:

- I. Increased number of professional staff in total council/LGA staff from 8 to 52;
- II. Increase in the number of functional decentralized structures including VDCs and WDCs, with implemented Action Plans from 0% to 100%;
- III. Increased proportion of LGAs/Council with independent control of their fiscal operations from 0% to 100%;
- IV. Increased existence of a financial management system at all LGAs from 2 to 7;
- V. A unified financial management system in existence at all LGA's and Governors offices; and

VI. Existence of regional strategic plans in all regions.

The plan is anchored on ten goals which resulted from extensive consultations at the ward level by the staff of the BsAC and validated by the consultants during the strategy consultation process:

- I. Construction and upgrade of necessary **road network infrastructure** to enhance commerce and movement; the detailed road networks and their ranking at district levels are included in the ward development priorities of each ward in annex.
- II. Proliferate access to **consumable water supply** to all villages either through the NAWEC pipe borne network, or by installing adequate boreholes, and piped water to villages.
- III. Main electricity supply passes through most districts, but the supply of power has not reached many villages - the goal is to achieve an **optimal power supply system at all village locations**.
- IV. That capacity of BsAC both at the central and WDC/VDC levels are weak and needs rebuilding. That for the purpose of successfully implementing this strategic plan, it would be important **to transform the organisational efficiency and effectiveness of Council in order to sustain the development gains that may be made from this plan**.
- V. There are health posts and centres all over the region, but they do not have adequate qualified health personnel, medicines and / or equipment. That there should be a **reconstruction and upgrade of Basse Hospital to an adequately resourced regional referral hospital, a fully equipped and functional district health centre, and a health post in each respective area**.
- VI. To support the regional educational office to ensure that **every child born in the URR has the assurance of going into and remaining in school until its logical conclusion**.
- VII. That given the international border advantages of proximity to Guinea Bissau and Guinea Conakry and suitability for trade, agriculture and other related industries, **to attract and retain investors in commercial agriculture, industry and regional trade; to grow the regional economy and create employment and economic development**.
- VIII. Considering the importance of agriculture either directly or indirectly to the socioeconomic livelihood of the region and the negative impact of deteriorating climatic impact situation on farmland and soil, to which regional behaviours are partly responsible, **to enable a system that will eliminate bushfires and recreate the regional forest cover and more farming friendly climatic conditions**.
- IX. To initiate a project for **rebuilding the city infrastructure of Basse** and reconstructing drainages the Gujuguju Bolong canal.
- X. In order **to achieve future financial sustainability, to initiate and commence a project for investments by the BsAC in income generating projects in Basse and the environs**, to serve as cash cows over time.

Each of these goals is accompanied by a comprehensive set of objectives and strategic activities that have been costed to constitute the summary cumulative cost of the strategic plan. Some of the costs the strategic activities shall be determined upon undertaking those specific activities.

The objectives, including both the BsAC vision and mission statements have also been subjected to validation to the BsAC strategic environment realities as detailed in the SWOT tables in the plan. A strategic framework (Goals/objectives/activities) have been developed to detail its overall strategic makeup during 2019 to 2022 and further collapsed into Results Framework table and a Table of Strategic Interventions and a risk matrix.

Chapter 4 explains this strategic plan's implementation arrangements, which considers required monitoring and evaluation arrangements and the accompanying coordination mechanisms.

Acknowledgement

Broad-based planning consultations at the local level and in a variety of local languages can be a challenge to most people and organisations in an assignment such as this. One runs the risk that the concepts created in English might lose their true meaning in the process of translation/interpretation due partly to inadequate language abilities either to communicate by the consultants and/or understand by the participants to accurately capture the development aspirations and challenges expressed by local communities. This is all because no one is a master of all languages. In this respect we owe a debt of gratitude to all participants for their patience, particularly the councillors for their support in mobilising participants, the Community Development Assistants in all the districts, their regional heads at the Basse Area Council, namely Alhagie Jawara and Ansu Ceesay for their invaluable support.

We specifically thank the Chairman of Basse Area Council, Foday Danjo, the CEO Modou Lamin Jaiteh and all the staff of Basse Area Council for the support without which this assignment would not have been possible. In a specific way thanks goes also to the project office at the Ministry of Finance and Economic Affairs and the MORGL (especially David Gomez) for facilitating and accompanying the consultants throughout the assignment as well as the UNDP who both funded the assignment and accompanied the consultants in some of the ward consultations.

Our gratitude is being expressed for the kind reception by the Governor of Upper River region.

Chapter 1: Introduction

1.1 Vision, Mission, Core Values and Mandate

Vision

A Modern Regional Economic Hub that Assures an Alternative High Standard of living to its Residents.

Mission Statement

To Transform Upper River Region into a Competitive Socioeconomic Hub that Shall Attract Investments and Economic Activities to Create Wealth, Employment and Well-Being; Sustained by an Efficient and Responsive Local Government Authority, that is made Up of Well-Trained and Motivated Personnel, Educated and Competent Youths and Women in the Region.

Core Values

- I. Institutional Efficiency
- II. Educational and technical expertise
- III. Integrity
- IV. Honesty
- V. Hard work

The BsAC Legal Mandate

The legal mandate (powers and functions) of **BsAC** is derived from the **Local Government Act 2002**, Sections 48 - 131 and Local Government Finance and Audit Act, 2004, Sections 8, 12, 14, 20 and 23 and other local government provisions.

Powers of BsAC

General Powers (Section 48)

1. Exercise all political and executive powers (including financial autonomy) and functions;
2. Provide services as it deems fit;
3. Promote on a sound basis community development and self-help;
4. Maintains the power to perform such functions as are necessary to facilitate, or are conducive or incidental to, the discharge of any of its function;
5. Protect the Constitution and other laws of The Gambia and promote democratic governance; and
6. Ensure implementation and compliance with Government policy.
7. Any additional functions and services specified under Part II of Schedule II of the Act.

Legislative Powers (Section 54-60)

1. A Council shall have powers to make laws consistent with the Constitution or any other law made by the National Assembly. These by-laws shall be for the purposes of creating offences, penalties, fees, etc. for services and guidance for committees (local, district, ward or village).
2. The bye-laws may be applied to the whole or only part of the LGA or to a particular section of the people or a profession.

Miscellaneous Powers (Sections 86-89)

1. A Council may make Standing Orders for contractual purposes in accordance with tender rules prescribed under the Local Government in accordance with the relevant provisions of this Act;
2. Incur such expenditure and/or make loans or grants during periods of emergencies or disasters;
3. Accept, hold or administer gifts of property in line with its powers and functions;
4. Provision of information to the public about its services through suitable media.

Functions

BsAC and other Councils are mandated to provide the following services after agreeing with the responsible government ministry/department and provided it has the capacity to do so:

1. **Education**
 - a. Establish and manage or encourage and ensure the establishment and management of educational services at the ECD, lower basic, upper basic and senior secondary levels in accordance with the Education Act and national policy guidelines
 - b. Encourage the establishment of income generating and skills enhancing projects/programmes in these educational institutions
 - c. Take full responsibility for the management of existing schools in the BsAC after its transfer through an order published in the Gazette by the responsible Minister and other functions prescribed by the responsible Minister
2. Provision of agricultural services (extension services and centres, promotion of research and planning, contribute to research funding, participate in policy planning and formulation, support producer associations and other functions as may be assigned by relevant authorities);
3. Sustainable management of the environment and natural resources and any other functions transferred or assigned to it;
4. Management of major health centres, sub-dispensaries, all primary health care services including maternal and child health services, distribution of pharmaceutical products and vaccines to health facilities and general hygiene and sanitation in accordance with the Public Health Act, related regulations and national policies;
5. Establishment of Local Roads Authority for the upkeep and maintenance of secondary roads in accordance with the Roads and Highway Act.

6. Provision of offices and other structures for work or related purposes;
7. Acquisition (including compulsory acquisition), appropriation and disposal of land in accordance with the relevant act;
8. Undertaking planning and implementation of development projects/programmes including the coordination of donor support and approval of all project agreements within its jurisdiction through the incorporation of ward development plans and involvement of its people;
9. The establishment, registration, removal of members and dissolution of Village and Ward Development and Technical Advisory Committees.

Other powers of **BsAC** are derived from Sections 8, 12, 14, 20 and 23 of the **Finance and Audit Act, 2004** and include the following:

1. The right and obligation to formulate, approve and implement its budgets and that priority shall always be accorded to national priority programme areas;
2. Subject to the provisions of this and other Acts, **BsAC** shall have financial autonomy over financial matters;
3. Borrow (raise loans or overdrafts) to discharge its functions from time to time with the prior approval of the Secretary of State;
4. Levy rates and taxes including licensing fees within URR except licensing fees within the Tourism Development sector.

Other Critical Legal and Policy Framework

The following includes critical legal and policy documents which affect the effective functioning of **BsAC** and thus have been reviewed to ensure that there is coherence and correspondence within **BsAC**, and between **BsAC** and other sectors:

1. The National Development Plan (NDP) 2018;
2. The Gambia Action Plan for Decentralisation and Local Government Development, 2015-2019;
3. The Gambia National Policy for Decentralisation and Local Development, 2015-2024;
4. The Constitution of The Gambia, 1997;
5. Revised National Youth Policy 2016-2018;
6. National Youth Service Scheme Act 2015;
7. Programme for Accelerated Growth & Employment (PAGE);
8. The Gambia Tourism Board Act, 2011;
9. The Gambia Livestock Marketing Agency Act, 2008
10. National Roads Authority Act, 2003;
11. The Children's Act, 2005;
12. Women's Act, 2010;
13. National Environment Agency (NEMA) Act, 1994;
14. National Health Care Waste Management Plan, 2014;
15. MOLRG Draft Strategic Plan, 2015-2019;
16. Local Government Service Commission Regulations;
17. Climate Change Policy;
18. Agriculture and Natural Resource Policy, 2009-2015
19. Gambia National Agricultural Investment Programme, 2010-2015.
20. Schemes of Service For The Local Government Service.

Areas/Issues for Harmonisation

These are areas where BsAC, like all other councils have a mandate to function in, but also seem to be in the mandate of other institutions; thus, creating confusing and potential conflict between these institutions. BsAC will conduct a thorough review of all the relevant Acts and policies to ensure harmonisation between its mandate, and those of other government institutions.

1.2 Context/Background

This plans shall constitute BsAC's first strategic and development plan. BsAC has not had a history of planning, and plan execution at the regional level and has no lessons to learn from implementation of past plans except lessons from the lack of plans and a planning culture.

With the advent of the New Gambia through the 2016 Presidential elections, the 2017 Mayoral and Council elections, by which all Councils witnessed massive overhauls in their political make-up, BsAC elected a new Chairman and 14 councillors to represent each of its 14 wards in decision making at the Council level. However, in recognition of the need for plans to better harness regional development the resources available to the URR, and with the help of the Community Development Officers attached to the BsAC, URR underwent consultations at the village levels and in regional meetings developed ward and district plans. These ward development plans already sensitive to the village needs of each ward were the entry points in the consultations for this strategic plan and in generating the strategic priorities of each ward and district. The objective to preparing this strategic plan is partly to take account of and utilise the opportunities provided under the National Development Plan to accelerate the development of URR.

The new found democracy in The Gambia has enabled institutional operational independence across all public and private sectors, and from this, all Councils have a uniquely unprecedented opportunity to be accountable to its electorates and communities, the ability to more effectively and realistically undertake institutional and systemic transformations that will deliver promised development and make lives better for citizens.

This BsAC strategic Plan (2019 – 2022) is the result of these considerations and shall constitute the institutional and systemic tools by which the NDP development delivery of democracy and decentralisation to the local communities is ensured.

The NDP, reflections on page 154, and under the caption decentralisation, it was reported that *“the 1997 Constitution provides for decentralization by devolution of some central government functions to local governments. These constitutional provisions led to the Enabling Policy and Legal Framework on Local Government Reform in The Gambia, and to the enactment of the Local Government Act (2002), the Local Government Staff Service Rules (2003), the Local Government Finance and Audit Act (2004), the Decentralization Policy (2007) and Local Government Service Commission Regulations (2010).*

The objectives of the decentralization program, established in 1980 are to give communities a more inclusive role on the utilization and management of local resources. This has undoubtedly increased participation and enhanced accountability of decision makers to the public. The decentralization agenda extends the process of democratization to the local levels and promotes a community-based approach to development, including assistance to migrants, especially youth, returning to The Gambia.

The decentralization of central functions to regional levels and to autonomous elected local governments is a key part of the Local Government Act 2002 (amended in 2015). It brings decision making closer to the people (as voters, consumers, and tax payers) to ensure that decisions made reflect local needs and priorities, resulting in more economical and efficient allocation of resources and service delivery.

The decentralization program started well with an initial surge in support from development partners, strong political will, and commitment from government. However, in the past few years, with a gradual waning of donor support and a tight government budget, the much-anticipated government support has not been forthcoming; as such the decentralization process has stalled. In addition, the momentum waned due to domestic issues around political will, inadequate funding, low competences in councils, role conflicts between the centre and the periphery and between councils and new semi-autonomous entities”.

In the context of the NDP the requirement to align LGA strategic plans to the NDP is a commitment by the new government to greater decentralisation and devolution of authority to elected officials at the local level to much better harness the potential for more effective management and service delivery.

1.2.1 Review of Existing Policies

On attainment of Independence by The Gambia in 1965, Local Councils were established emerging from what used to be called Group Treasuries. Shortly after Independence, the Local Province Act was passed. As a result of the passage of that Act, Local Government Authorities were established in all the Divisions, now called Regions except Banjul, which continues to be administered under Cap 10 (1) of the Local Government Act.

Subdivisions of BsAC

Basse Area Council (BsAC) is divided into seven constituencies or districts, each headed by a National Assembly Member (NAM). The seven constituencies are Fulladou East, Jimara District, Kantora District, Tumana District, Sandu District, Wuli West District and Wuli East District. Each district is divided into two wards, meaning that in all, there are fourteen (14) wards in BsAC. Each of these wards is headed by an elected councillor, who sits in council in Basse to represent respective electorate wards.

By requirements under the Local Government Act 2002, three (3) other councillors are nominated to represent women, youths and chiefs. The Nominated Councillors have different social and corporate responsibilities in accordance with the social groupings whose interest they represent in Council. This brings the total number of councillors in Chambers to seventeen (17).

The URR is also divided into 368 villages with an Alkalo heading each village. These are the traditional leaders at this level.

Location and Size of BsAC

According to the recent BsAC profile (used here as the basic source for baseline data for this strategic planning), Basse LGA is one of the eight Local Government Areas (LGAs) in The Gambia. It constitutes the eastern part of the country covering both the northern and southern parts of the country bordering Senegal in the East, and Kuntaur LGA on its north western border, and Janjanbureh LGA on its southern west border. It is the third largest LGA in the country. The headquarters of the LGA is Basse town. From the 2013 Population and Housing Census, the population of Basse LGA was confirmed to be 237,220 people, which was distributed as males (47.6%) and females (52.4%)—indicating a sex ratio of 91 males per 100 females. Of its seven districts (Jimara, Basse Tumana, Kantora, Wuli East, Wuli West and Sandu), Basse is the most populated district.

Socioeconomic and Demographic Profile

Like the national population, the population of the URR is youthful—around 49 per cent of the population is below the age of 15; and 47.4 per cent in the working age group of 15-64 and 3.2 per cent aged 65 years and older according to the IHS 2015/16.

Disaggregating the Basse LGA's population by broad age group across the districts indicates a similar pattern. However, the working age population for all the districts in the URR—except for Basse district—are below 50 per cent. The population aged 65 years and over is above the LGA's average and around 4 per cent each in Jimara, Tumana and Kantora respectively (see Table 1).

Table 1: Percentage distribution of population by broad age group by district, 2015/16

LGA/District	0-14	15-64	65+	Total Dependency Ratio
Basse LGA	49.4	47.4	3.2	111.1
Jimara	49.4	47	3.6	112.7
Basse	44.9	52.7	2.5	89.9
Tumana	51.9	44.5	3.6	124.7
Kantora	50	45.9	4.2	118.1
Wuli West	50.1	47.4	2.6	111.0
Wuli East	51.5	45.8	2.7	118.5
Sandu	51.6	45.5	2.9	119.7

Source: Local Government Area (LGA) Profile, Basse Local Government Area, August 2018

Dependency ratios are important for both household and governments' budget decisions. A high dependency ratio indicates a high economic burden on the working population and more public investment to meet the needs of young and elderly people. In other words, the dependency ratio gives an indication of potential social support requirements arising from the population age structure¹. As noted earlier, 47.4 per cent of the population are in the working age population of 15-64 years, 49.4 are below 15 years while 3.2 per cent are 65 years and older. This implies a total dependency ratio in the working people population is over 100. The dependency ratios are highest in Tumana (125), Sandu (120), Kantora and Wuli East districts, (118 each) and lowest in Basse— 90.

ECONOMIC ACTIVITY/LIVELIHOODS

The notion of work is broader and deeper than just jobs or employment alone. Work enhances human wellbeing by providing incomes and livelihoods, by reducing poverty, and by ensuring equitable growth. It also allows people to participate fully in society while affording them a sense of dignity and worth.²

The IHS 2015/16 asked about the economic activity status of all persons aged five years and older. Those in the labour force were also asked about the industry in which they were engaged and whether or not they were employed.

Economic Activity Status of the Working Age Population

The economic activity status of the working population aged 15-64 years shows that 87.8 per cent of the reference population were economically active at the time of the IHS and 12.2 per cent inactive. With the exception of Basse, the proportion of the 15-64 year olds that are economically active is at least 85 per cent across all districts. For example, more than 9 out of 10 people aged 15-64 years in Tumana, Kantora, the Wulis and Sandu were economically active. The proportion of the economically active population in the LGA was also higher among males than females—92.4 per cent and 84.3 per cent respectively. A similar pattern is observed at the district level.

The economically active population consists of the employed and unemployed persons. This section examines the proportion of the economic active population that were employed and unemployed at the time of the IHS. Employment rate among the economically active population is significantly high; for example, all the economically active population in the LGA were employed at the time of the survey. A similar pattern is observed at the district level. In fact, full employment was observed in the majority of the districts.

However, it is worth mentioning that the full employment rate in these areas is a paradox as employment in the LGA remains overwhelmingly informal. While defining and measuring underemployment is not clear-cut, subsistence agriculture and informal employment are features of pervasive underemployment rather than open unemployment. Time-related underemployment where workers are involuntarily working part-time is also pervasive.

Employment by Industry

Wholesale/Retail Trade, and Agriculture/Forestry/Fisheries are the main employers in Basse LGA, engaging 10.7 per cent and nearly 77.2 per cent of employed persons respectively. The services sector also engages a small proportion of the employed persons—LGA average of 1.7 per cent. Agriculture, forestry and fisheries are an important industry for employed persons in districts other than Basse, engaging up to 94.8 per cent of those in Wuli West, and 81.4 per cent in Jimara. However, this industry absorbs only 30.7 per cent of the employed persons in Basse, which is mainly an urban district.

Youth Labour Force Participation

¹ ibid

² UNDP (2015).

The national definition for ‘youth’ is persons of ages 15 to 35 years, which is consistent with the African Union (AU) definition. Participation of youth in the labour market shows that 85.8 per cent of the youth in Basse LGA were economically active at the time of the IHS and 14.2 per cent inactive. More male youth are economically active compared to females and this holds true for all the districts. The proportion of youth who are economically active was at least 82 per cent in all the districts except Basse, ranging from 82.3 per cent in Jimara to 97.5 per cent in Wuli West.

POVERTY

Table 2: Percentage share of consumption expenditure by key components by district, 2015/16

LGA/District	FOOD	NON-FOOD				
	Total food	Education	Health	Rent	Electricity	Total non-food
Basse LGA	68.7	1.0	1.7	4.8	0.6	31.3
Jimara	68.6	0.9	1.6	4.1	0.5	31.4
Basse	61.5	1.2	1.5	5.6	1.1	38.5
Tumana	67.7	1.0	2.1	4.3	0.4	32.3
Kantora	69.6	0.9	1.6	5.2	0.6	30.4
Wuli West	75.3	1.0	2.4	4.8	0.0	24.7
Wuli East	78.1	1.0	1.1	4.2	0.0	21.9
Sandu	77.6	0.7	1.9	4.6	0.0	22.4

Source: Local Government Area (LGA) Profile, Basse Local Government Area, August 2018

On average, 59.4 per cent of the population in Basse LGA were found to be living in absolute poverty. This translates into 144,702 people in the LGA living in poverty as at the 2015/16 IHS. However, there are wide variations across districts with Kantora, Sandu and the Wulis being relatively poorer than the Tumana, Basse and Jimara respectively. In fact, Wuli West has the highest poverty headcount ratio—84.2 per cent while Jimara is the least poor with 41.5 per cent of its population living in absolute poverty.

The average poverty gap index for URR was estimated at 22.1 per cent, meaning that the average poor person in the LGA was 22.1 per cent away from the absolute poverty line. Examining the data from the level of districts show that not only are the people in the Sandu and the Wulis are poorer, they are also further away from the absolute poverty line with poverty gaps ranging from 32.1 per cent in Sandu to 37.8 per cent in Wuli West. People living in poverty in Jimara district were better off with average poverty gap of 12.7 per cent.

Extreme poverty shows the level of vulnerability faced by households that cannot meet their basic food minimum needs, even if they allocated all their incomes to food. However, it is worth mentioning that households above the food poverty line could be ‘food-poor’ depending on how they choose to spend their money.

Estimation based on the IHS 2015/16 suggests that about 32 per cent of population do not have the means to meet the required daily minimum calories of 2,400 per person per day even if they limit their consumption to just food. This translates into 78,258 people who at the time of the IHS did not have enough to meet their basic food expenditure. Once again, the proportion of people living in extreme poverty was higher in Sandu and the Wulis than in Basse and Jimara respectively; but there were more people living in extreme poverty in Kantora.

The shortfall of those living in extreme poverty was highest in Sandu and the Wulis with poverty gap index ranging from 14.8 per cent in Wuli East to 19.0 per cent in Wuli West. This holds true for the poverty severity index as well (see Table 3).

Table 3: Extreme poverty headcount, poverty gap and severity by district, 2015/16

LGA/District	Head count	Poverty Gap	Poverty Severity	Number of poor
	%	%	%	
Basse LGA	32.1	9.2	3.8	78,258
Jimara	17.6	3.6	1.3	7,867
Basse	15.9	4.4	1.6	8,020
Tumana	21.0	4.7	1.6	8,026
Kantora	44.3	13.2	5.5	17,473
Wuli West	57.6	19.0	8.2	12,918
Wuli East	50.2	14.8	6.7	12,185
Sandu	48.4	15.2	6.8	11,769

Source: Local Government Area (LGA) Profile, Basse Local Government Area, August 2018

Table 4: Percentage distribution of households by most important measures the Government should take to improve households' living standards by district, 2015/16

LGA/District	Create employment	Improve access to education	Improve access to health	Paved roads	Improve access to housing	Improve access to credit	Improve access to water	Improve access to electricity	Increase minimum wages	Fight corruption
Basse LGA	58.3	7.3	9.5	11.1	0.8	3.0	3.6	2.6	1.0	2.5
Jimara	64.6	5.2	9.2	4.1	0.6	5.0	2.1	2.4	0.9	4.7
Basse	75.7	4.9	4.8	1.2	1.9	3.2	0.9	2.9	2.4	2.2
Tumana	65.5	4.9	8.3	3.8	0.9	5.2	2.6	4.5	0.4	4.1
Kantora	54.2	8.7	12.1	15.1	0.0	1.3	4.1	1.7	0.7	2.2
Wuli West	30.2	12.8	17.6	30.1	0.0	1.4	6.0	1.3	0.2	0.4
Wuli East	30.5	13.3	8.8	32.0	0.2	1.0	10.6	2.3	0.0	1.2
Sandu	33.0	11.6	17.3	28.1	0.4	0.2	7.6	1.6	0.0	0.2

Source: Local Government Area (LGA) Profile, Basse Local Government Area, August 2018

EDUCATION

At the district level, Basse has the highest proportion of male children who went to school in the past—7.7 per cent, followed by Wuli East where 4.5 per cent of the male children went to school in the past. On the other, Tumana (8.6%) and Jimara (6.9%) have the highest proportions of female children who went to school in the past. Across the districts, there were more male children in school than females with the exception of Basse, Wuli East and Sandu districts where the proportion of female children in school were slightly higher than male children. Further, the proportion of females that never attended school was lower than males in all districts except for Kantora and Wuli West (see Table 5).

Table 5: Percentage distribution of children aged 3-18 years by school attendance status, sex and district, 2015/16

LGA/District	MALE				FEMALE			
	Count	Attended in the past	In school	Never attended	Count	Attended in the past	In school	Never attended
Basse LGA	57,072	3.9	45.3	50.8	52,571	5.6	44.9	49.4
Jimara	10,787	3.6	52.9	43.5	9,734	6.9	52.7	40.4
Basse	10,966	7.7	54.0	38.3	9,853	6.8	59.9	33.2
Tumana	9,353	3.4	48.4	48.2	8,679	8.6	43.5	47.9
Kantora	8,950	2.5	39.7	57.8	8,606	2.2	36.7	61.1
Wuli West	5,495	2.6	39.1	58.3	4,757	6.0	30.8	63.2
Wuli East	5,553	4.5	36.3	59.3	5,581	4.4	38.1	57.5
Sandu	5,969	1.0	33.0	66.0	5,361	2.8	38.5	58.8

Source: Local Government Area (LGA) Profile, Basse Local Government Area, August 2018

There were 4,990 children aged 3-18 years who were in school in the past but were no longer attending school at the time of the IHS. At the level of the LGA, 18.9 per cent of the reference population were out of school because it is too expensive.

It is surprising that 32.8 per cent of the respondents reported that the children were **no longer attending school because it is not useful**. In fact, at district level, at least 49 per cent of the respondents in the Wulis and 61.7 per cent in Kantora cited this as the reason why children were no longer attending school. It was reported that 5.5 per cent of children were no longer attending school because they failed the examination to transition to another level. This was the reason for about 7 per cent of the respondents in Jimara, 12.2 per cent in Tumana and 15.9 per cent in Sandu. Other reasons reported for not attending school were getting married, and extremely long distances between villages / towns and schools, among others.

School Enrolment

School enrolment is the first step towards fulfilling the principle of 'leaving no one behind' in access to education. This section presents the state of children's enrolment and it provides information on gross and net enrolment at various levels of the education system.

The Gross Enrolment Ratio (GER) is the total number of students enrolled in a given level of education—primary, secondary or tertiary—regardless of age, expressed as a percentage of the official school-age population corresponding to the same level of education. For the tertiary level, the population used is the 5-year age group starting from the official secondary school graduation age. The GER indicates the capacity of the education system to enrol students of a particular age group. A high GER generally indicates a high degree of participation, whether the students belong to the official age group or not. A GER value greater than 100 per cent is a result of grade repetition and entry at ages younger or older than the official age at that grade level.³

The average GER at primary school level for URR was estimated at 82.9 per cent for both sexes, 83.1 per cent for males and 82.8 per cent for females respectively. The primary school level GER exceeds 80 per cent in Jimara, Basse and Tumana for both sexes.

Regarding secondary school GER, the LGA's average was 23.3 per cent for both sexes. The disaggregation by sex indicates a lower female GER—22.4 per cent compared to 24.2 per cent for males. A similar pattern is observed at the district level except for Jimara and Tumana where female GER is higher than males. GER at tertiary level depicts a similar picture---higher male GER. Female GER at this level is 0.4 per cent compared to 1.8 per cent of males at the LGA level. Across districts, the tertiary level

³ UIS (2018).

GER for males and females are zero for number districts. However, the gap between males and females in the remaining districts are wide—shows high disparity (see Table 6).

Table 6: Gross Enrolment Ratios by level of education, sex and district, 2015/16

LGA/District	Primary			Secondary			Tertiary		
	Both sexes	Male	Female	Both sexes	Male	Female	Both sexes	Male	Female
Basse LGA	82.9	83.1	82.8	23.3	24.2	22.4	0.9	1.8	0.4
Jimara	96.4	98.2	94.4	22.6	21.4	23.8	0.6	1.2	0.0
Basse	91.8	85.8	99.0	45.3	47.0	43.9	2.2	5.3	0.9
Tumana	86.6	91.7	81.3	17.7	17.2	18.3	0.0	0.0	0.0
Kantora	78.0	81.3	74.8	11.8	18.0	6.2	0.0	0.0	0.0
Wuli West	68.0	77.7	57.1	18.3	20.5	15.7	1.4	1.8	1.1
Wuli East	70.2	66.3	74.6	14.7	14.0	15.4	0.9	2.6	0.0
Sandu	68.5	61.0	77.3	18.2	19.1	17.4	0.5	0.0	4.

Source: Local Government Area (LGA) Profile, Basse Local Government Area, August 2018

Gross and net enrolment in early childhood education is presented in Table 7. At the URR level, both gross (18.4%) and net (13.3%) enrolments are low for both female and male children. The GER and NER for females and males are below 24 per cent across districts except the female GER for Basse (30.5%). A similar pattern is observed when one looks at both sexes for both GER and NER across all districts.

Table 7: Percentage distribution of population aged 3-6 years by gross enrolment ratios and net enrolment rates for Early Childhood development and sex, by district, 2015/16

LGA/District	Gross			Net		
	Both sexes	Male	Female	Both sexes	Male	Female
Basse LGA	18.4	17.7	19.3	13.3	12.9	13.8
Jimara	21.6	18.0	25.3	16.5	13.7	19.4
Basse	27.2	24.6	30.5	16.8	15.8	18.1
Tumana	21.3	23.0	19.3	15.3	17.1	13.2
Kantora	13.0	13.9	11.9	9.2	9.3	9.1
Wuli West	13.7	12.9	14.7	10.9	10.2	11.7
Wuli East	15.2	14.0	16.3	12.7	11.5	13.8
Sandu	11.3	11.6	10.8	8.8	9.8	7.6

Source: Local Government Area (LGA) Profile, Basse Local Government Area, August 2018

HEALTH

Health care services in The Gambia and in the LGAs are mainly provided by the government with 80 per cent of the sick seeking care from public health facilities in 2015/16. This section examines the health seeking behaviour of the people of URR and discusses morbidity incidence, action taken by those who were reported to have been sick, or injured during the survey reference period, and ascertains the reasons why some of those reported sick or injured did not seek any form of healthcare intervention. In addition, the Chapter examines the following aspects of health:

- Access to health care services;
- Out-of- pocket health expenditure;
- Maternal and child health care delivery;

- Assistance during delivery;
- Child immunization

The term 'morbidity rate' refers to the rate at which illness occurs in a population. The information is useful to define the levels and variations in public health, and to check the effectiveness of a country's curative and preventive measures. In addition, morbidity statistics provide a valuable source of information for use in planning health services. The 2015/16 IHS collected data on the incidence of diseases/sickness as well as the main type of sickness/injury experienced by the population.

Overall, 8.1 per cent of the population in URR were reported to have been sick within the survey reference period of two weeks preceding the IHS. The findings of the survey shows that 8.4 per cent of the female population were reported to have been sick compared to 7.8 per cent of the male population. The morbidity rate was more than 8 per cent in Jimara, Tumana and Wuli West. Across the districts morbidity among both sexes ranged from 7.0 per cent in Basse district to 10.0 per cent in Tumana.

Respondents were also asked whether those who were sick consulted a healthcare provider when they fell ill only, or for illness and other reasons.

An impressive health seeking behaviour across all the districts was observed. At least 7 out of 10 people consulted a healthcare practitioner for sickness, or illness and other reasons, ranging from 78.5 per cent in Tumana to 91.5 per cent in Sandu. In many cases, a slightly higher proportion of females consulted a health practitioner than males.

The health care system in The Gambia is a blend of private and public health care providers. There are also several non-governmental organizations owned and operated facilities. Health care service consumers make a choice on where to receive health care services based on a number of factors. Typically, the choice of health care providing facility is based on six criteria—quality of service provided, access to providers (both facilities and physicians), out-of-pocket costs, health provider communication skills, courtesy and administrative burden. Interplay of the availability and affordability of drug, geographical accessibility to the facility, travel time as well as appropriate opening hours are also important contributors to patients' choice of care providing facility.⁴

The IHS 2015/16 asked respondents the type of facility that those who were reported to have been sick/injured and sought healthcare services visited. Generally, public facilities, especially health centres were visited more than the private ones perhaps due to the costs associated with using private facilities. At the URR level, 64.5 per cent of those who visited a health facility went to a health centre and 6.2 per cent to a hospital. District analysis show that over 71 per cent of those who were reported sick in Tumana, Kantora and Wuli East visited a public health centre. The proportion of the population that visited hospitals was highest in Jimara (13.1%) and Basse -7.2 per cent.

As stated earlier, many reasons influence patients' healthcare seeking behaviour and often includes all aspects of quality of care indicators. It is evident that the most prominent reason for not seeking health care services is lack of medical supplies—reported by an average of 35.2 per cent of respondents in Basse LGA. Across all districts, lack of medical supplies was the main reason for not seeking health care. In fact, it was the only reason reported by the respondents in Jimara. A significant proportion of the respondents also reported high cost (too expensive) and long waiting times as the reasons for not seeking care. In Wuli East, a 'significant proportion' cited 'no faith in the healing power' of the health care system as the main reason for not seeking care.

⁴ Sahn, et al. (2003).

The time it takes to reach health facilities is an indication of the level of access to healthcare services. Achieving equity in access to health care requires creative strategies to address the effect of distance in health care utilisation. Studies have also shown that long distance to health facilities is a major risk to child survival and skilled attendance of delivery.⁵

The data shows that people have reasonable access to health facilities in Basse LGA and its districts. About 75 per cent of those who visited a health facility accessed it within an average of 30 minutes. About 44 per cent accessed a health facility in less than 15 minutes while about 8 per cent took 60 minutes or more to get to a health facility. In Kantora, 47 per cent of those who sought health care accessed it in less than 15 minutes while 50.1 per cent of those in Sandu accessed a health facility within that time. Higher proportions of those in Jimara accessed a health facility within 30 minutes-82.2 per cent and 13.7 per cent in Wuli West accessed health facility within 60 minutes or more.

Maternal and Child Health Care Delivery

In The Gambia, the maternal mortality ratio was estimated at 706 deaths per 100,000 live births in 2016.⁶ The 2013 Population and Housing Census estimated that 35 out of 1,000 children born alive would not live to celebrate their first birthday while 63 out of 1,000 would not live to celebrate their fifth birthday. Reducing maternal and child mortality is one of the priorities of the international community, as enunciated in the 2030 Sustainable Development Agenda. Improving the well-being of mothers, infants, and children is an important public health goal for The Gambia. One of the outcomes of the NDP 2018-2021 is: ***“strengthened quality health service delivery for reduction of maternal, new born, infant, child, adolescent morbidity and mortality and improve adolescent and youth health”***

The majority of births in Basse LGA occur in health facilities—hospitals or health centres. 42.1 per cent of all births in Basse LGA occurred in a health facility but there are variations across districts. More than 6 out 10 births in Basse took place in a health facility. The proportion of births that occurred in a health facility is less than 50 per cent from Kantora (49.4%) to Wuli West (22.2%).

In terms of percentage distribution of births by place of delivery and district, the LGA average, 4.7 per cent of all births occurred in hospitals, 37.4 per cent in health centres, 2.7 per cent occurred at home while 55.3 per cent at a place of families/friends. At the district level, a significant proportion of births occurred outside the health facilities - at a place of family/friend. Meanwhile, in Jimara, Kantora and Basse, a larger proportion of births occurred in health centres/facilities.

Most obstetric complications could be prevented, or managed if women have access to a skilled birth attendant—doctor, nurse, midwife—during childbirth. This section ascertains the level of skilled attendants of births in Basse LGA and its districts. Overall 44 per cent of births in the LGA were assisted by Skilled attendant (i.e. doctor and midwife/nurse). Meanwhile, 37.9 per cent of births were assisted by midwives/nurses, while 31 per cent of births were assisted by untrained TBA (Traditional Birth Attendant). Across the districts, Kantora, Jimara and Basse had more than 50 per cent of all births assisted by skilled personnel. Untrained TBAs assisted more than 50 per cent of births (the Wulis and Sandu) in a number of the districts.

Child Immunisation

Childhood immunisation helps to protect children from serious diseases and preventable deaths resulting from diphtheria, tetanus, whooping cough (pertussis), polio, pneumococcal disease, meningococcal C disease, hepatitis B, chickenpox (varicella), measles, mumps and rubella (also known as German measles). Vaccines work by triggering the immune system to fight against these diseases. If a vaccinated person is

⁵ See for example Anja Schoeps Sabine Gabrysch Louis Niamba Ali Sié Heiko Becher (2011). *The Effect of Distance to Health-Care Facilities on Childhood Mortality in Rural Burkina Faso*. *American Journal of Epidemiology*, Volume 173, Issue 5, 1 March 2011, Pages 492–498, <https://doi.org/10.1093/aje/kwq386>

⁶ *United Nations Maternal Mortality Estimation Group* (2016).

exposed to these diseases, their immune system is able to respond more effectively, preventing the disease from developing or greatly reducing its severity.

The Immunisation status of children aged between 0-59 months presented shows impressive immunization rates. More than 9 out of 10 children aged 0-59 months across all the districts had a vaccination card and a similar proportion received their Bacille Calmette Guerin (BCG), Poliomyelitis (Polio) and Diphtheria, Tetanus and Pertussis (DPT) vaccinations. More than 8 out of 10 children have also been vaccinated against measles.

WATER AND SANITATION

The benefits of access to improved drinking water sources cannot be fully realized unless it is combined with access to improved sanitation and adherence to good hygiene practices. Access to water, sanitation and hygiene—known collectively as WASH—has wider socio-economic impacts, particularly for women and girls. Access to water and sanitation are considered core socio-economic and health indicators, and key determinants of child survival, maternal, and children’s health, family wellbeing, and economic productivity.

The World Health Organization (WHO) defines improved drinking water sources as households with piped connection, public standpipe, boreholes, protected dug wells, protected spring and rainwater collection. Unimproved water sources are those from unprotected wells, unprotected spring, rivers or ponds, vendor provided water, bottled water and tanker trucker water.

The majority of the households in Basse LGA and its districts have access to improved water sources—an average of 85.3 per cent. The proportion of households with piped into their dwellings or compounds was very small with highest proportion reported by households in the Basse district—36.3 per cent. With the exception of Tumana where 12.2 per cent of the households have piped water in their dwellings or compounds, the proportion of households with access to such facility is less than 10 per cent in the rest of the districts. Public wells with pumps is the main source of water for a significant proportion of households in Kantora—65.1 per cent, Wuli West—61 per cent and Jimara—61.6 per cent.

In spite of this impressive access to improved water sources, it must be noted that for households using ‘improved sources’ other than piped water in dwellings or compounds, poor water collection techniques, and storage facilities remains a potential threat to contaminating a household’s drinking water supply.

1.2.2 Stakeholder Analysis

The primary stakeholders of the BsAC are its people either residing in the region or those that transit through the region for trade and other purposes. This also includes businesses/institutions that are resident in the BsAC, and have a vested interest in what facilities exist in the BsAC and who for one reason or the other can choose to relocate to any other LGA in The Gambia where in their perceptions those facilities are much better provided. These are the people/institutions that consider these facilities critical to the choice of where they live or work, and who also have the capacity and readiness to invest in those services either by paying taxes/rates and/or through donations.

Table 8 below categorises BsAC stakeholders into central government, the private sector (investment community), compound or property owners, Political and Religious Organisations, Development Partners (NGOs, CBOs and Diplomatic Missions/Donors), Youth, Women and People Living with Disability. The table briefly summarises stakeholders’ expectations by category and as well the BsAC management expectations of stakeholders without which it might be difficult to deliver on the stakeholders’ expectations.

Table 8: Key Stakeholders and Mutual Expectations

Ref	Key stakeholder	Stakeholder Expectation	BsAC Expectations
1	Central Government	That BsAC will work in accordance with government policies and regulations, collaborate and partner with relevant stakeholders and enhance its capacity to enable full implementation of the decentralisation process. Specifically, this goes to address the cooperation between BsAC and the Office of the Governor on the side and of the MOFEA and MORGL on the other.	<ol style="list-style-type: none"> 1. That Central Government should honour its statutory subvention to BsAC and that it will continue to provide it with the requisite support to attain full autonomy. 2. That the variety of government institutions in the regions will support and reinforce the efforts of BsAC to successfully achieve implementation of its strategic plan.
2	Private Sector/Businesses	<ol style="list-style-type: none"> 1. BsAC will complement government in providing businesses the requisite environment (business, infrastructure, security, services such as health, education and sanitation) necessary for livelihood in the region. 2. That BsAC shall through negotiations with government provide special investment incentives in the region to take advantage of its proximity to Senegal, Guinea Bissau and Guinea Conakry. 	<ol style="list-style-type: none"> 1. Expects businesses to pay their rates/taxes/trade licence regularly and on time, to enable improved service delivery. 2. BsAC also expect that businesses will fully adhere to environmental protection (pollution and waste management) laws, policies and regulations. 3. BsAC expects private businesses to invest in agriculture and agriculture related industry and packaging and redistribution of commodities across the border. 4. Out of expectations 1 – 3, BsAC further expects businesses to throughput more finance into the region and increase economic activity, increase regional revenue off take and employment and improve the entire socioeconomic status of the region.
3	Compound/Property Owners	Provide them the necessary services such as infrastructure, access to water and electricity and sanitation.	Pay their compound rates regularly and make correct declarations to Council.
4	Religious Organisations	Be apolitical in the execution of its mandate by ensuring equitable distribution of development services and respect the diversity of the peoples of BsAC.	That they will inculcate a culture of patriotism and religious tolerance among the public especially the youth.
5	Youth	BsAC will continue to incorporate the needs and concerns of the youth in its development programmes.	They will be responsible and patriotic citizens of both BsAC and The Gambia.
6	Women	BsAC will continue its drive to empower women.	Women will fully utilise the empowerment opportunities being provided by BsAC.
7	People Living with Disability	That BsAC and the Government through the Department of Social Welfare should provide them with social safety nets to significantly reduce if not eradicate the begging syndrome and opportunities for accessing socioeconomic services education, health, etc.	The DPOG and other institutions representing people living with disability will continue to partner with BsAC and other government and NGO institutions in addressing the issues affecting people living with disability.
8	General Public	Improved development services, public relations, consultations, etc.	Collaborate with BsAC through adopting better attitudes towards development and through regular consultations through appropriate structures and channels.

1.2.3 Review of Operating Environment (SWOT)

The SWOT table herein reproduced is the outcome of the consultations with various stakeholders of the BsAC. The SWOT in annex B rendered the BsAC vision and mission statements realistic and also provided the road map to what the BsAC considers as the most critical priorities to concentrate on from 2019 to 2022. It is these priorities that have been aligned with those of the NDP on decentralisation and the planned activities in the NDP to support development at the community level.

External Environment (Opportunities and Threats)

The external environments of BsAC are the changes (things/happenings/dynamics) outside its domain and/or control and may have significant effects on the way it operates in fulfilling or achieving its mandate or objectives. BsAC shall take steps to determine appropriate responses to these changes as it strives to achieve its organisational objectives.

The following constitute the most critical external environmental factors that are either favourable for BsAC and can be exploited/optimised for its organisational reinvention (opportunities), or those that have potential to make this reinvention either difficult or even impossible and should be mitigated or avoided (threats):

- I. A more stable political and public administrative environment, making it possible for organisational stability at the BsAC end and for better strategic planning and plan implementation;
- II. BsAC's proximity to Senegal, Guinea Bissau and Guinea Conakry and bring about greater sub-regional trade possibilities;
- III. Current government choice through the NDP for decentralisation and utilising LGAs as instruments for delivery development services to communities, and also the government's readiness to rebuild their capacities and support to their institutionalisation programmes.

In addition to these opportunities are some critical threats that BsAC needs to navigate through with caution:

- IV. BsAC has a poor public image – related to inefficiency, corruption and ineffectiveness and needs to work very hard at redeeming this image to generate public support of all stakeholders to its programmes;
- V. Poor citizens attitudes towards conservation of the forest, which has significant negative environmental and economic impacts on farming and agricultural outputs with extended impacts of food security and malnutrition;
- VI. Poor attitudes towards education and the need to enrol all their children to school and allow all of them to complete educational careers. This continues to bedevil efforts at recreating the region;
- VII. Poor regional interconnecting road network, power and water supply and quality of health services in the region.

Internal Environment

The internal environment of BsAC includes all the elements that make BsAC a functional entity, despite what happens outside it. The factors that constitute the elements of the internal environment of BsAC are things/issues that it is doing very well and can boast of (strengths) and those that threaten its survival if not resolved (weaknesses).

While strengths should be utilised to exploit the opportunities in the external environment, weaknesses on the other hand should be mitigated and / or transformed into strengths. As opposed to the external environment, which may be difficult to change, BsAC can take positive action to change its internal

environment. The following constitute some of the critical internal environmental factors to the successful implementation of this plan:

- I. A high youthful but inadequately educated population constitute a huge energy source for all types of socioeconomic requirements at the regional level;
- II. The BsAC has the main governance and administrative structures of General Council and the Office of the CEO, which two are critical inputs into the workings of the BsAC and the URR;
- III. A significant support system by Government through the Office of the Governor and all the central government institutions at the disposal of the BsAC.

However, in spite of the above strengths, the following constitute weaknesses that threaten the continuing survival of BsAC and its ability to institutionally function to achieve the vision of overseeing the creation of ‘A Modern Regional Economic Hub that Assures an Alternative High Standard of living to its Residents’ out of the URR:

- I. Weak or lack of a suitable functioning organisational structure in Council. The office infrastructures are not well-kept and even the toilets are falling apart, and it is difficult to understand where to begin when one goes there to transact anything. The Chambers of council is not recognisable and is difficult to comprehend how the regional parliament of this area meets in such a dilapidated and not fit for purpose infrastructure.
- II. There are no financial and administrative support systems that can support the growth and transformation of a modern Council; its links to the wards and districts continue to be informal and traditional and not reflective of a growth-determined structural relationship of roles;
- III. Such that even with support of institutions such as physical planning and community development to name a few, the BsAC has not been able to reflect in the progress in community development planning and plan execution in villages and towns layouts, a long-term perspective on settlements and urban planning.

Taken together, it would be concluded that BsAC has serious internal institutional weaknesses far more than any strengths to be able to implement this strategic plan. Left alone the BsAC cannot implement this plan since its structures and operational mechanisms just do not have the institutional capacity to deliver. It is critical that the remedial strategic action of focus be institutional transformation and rebuilding of the BsAC.

Chapter 2: Organizational Context

BsAC is the third largest LGA and the furthest into the hinterland and with borders with Senegal and a greater proximity to Guinea Bissau and Guinea Conakry, two countries with which The Gambia shares so much, including family ties and trade. It is also the region through which all, or most people from the Northern side of The Gambia such as Nigeria, Ghana, etc. travel to The Gambia by land. Basse, the URR's capital city is a very busy multicultural and religiously diverse settlement and vehicular trade to and from the sub-region is significant. However, BsAC has never had a plan and judging from observations and documented reviews of how it is administered, it has a very weak organisational capacity and needs help.

With the advent of the New Gambia from the 2016 Presidential elections and the 2017 Mayoral elections, followed by the development of the NDP and mobilisation of resources through a donor roundtable, Government was able to attract significant donor and investor interest in The Gambia as detailed by the NDP. This led to a donor commitment of over Euro1.34 billion. The NDP identifies LGAs as the means for spreading development to local communities and also the means by which social intervention that address quality of life is most suitable.

In order to take advantage of the new opportunities provided the NDP for which reason this strategic plan has been developed, the BsAC is being suitably reinvented to provide for and implement the proper governance and management structures that will enable the delivery of decentralisation priority capacity building and service delivery and development promised in the NDP.

The National Development Plan

The NDP is the framework that shall guide public investment and development programming for The Gambia from 2018 to 2021 and the basis for its annual budgeting and resources roll-out to other public institutions including Local Government Institutions. It is also the barometer for donor support to The Gambia's development programming and implementation endeavours for the period 2018 to 2021 and for which reason a donor roundtable was undertaken in Brussels in 2018 – which achieved over €1.34 billion of donor commitment.

The NDP's development, and therefore it's public **investment programming priorities** are namely:

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

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

- I. A public sector that is efficient and responsive to the citizenry;
- II. Empowering the Gambian Woman to realize her full potential;
- III. Enhancing the role of the Gambian Diaspora in national development;
- IV. Promoting environmental sustainability, climate resilient communities and appropriate land use; Making The Gambia a Digital Nation and creating a modern information society;
- V. A civil society that is engaged and is a valued partner in national development;
- IX. Strengthening evidence-based policy, planning and decision-making.

Through these strategic priorities and critical enablers, the National Development Plan both domesticates and serves as an instrument for realizing the Sustainable Development Goals (SDGs), and the First Ten Year Implementation Plan of the African Agenda 2063.

The important nature of LGAs in the scheme of the NDP is central in that it is identified as part of the first priority of restoring good governance through decentralization and local governance, the main goal of which is **to achieve and sustain fully empowered and functional local government structures that stimulate and respond to the demographic and economic trends of the Gambia** (NDP 2018, p23). In this pursuit the NDP investment in decentralisation is expected to deliver at the end of 2021 the following outputs:

Fig. 1: Key Expected Results for Decentralization

- I. Increased number of professional staff in total council/LGA staff from 8 to 52;
- II. Increase in the number of functional decentralized structures including VDCs, WDCs, SWDCs with implemented Action Plans from 0% to 100%;
- III. Increased proportion of LGAs/Council with independent control of their fiscal operations from 0% to 100%;
- IV. Increased existence of a financial management systems at all LGAs from 2 to 7;
- V. A unified financial management system in existence at all LGA's and Governors offices;
- VI. Existence of regional strategic plans in all regions.

LGAs are considered as the greater structures of Government by which Government's service delivery at the local level is provided. Effective LGAs and efficient service delivery at the local level is equal to cascading development to the individual levels and ensuring social protection structures that will cater to even the most vulnerable in society. All of these whilst providing for a more effective economic distribution mechanism also ensures poverty and vulnerability reduction and enhances overall livelihoods.

To ensure this, the NDP plans in outcome 1.5, to achieve effective and harmonized policies and regulatory frameworks for enhanced coordination of the decentralization programme. Public investment in decentralisation shall be directed to:

1. **Resource Allocation**, which will gradually increase from the centre to the periphery, reverse the periodic eroding of councils properties to other agencies and which will honour the 25 per cent budgetary allocation by Central Governments to the LGAs;
2. **Responsibility for Public Services** where ownership of local infrastructure in education, health, irrigation, roads, sports and culture is given to municipalities, with the concomitant responsibility to maintain, equip and administer these facilities, and invest in new ones;
3. **Oversight Committees**, which will provide an alternative channel for representing popular demand in the policy-making process. It will be composed of representatives from local, grass-roots groups and these bodies will propose projects and oversee municipal expenditure;
4. **Creating new municipalities** will continue and its associated systems, tools, human resource, and accountability mechanisms will be strengthened.

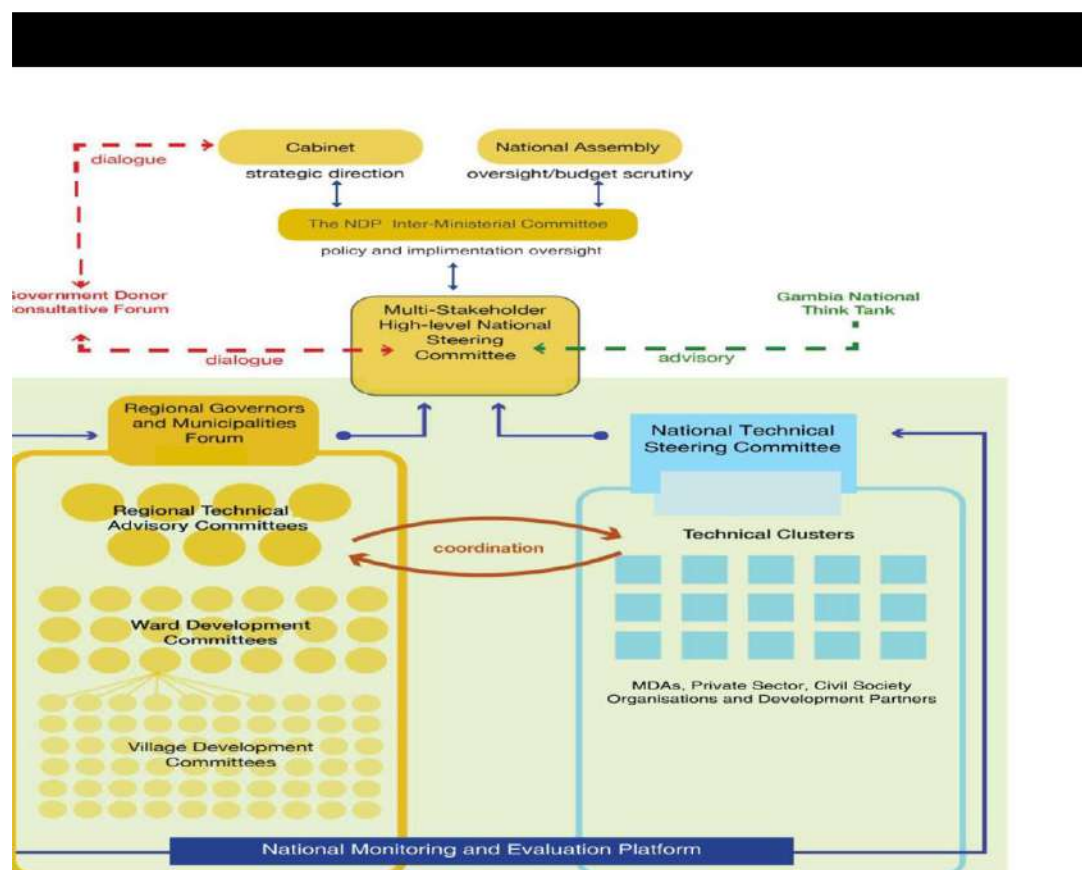
In outcome 1.7: Expanded Revenue Base of Councils supported by Standardized Financial Management and Accounting Systems, the NDP redirects public investment in LGAs to:

1. Procure and operationalize a **standardized and unified financial management and accounting system**: Currently, only 37 per cent of councils have computerized financial management packages. Government will during the plan period ensure that all the 8 councils (100 per cent) have standardized and unified financial management systems;
2. Develop and operationalize a **resource mobilization plan** for each LGA: The current base line is that only 1 council has a plan in place. Government will by 2021, ensure that all the 8 councils have their resource mobilization plans in place (100 per cent coverage) and implementation is in earnest.

The NDP plans the achievement of all of the decentralisation outcomes through developing and implementing evidence based planning, monitoring and evaluation in that Government will work with councils on the formulation of municipal strategic plans, as well as, the activation of planning authorities/boards. With these interventions, it is expected that all councils (100 per cent) will have functional strategic plans (NDP 2018, p25).

In the accountability framework, LGAs are represented at the Regional Governors/Mayors & Council Chairperson's Forum, which must ensure alignment of regional plans with the NDP, provide leadership at the regional level, and co-ordinate NDP related activities at regional level. This forum shall then cascade issues from the LGAs from this forum upwards and in consultation with the National Technical Steering Committee to both the National Think Tank (for technical advice) and the Government Donor Consultative forums for discussions/dialogue and progression to Cabinet for strategic direction and translation to policy. Its implementation is assured through monitoring by the Multi-stakeholders National Steering Committee to the NDP Inter-ministerial Committee and oversight by the National Assembly.

Fig. 2: NDP Institutional Arrangements



Source: Adapted from the NDP

In the NDP Flagship and Financing Strategy Paper, one of the documents prepared for the Brussels Donor Roundtable Conference held in May 2018, decentralised planning and development was one of three (the other two were constitutional review, & transitional justice; and civil service reforms) sectors/strategies identified for immediate implementation. Enhancing local governance planning, decentralised planning and development identified as cluster 1 (governance) is in reaction to the argument in the NDP that there is generally inadequate capacities of central and local actors to plan, implement and monitor programmes and that the decentralisation programme is affected by the reluctance of the central level to yield control of resources to local governments purportedly because of the latter's lack of management capacity (NDP Flagship and Financing Strategy, p8). The total estimated NDP budget for enhancing LGAs is US\$31.93 million. The expected outcomes from successful implementation of this project include:

- ✓ Empowered local government authorities and communities
- ✓ Increased revenue for local development
- ✓ Quality service delivery at all decentralised levels

To rationalise and provide a seamless throughput in both programming and disbursement of these commitments in all the projects and by donors to LGAs, Council strategic plans have had to be aligned to

the NDP. This means where possible, to align the Strategic Priorities and time horizon of the Strategic Plans of LGAs with those of the NDP.

The question therefore is how Councils reorganise so that resources from programmes and projects in the NDP may be throughput to them. And also, how do these councils transform into a much more functional governance structure whose actions over time shall lead to the empowerment of communities, increase their revenue bases and become more financially independent and institutionalise appropriate and effective accompanying financial management systems to forestall the LGA institutional structures.

This strategic plan is in response to the new NDP imperatives enumerated here above and will enable BsAC institutionally transform in the new democratisation context and proactively create the needed internal capacity to shoulder responsibilities arising from the devolution coming from the local government decentralisation. The full and successful implementation of this strategic plan will significantly contribute towards transforming the URR into a modern regional economic hub, capable of providing 'bright lights' livelihoods to the usual Greater Banjul Area (GBA) and reduce mass movements of people especially youths away from the regions.

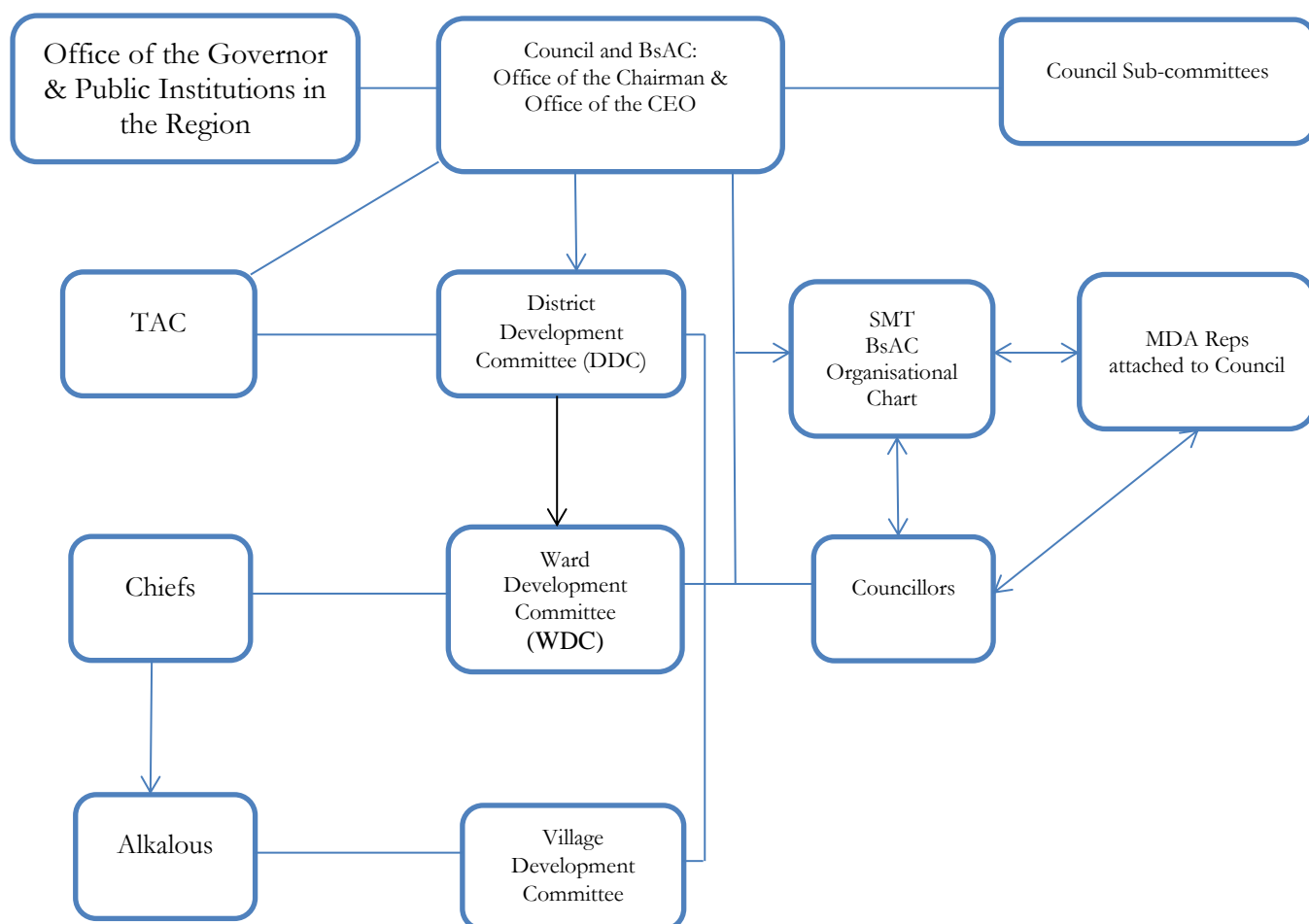
2.1 Organisation at the BsAC

The Scheme of Service for Local Government Service specifies the basic structure of the LGAs drawing inspiration from the Local Government Act 2002, which caters only for the administrative cadre ⁷. However, the Act specifies in Part III (Local Government Councils) that there must exist a council to which either a Chairperson/Mayor/Mayoress and councillors are elected and sit to undertake the governance responsibilities of the LGA, whilst in Part VI (The Local Government Service), it makes provision for administrative staff for the day to day functionality of the LGA. Together the Local Government Act 2002 and the Scheme of Service for Local Government Service enable an organisational structure for the BsAC that caters for both the LGA governance and administrative support.

⁷ Chief Executive
Deputy Chief Executive
Director of Administration
Deputy Director of Administration
Principal Administrative Officer
Senior Administrative Officer
Administrative Officer
Assistant Administrative Officer

2.1.1 Functional Organogram of the BsAC

Figure 3: Functional Organogram of BsAC

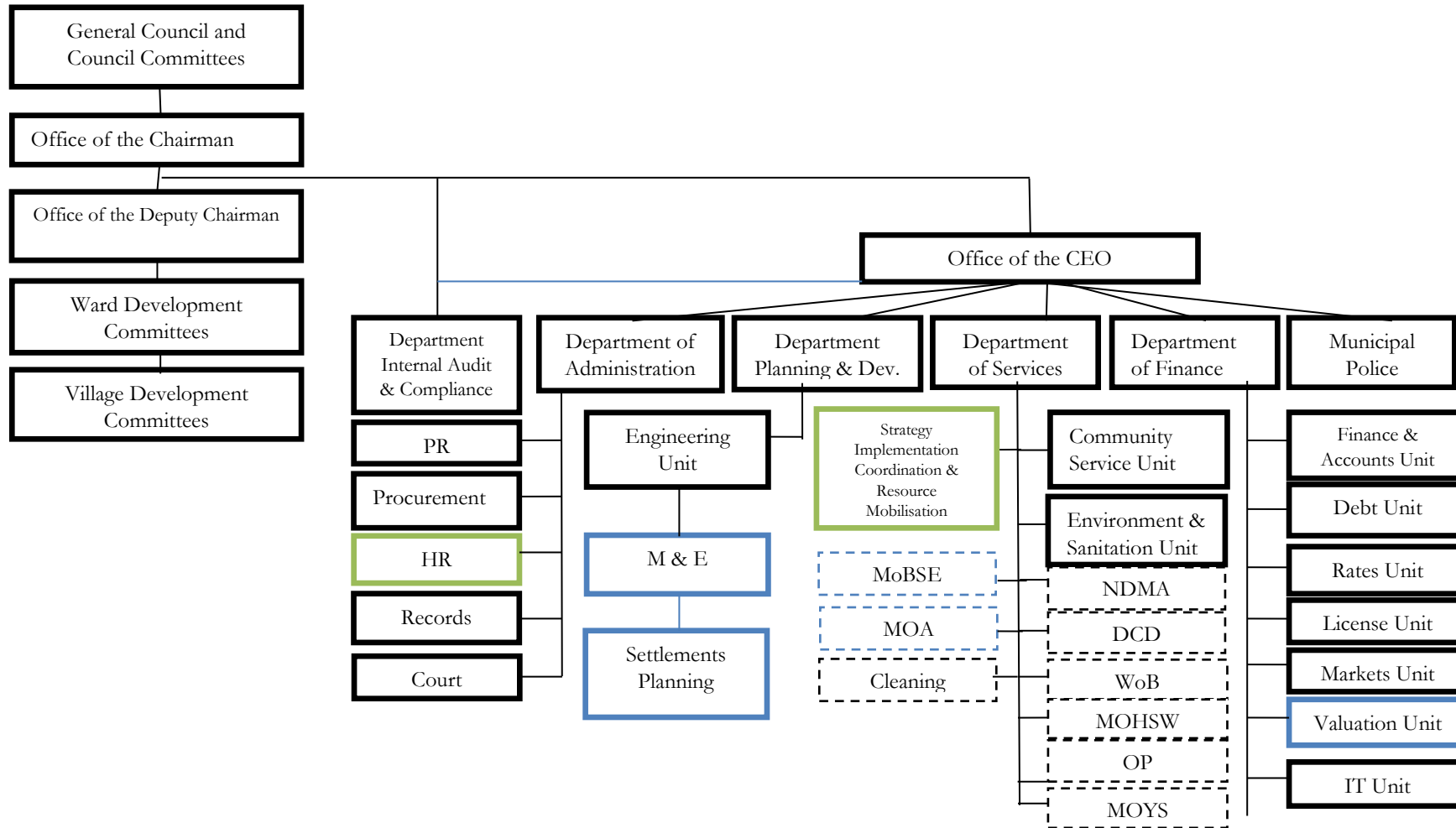


Notes

- I. Governance
 - a. Office of the Chairman and the Chamber of Councillors
 - b. The Council Sub-committees
 - c. Support from Office of the Governor
- II. Administration
 - a. The Chief Executive Officer (CEO)
 - b. Management and staff of BsAC
 - c. DDCs, WDCs & VDCs
- III. Council is responsible for socioeconomic development in the region whilst the Office of the Governor (representing Central Government) is responsible for public support to Council.
- IV. Most MDAs have presence in the Region all under the direction of the Governor and some of them attach support personnel to BsAC.
- V. The TAC is established to ensure coordination of the MDA support to Council and of development programming in the region.
- VI. Policy decisions belong to the Council in Chambers. TAC/MDFTs advise Council and the CEO on technical and policy matters.
- VII. Policy is cascaded to the wards and districts through the Chiefs and councillors and at village level by Alkalous.
- VIII. Councillors are also responsible for supporting the ward and village level understanding of policy either directly, or through the WDCs and VDCs.

2.1.2 Proposed Administrative Organisation Chart of BsAC

Figure 4: Proposed Administrative Organisational Chart of BsAC



2.2 Roles and Responsibilities in the Functional and Administrative Organograms

BsAC's functional organisational structure can be categorised by the following broad functions:

1. Governance, including legislation and policy evolution and
2. Policy Execution/implementation/administration.

General Council - Governance: Legislation and Policy Evolution

This is the highest office of the Council and is headed by the Chairman who is assisted by the Deputy Chairman. Other members of the General Council include the Chief Executive Officer, Councillors (fourteen elected ward councillors and three other nominated councillors representing youths, women, and chiefs) and the Clerk to Council. It is responsible for legislation and policy evolution for the Council. This includes enacting by-laws, establishing committees for key sectoral/thematic areas such as Foreign Relations, Finance, Establishment, Planning and Development, Health and Environment, Markets, Trade and Tourism. Council may constitute Council Committees to harness expertise in enhancing policy decisions coming from council. These committees also constitute the governance framework of council.

While the governance function of the Council is executed through the Office of the Chairman, Deputy Chairman, Councillors, Ward and Village Development Committees and Alkalous, the administration function is executed by the Office of the CEO with assistance from the Department of Administration and other departments including Finance, Planning & Development and Municipal Police.

Office of the CEO and General Management (Policy Execution)

The CEO is the technical head of Council and responsible for the day-to-day administration of the Council and ensures that legislation (bylaws) and policies evolved by the General Council are implemented effectively. He/she is the Accounting Officer and is assisted directly by the Department of Administration headed by the Director of Administration (advises the CEO on policy and management issues and administration of secretariat, records and personnel services) and other departments including the following:

1. **Department of Services** headed by a director charged with the responsibilities of providing basic social services, particularly environmental sanitation. It also supports the decentralization strategy and provides technical advice to Council on matters relating to the activities of relevant stakeholders. The department has two units:
 - a. **Community Service Unit** (provides capacity building and support for decentralised structures (ward and sub-ward development committees) in planning and linkages with development partners and the formation and training of CBOs) as well as resource mobilisation.
 - b. **Environment and Sanitation Unit** (responsible for environmental/waste management).
2. **Department of Finance** headed by a director and is responsible for financial management in accordance with the Council's Financial Manual derived from the Local Government Finance and Audit Act, 2004 and advises the CEO on financial matters. The Finance Department is / could be divided into the following units:
 - a. **Finance and Accounts Unit** (receipt of payments, preparation of payment vouchers, salaries and other payments and financial statements).
 - b. **Debt Unit** (debt recovery including serving summons to defaulters and supporting the Municipal Court in prosecuting those defaulters).
 - c. **Rates Unit** (registration, transfer and updating of properties including the production of demand notes for rates).
 - d. **License Unit** (keeps inventory of businesses and issues trade license and collects trade license payments).
 - e. **Markets Unit** (management of markets including collection of daily and monthly fees and canteen rents).
 - f. **Data and Valuation Unit** (valuation of businesses and properties and data collection, analysis and management).

- g. **IT Unit** (IT management including IT equipment procurement advise and preparation and management of payroll)
- 3. **Department of Planning and Development** headed by a director and responsible for research planning, the designing, coordination and implementation of development programmes/projects.
- 4. **Municipal Police** headed by a Commissioner and responsible for protecting Council properties and staff, maintains peace and order, enforcement of revenue collection and debt recovery and supports the Environment and Sanitation unit.
- 5. **Department of Internal Audit** headed by a director and charged with ensuring internal compliance with Councils policies and relevant acts such as the LG Finance and Audit Act, 2004 and NAO regulations and recommendations.

Chapter 3: Strategic Priority Areas/Goals

Strategic Direction

As already eluded to, BsAC is in need of support to bring about institutional transformation and capacity attainment in order to take on the responsibilities of decentralisation in accordance with the policy intentions of the decentralisation policy and the NDP.

This capacitation shall be enabled by the NDP and the new government in council. In this respect, strategy convergence between the LGAs and the NDP is imperative so that BsAC is able to take advantage of the resource and capacity opportunities presented by the NDP.

The new focus will thus be ensuring increased effectiveness and efficiency of the BsAC in the execution of its mandate through not only addressing the aforementioned challenges but also through collaboration and partnership with key stakeholders, including the MOFEA (Directorate of Planning) and benefiting from the NDP to achieve the NDP desired outcomes for decentralisation and local governance investment priority of:

- I. Empowered local government authorities and communities,
- I. Increased revenue for local development and
- II. Quality service delivery at all decentralised levels.

The NDP policy priorities for local government decentralisation itemises expected results from this endeavour to include:

- 1) Increased number of professional staff in total council/LGA staff from 8 to 52;
- 2) Increase in the number of functional decentralized structures including VDCs, WDCs, SWDCs with implemented Action Plans from 0% to 100%;
- 3) Increased proportion of LGAs/Council with independent control of their fiscal operations from 0% to 100%;
- 4) Increased existence of a financial management system at all LGAs from 2 to 7;
- 5) A unified financial management system in existence at all LGA's and Governors offices;
- 6) Existence of regional strategic plans in all regions.

Evidently these objectives are all to do with institutional transformation of the BsAC and enabling institutional effectiveness and efficiency – building governance and management capacities to enable effective resource allocation and management by the local communities, securing and sustaining independence for the LGAs to fiscal operations(revenue management), generating and sustaining unified financial management systems in all LGA's and Governors offices, so that revenue management is optimised to ensure LGA revenue security and enhancement, and the development of a strategic plan that is aligned to the NDP.

The BsAC strategic priorities as evolved or generated from the consultations and literature review pursuant to this plan include the following in their order of importance. This was based on the administration of an approved discussion guide with all fourteen districts, and TAC of the URR which sought and identified with participants development priorities and ranking for generation of a regional priorities list as shown here below. The priorities identification was based on existing ward development plans already generated from village level consultations. These were confirmed by participants at the ward level by village level representatives and ranked based on a voting system to generate the self-explanatory situation (See Table 9). Detailed ward development priorities are shown in annex A

Table 9: Comparative District and Regional Development Priority Rankings⁸

Priorities	Fulladou East	JIMARA DISTRICT	KAN-TORA DISTRICT	TUMANA DISTRICT	SANDU DISTRICT	WULI WEST DISTRICT	WULI EAST DISTRICT	BsAC Regional
Roads	1	2	4	2	5	1	3	1
Water	2 NAWEC. Regional water supply system.	3 Borehole	1 Borehole	8 Borehole	8 Borehole	2 Borehole	2 Borehole	2
BsAC - Institutional Reform	3 VDC Training		3 VDC Training	5 VDC Training.	1 VDC Training	5 VDC and WDC Training (SK)		4
Health	4 Mortuary and upgrade district hospital			3	8 District hospital (Diabugu) -Health Center (Darsilameh) -Health Post (Nawdeh)		2 MHC – No staff/no drugs -More Health posts -Tricycle Ambulance	5
Electricity	5	4		1	4	4	1	3
Education	6		5. School Fence/Quality Education/Skills Center	5 (a new secondary school in Dampha Kunda and a district skills center in a suitable location) and Sports Field)	2 Sensitization on the need to send all children to school and leave them there to complete their education.		5 Spatial distribution of schools to improve proximity to children	6
Garden	7					8	3	13
Investors/Economic Development/Employment.	9 Attract investors into Agric value addition eg. Groundnuts.	1		4 (Re-introduction of rice cultivation and support marketing of groundnut, coos, millet and maize)				8
Waste Management	10							18
Bridges:	11							20
Security		5						15
Markets	8	6			3	7		11
Transport		7						17
Nutrition					6 (Vegetable Garden)			16
Women and Girls labour drudgery saving devices				7	7	3	6	9
Farm Implements			2				1	7
Communication				6 (Telephone)	5 (Telephone)		6 (Telephone)	10
Land degradation				9		7 (Erosion)		18
Car Park,			6			5		14
Animal Health			7 Veterinary Pharmacy		3			12
Agricultural productivity					5			15
Seeds Store			6			8	4	13
Recreation			6 Football field			5		14
Youth Employment						5		15
Animal Drinking Points						5		15

Source: Compilation of Results of Ward and District and TAC Consultations - April 2019

⁸ Ranking at the ward and district levels were based on participants voting on all of the priorities. The priority with the highest votes was given rank 1 to denote that it was most important and so on until the least important. A combined tabulation of all the district ranks was generated and a regional ranking (last column) derived from the district rankings.

Table 10 - Combined Regional Ranking of Development Priorities (TAC + Districts)

Rank ⁹	Development Priority	Comments
1	Roads	<ol style="list-style-type: none"> Through the NDP the Lamin Koto/Passimas Road is in an advanced stage of completion, whilst the Basse Fattoto/Koina Road is also being constructed with adequate urgency. The Basse/Wuli and Passimas/Fatoto bridges have also started being constructed. With these complete by December 2019, the entire CRR and URR regions would have been opened to all types of businesses and operations with the rest of The Gambia and with the neighbouring Senegal, Guinea Bissau and Guinea Conakry. In each district in URR, the required network of feeder roads connecting settlements to the main highways being built have been detailed in annex A.
2	Water	NAWEC network proliferation is weak in the region but Fulladou East (Basse Town) has access to NAWEC water supply. In the other districts even though supplied with only borehole untreated water many have been piped. The water supply required expected is additional boreholes and piped into homes and street stand pipes.
3	Electricity	Basse town to Fatoto have limited access to power. Whilst power has reached the main towns of Fatototo and some main settlements along the stretch of the lines, so many villages along these stretches do not enjoy electric power supply and for enhanced economic activity, this would be necessary. In the Wulis - it would be seen as a disadvantage in this respect, even though access has been had of power supply, proliferation into many settlements is limited.
4	BsAC Institutional reforms	<ol style="list-style-type: none"> It is the opinion of all stakeholders consulted, that the BsAC from the centre (SMT) to the VDCs, have very weak capacities and as a result has not been able to provide requisite services. It was agreed that there is need for structural, process and systemic reforms to enable effective functionality of BsAC at all levels (General Council, Office of the CEO – Administration, CBOs, WDCs and VDCs).
5	Health	<ol style="list-style-type: none"> Generally there are either health posts of centres at village and district levels but some are still very far from many villages and inaccessible especially during the rainy season when the roads are grossly unusable and inaccessible. Transportation of the sick to these centres due to poor road systems and absence of vehicles is a problem and for which many wards and districts are requesting tricycle ambulances. Most of these health posts and centres do not have adequate and competent health personnel except in most cases Community Health Nurses (CHN) who are expected to function even as doctors. The general wish is that every district should have a district major health centre and the regional hospital in Basse be upgraded and rehabilitated to an effective referral hospital with adequate health personnel, equipment and medicines.
6	Education	<ol style="list-style-type: none"> The URR profile has given sufficient evidence of the predicament of the level and attitude to education in URR and consultations prove that most of the understand it. The residents of URR also have noted that most of their young who have travelled abroad insist that their children who would have been enrolled in Arabic schools be taken to regular English schools and this situation is beginning to make all of them understand that Islam and Arabic language can both be learnt in regular schools. It is also not impossible for the MoBSE to seek to provide effective instructions in Islamic and Arabic language studies for residents of URR. In the URR when they ask for education what they really want is skills training and not schools due to the many reasons why they would not send their children to school. However, during the consultations they were made to understand that the skill centres they wanted were more for unschooled children and youths, and that more effective skills training was achieved by literate than illiterate young people and that this was only possible if they allowed their children to remain in and complete their school cycles. There is a renewed recognition of the need to let the girl child attend and complete their education and that marriage was not a thing that would be late since if everyone goes to and completes school, it would be their literate male and female children that would be married and that would in the future change the region for the positive.
7	Investors/Economic Development/Employment.	<ol style="list-style-type: none"> This combines farm implements/attraction of investment into the region/creation of employment and economic development of the region/easing the labour drudgery of women and girls/communication (telephone coverage)/development of markets/animal health/seed stores/income generating investments by TAC/car Parks. This might require agreeing special investment incentives to private investors in specific industries and farm activities in the region in order to boost investment, capital flow into the region and increase employment and socioeconomic welfare.
8	Climate and environment: Land degradation/reforestation/ Canal.	<ol style="list-style-type: none"> The major climate predicaments of the URR are uncontrolled bush fires. Villagers set fires for any small area clearance (intended for farming purposes usually) and let the fires just burn into main woodland with impunity. This has resulted to degradation of land and making them unsuitable for farming and the residents during consultations agree that they are the culprits and they are the only people, with assistance, who can redress the situation. General Council needs to take advantage of this understanding and acceptance of role in redressing the situation and pass appropriate by-laws to institutionalise the protection of the forest and ensure policing through the local police force and the department of Forestry. Council also needs to advocate for and implement projects of woodland reforestation that accords

⁹ This ranking has been generated from a re-ranking according to votes by participants in the district and regional representatives during the consultations of their development priorities. The order of ranking assigns 1 to the most important cascaded to the least being the ranking with the highest numerical value.

Rank ⁹	Development Priority	Comments
		financial benefits to participants either as individuals or communities.
9	Inner streets of Basse Town reconstruction and drainage/Rebuilding the Gujuguju Bolong New office complex – Basse Town Hall	<ol style="list-style-type: none"> 1. Basse Town streets need planning and drainage reconstruction to meet the high standard regional economic hub city status. 2. The Bujubuju Bolong is one of the most critical climate risks faced by Basse Town and holds the main waterway by which effective drainage can be sustained around and within the city and this drainage must be appropriately constructed. 3. The BsAC needs a New office complex (Basse Town Hall) but must be institutionally reformed first so that they are able to maintain and sustain optimum utilisation of the infrastructure as opposed the manner in which their present office infrastructure is being poorly managed and maintained.

Strategic Priorities (Pillars)/Areas of Special Emphasis

In consideration of the expressed priorities of the BsAC, and the NDP priorities shown in the objectives set to be achieved by 2021, the following would in alignment between the two positions be the best fit for prioritisation by the BsAC.

The prioritisation is based on their level of importance and urgency as shown in Tables 9 and 10. Even though institutional transformation is a prerequisite for the achievement of the other strategic pillars/priorities, and has been ranked 4th by the region, behind roads (1), Water (2) and Electricity (3), it is still critical that institutional transformation in the URR be in tandem with the highest ranked priorities for obvious reasons.

The following are the development priority listing of BsAC in the effort to generate a regional economic hub that provides an alternative high standard of living to its citizens:

- a) Construction and upgrade of necessary **road network infrastructure** to enhance commerce and movement; the detailed road networks and their ranking at district levels are included in the ward development priorities of each ward in annex A
- b) Proliferate access to **consumable water supply** to all villages either through the NAWEC pipe-borne network, or by installing sufficient boreholes, and piped water to villages.
- c) Whilst the main electricity supply passes through most districts, the supply of power has not reached many villages and the goal is to achieve an **optimal power supply system at all village locations**.
- d) That capacity of BsAC both at the central and WDC/VDC levels are weak and needs rebuilding. That for the purpose of successfully implementing this strategic plan, it would be important to **transform the organisational efficiency and effectiveness of Council in order to sustain the development gains that may be made from this plan**.
- e) There are health posts and centres almost everywhere, but these posts/centres either do not have adequate qualified health personnel or do not have medicines and equipment. That there should be a **reconstruction and upgrade of Basse Hospital to an adequately resourced regional referral hospital and locate a district health centre in each district and a health post in each ward, also sufficiently resourced**.
- f) To support the regional educational office to ensure that **every child born in the URR has the assurance of going into and remaining in school until its logical conclusion**.
- g) That given the international border advantages of proximity to Guinea Bissau and Guinea Conakry and suitability for trade, agriculture and all forms of agriculture related industry, **to attract and retain investors in commercial agriculture, industry and regional trade; to grow the regional economy and create employment and economic development**.
- h) Considering the importance of agriculture either directly, or indirectly to the socioeconomic livelihood of the region and the negative impact of deteriorating climatic impact situation on farmland and soil, to which regional behaviours are partly responsible, **to enable a system that will eliminate bushfires and recreate the regional forest cover and more farming friendly climatic conditions**.

- i) To initiate a project for **rebuilding the city infrastructure of Basse**, and reconstructing drainages the Bujubuju Bolong canal.
- j) In order to **achieve future financial sustainability, to initiate and commence a project for investments by the BsAC in income generating projects in Basse and the environs**, to serve as cash-cows over time to sustain BsAC operational financing requirements.

3.1 Specific Objectives

For each of the ten strategic pillars/goals, a set of comprehensive objectives/desired results have been enumerated below:

Goal 1: To undertake the construction and upgrade of necessary road network infrastructure, linking settlements with each other and with the inter-regional road stretches of Lamin Koto/Passimas and Basse/Koina on both the North and South banks of the URR (detailed in Ward/District Development Priority rankings in Annex A) to enhance commerce and movement.

Specific Objectives:

Objective 1.1: By December 2019, to design and develop a project in which the entire regional feeder road network as indicated in the priority list of roads is mapped out, costed and programmed to seek public and donor funding for their construction.

Objective 1.2: By June 2020 to advocate for inclusion in ensuing medium term national development plans and donor/government financing instruments in relationships such as the Lome Convention, ECOWAS, the World Bank, etc for the construction of these roads.

Goal 2: To proliferate access to consumable water supply to all villages either through the NAWEC pipe borne network, or by installing sufficient boreholes and piped water to villages.

Objective 2.1: By December 2019 to work with NAWEC and the NDP financing instrument to programme and execute full water supply piping and provision in all the districts close to and around Fulladu East District.

Objective 2.2: By February 2020 to programme, cost and generate a project for water supply infrastructure construction and implementation to all wards in the region by 2024.

Goal 3: Taking advantage of the regional connectivity of the main electricity network, to ensure that electrical power is available to all villages.

Objective 3.1: By December 2020 to work with NAWEC and the NDP (MOFEA) to programme and execute electricity supply to all villages through which main power lines have passed through.

Goal 4: To undertake BsAC Institutional Transformation and ensure that the capacity of BsAC both at the central and WDC/VDC levels are rebuilt for the purpose of successfully implementing this strategic plan and assure on-going efficiency and effectiveness of the BsAC in order to sustain the development gains that may be made from this plan.

Objective 4.1: By October 2019 to undertake BsAC institutional audit and capacity assessment of existing and needed organisational capacity for implementation of this strategic plan, cost and make recommendations for needed transformation investment.

Goal 5: To reconstruct and upgrade Basse Hospital into an adequately resourced regional referral hospital and construct/upgrade existing health posts into district health centres in each district and health posts in each ward and adequately resource them.

- Objective 5.1: By December 2019, and with the cooperation of the Ministry of Health to audit and map out the health facilities in all districts and wards of URR, and determine the nature and cost (investment and operational for ten years) of variation for ensuring a health centre in each district, and a health post in each ward.
- Objective 5.2: By December 2019, and with the cooperation of the Ministry of Health, to undertake an evaluation of the current state of Basse hospital and with intention to transform it into a referral hospital for the URR, establish the cost of transformation into a sufficiently resourced referral hospital status and its accompanying operational resource requirements and costs for ten years from date of evaluation.
- Objective 5.3: By June 2020 working with the Ministry of Health, and Ministry of Foreign Affairs, to establish linkage and cooperation with URR citizens abroad and establish funding support mechanisms to URR health delivery systems.

Goal 6: That every child born in the URR has the assurance of going into and remaining in school until its logical conclusion.

- Objective 6.1: By August 2019 and working with MoBSE and MOHERST to undertake region-specific public orientation and education and to ensure that every child born in the URR shall be registered and enter school at the school going age.
- Objective 6.2: By August 2019 and working with MoBSE and MOHERST BsAC Chamber of Council to pass region-specific by-laws that would make it impossible for a child to be withdrawn from school at any age except for reasons provided under the National Education Policy.
- Objective 6.3: By August 2019 and working with MoBSE, MOHERST and the donor community, to create facilities to fund children at school whose parents cannot maintain them at school.

Goal 7: Taking advantage of the international border with Senegal, and proximity to Guinea Bissau and Guinea Conakry and suitability for trade, agriculture and all forms of agriculture related industry, to attract and retain investors in commercial agriculture, industry and regional trade; to grow the regional economy and create employment and economic development.

- Objective 7.1: By June 2020 and working with the Ministry of Trade, Industry, Regional Integration and Employment, to discuss with and establish URR-specific investment incentives such as agricultural industrial investment and commercial agriculture.
- Objective 7.2: By September 2020 and working with MOTRIE and MOFEA to negotiate and agree mechanisms for export of Basse investment outputs into Senegal, Guinea Bissau and Guinea Conakry, but also re-export outputs through Senegal to third countries.
- Objective 7.3: By September 2020 and working with MOTIRIE and MOFEA to negotiate and agree with the Senegalese mechanism for the utilisation of URR as one of Gambia's re-port hub to third countries such as Guinea Bissau, and Guinea Conakry.

Goal 8: In consideration of the importance of agriculture directly and indirectly to the socioeconomic livelihood of the region and the negative impact of deteriorating climatic impact situation on farmland and soil, to which regional behaviours are partly responsible, to create and enable a system that will eliminate bushfires and recreate the regional forest cover and more farming friendly climatic conditions.

Objective 8.1: By June 2020 and working with the Department of Forestry and Ministry of Justice, BsAC to legislate by-laws that will incriminate bushfires, initiate and implement a project of reforestation of the URR, including an IEC programme on the negative impacts of bushfires.

Objective 8.2: By September 2020 and working with the Gambia Police Force and Gambia National Army, to put in place a mechanism for policing bushfires across the region.

Goal 9: To initiate a project for rebuilding the city infrastructure of Basse and reconstructing drainages and the Gujuguju Bolong canal.

Objective 9.1: By November 2020 and with support from the MOLRG, to seek funding for urban mapping of Basse to guide Basse human settlement and infrastructure growth and internalise into the BsAC systems the outcome of the mapping exercise for approval of settlements and housing development in the URR.

Objective 9.2: By December 2020 and working with MORLGL, the Ministry of the Environment and the MOFEA to seek funding for the construction of the Gujuguju Bolong Canal around Basse city and of drainages around the city to eliminate flooding in Basse city.

Goal 10: In order to achieve future financial sustainability, to initiate and commence a project for investments by the BsAC in income generating projects in Basse and the environs, to serve as cash-cows over time to sustain BsAC operational financing requirements.

Objective 10.1: By March 2021 to seek for funding and embark upon the following income generating investments as a means of ensuring future financial sustainability of BsAC:

- a. Investment in BsAC – Income generating complex in already owned land.
- b. Redevelop existing quarters into a lodge and conference hall.
- c. Rebuild existing city markets in Basse town – two floors.
- d. Build Basse City Hall.
- e. Build a cold storage for traders in Basse town.

3.2 Expected Outcomes

Table 11: Expected Outcomes from the Implementation of BsAC Strategic Priorities

Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 1:	To undertake the construction and upgrade of necessary road network infrastructure, linking settlements with each other and with the inter regional road stretches of Lamin Koto/Passimas and Basse/Koina on both the North and South banks of the URR(detailed in Ward/District Development Priority rankings in Annex A) to enhance commerce and movement.		
Obj. 1.1	By December 2019 to design and develop a project in which the entire regional feeder road network as indicated in the priority list of roads to be costed and programmed to seek public and donor funding for their construction.	<ol style="list-style-type: none"> 1. With support from MOLRG and MOFEA enlist the services of road engineers to map out and cost the feeder roads project for the whole URR region. 2. With the support of MOLRG and MOFEA seek support to fund the mapping from donors. 	A project document – Mapping and costing of the URR feeder roads project Report.
Obj. 1.2	By June 2020 to advocate for inclusion in ensuing medium term national development plans and donor/government financing instruments in relationships such as the Lome Convention, ECOWAS, the World Bank and etc. for the construction of these roads.	<ol style="list-style-type: none"> 1. With the help of MOLRG and MOFEA to package and market the URR Feeder roads project to national medium term public funding. 2. Packaging and marketing of the URR Feeder roads project to donor funding. 	Make funding and implementation of the feeder roads project available.
Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 2:	To proliferate access to consumable water supply to all villages either through the NAWEC pipe borne network or by installing sufficient boreholes and pipe the water to villages.		
Obj. 2.1	By December 2019 to work with NAWEC and the NDP financing instrument to programme and execute full water supply piping and provision in all the districts close to and around Fulladu East District.	<ol style="list-style-type: none"> 1. With the support of MOLRG and NAWEC, determine the districts near Basse town that could benefit from full NAWEC water supply, cost and constitute it into a project. 2. Seek funding from the NDP basket of resources to part fund this project. 3. Utilise this project document to seek funding from various donor sources. 4. Market this project to all annual national budget frameworks and medium term plans succeeding the NDP for funding. 	<ol style="list-style-type: none"> 1. Agreed financing for the full water supply to all districts near and around Fulladu West. 2. Full water supply network to all the designated areas.
Obj. 2.2	By February 2020 to programme, cost and generate a project for water supply infrastructure construction and implementation to all wards in the region by 2024.	<ol style="list-style-type: none"> 1. With the support of MOLRG and NAWEC, to undertake a determination and mapping of the district borehole water supply and cost. 2. To advocate for inclusion of 50% of this project for financing from the NDP. 3. Utilise this project document to seek funding from various donor sources. 	<ol style="list-style-type: none"> 1. A funded districts borehole water supply system for the URR. 2. A complete URR water network, adequately supplied for human and animal consumption.

		4. Market this project to all annual national budget frameworks and medium-term plans succeeding the NDP for funding.	
Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 3:	Taking advantage of the regional connectivity of the main electricity network, to ensure that electrical power is available to all villages.		
Obj. 3.1	By December 2020 to work with NAWEC and the NDP(MOFEA) to programme and execute electricity supply to all villages through which main power lines have passed through.	<ol style="list-style-type: none"> 1. Seek support from MOLRG, MOFEA and NAWEC to design a costed project for URR villages electrification. 2. Seek public funding for all the villages through which power mains have already passed through and implement electrification by 2021. 3. With the help of the MOLRG and MOFEA to seek donor funding for URR villages through which there will be need for main electrical lines and electrification by 2024. 	<ol style="list-style-type: none"> 1. Full electrification of URR.
Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 4:	To undertake BsAC Institutional Transformation and ensure that the capacity of BsAC both at the central and WDC/VDC levels are rebuilt for the purpose of successfully implementing this strategic plan and assure on-going efficiency and effectiveness of the BsAC in order to sustain the development gains that may be made from this plan.		
Obj. 4.1	By October 2019 to undertake BsAC institutional audit and capacity assessment of existing and needed organisational capacity for implementation of this strategic plan, cost and make recommendations for needed transformation investment.	<ol style="list-style-type: none"> 1. Review the proposed new Organisational structure in this strategic plan; adopt or amend and launch. 2. Recruit a HR expert to consult and generate a HR Policy considering the Local Government Scheme of Service and LGA Act 2002, and this strategic plan. 3. Recruit a lawyer to draft detailed service rules for the BsAC, adopt and launch the service rules. The service rules must be detailed in terms of all the issues that affect the institutional structures (Governance - Council and Subcommittees and their modes of operation) and management (Mode of operation and relations with staff) in all aspects of work. 	<ol style="list-style-type: none"> 1. A new organization's chart and clearer sub-divisional institutional relationships in BsAC, which will lead to greater communication, efficiency and effectiveness. 2. With the organization's chart, HR policy and service rules put in place and explained to all employees and clarifying all aspects of work relationships, staff maintenance, promotion, reward and punitive systems for bad behaviour will be enforceable and a productive culture built in the BsAC.
Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 5:	To reconstruct and upgrade Basse Hospital into an adequately resourced regional referral hospital and construct/upgrade existing health posts into district health centres in each district and health posts in each ward and adequately resource them.		
Obj. 5.1	By December 2019, and with the cooperation of the Ministry of Health to audit and map out all the health facilities in all districts and wards of URR; determine the nature and cost (investment and operational for ten years) of variation for ensuring a health centre in each hospital and a health post in each ward.	<ol style="list-style-type: none"> 1. Undertake ward and district health facilities and capacity mapping. 2. Establish ideal facilities distribution in the URR and cost of rehabilitation, construction and other operational resource requirements for ten years. 3. Seeking public investment in the implementation of the health facilities rehabilitation and/or construction and capacity building and commence the project. 	<ol style="list-style-type: none"> 1. A URR health facilities rehabilitation/construction and capacity mapping project document. 2. Programme for the full establishment and operation of a functional and effective health delivery system in URR wards and districts.

		4. Seek donor support, including URR diaspora support for the operations of the various health facilities.	
Obj. 5.2	By December 2019, and with the cooperation of the Ministry of Health, to undertake an evaluation of the current state of Basse hospital and with intention to transform into a referral hospital for the URR, establish the cost of transformation into a sufficiently resourced referral hospital status and its accompanying operational resource requirements and costs for ten years from date of evaluation.	<ol style="list-style-type: none"> 1. With the help of MOLRG and MOFEA and of Health, to determine the project costs and resource requirements of transforming Basse Hospital to a regional referral hospital and operate for ten years. 2. With support from the Ministry of Health, to include this project as part of the Health Ministry's health delivery strategy and secure its funding from it. 3. Seek donor funding for the project from donors. 	<ol style="list-style-type: none"> 1. Project document for transforming Basse hospital to a regional referral hospital. 2. Basse hospital transformed into a functional and effective referral hospital.
Obj. 5.3	Working with the Ministry of Health and Ministry of Foreign Affairs, to establish linkage and cooperation with URR citizens abroad and establish funding support mechanisms to URR health delivery systems.	<ol style="list-style-type: none"> 1. Establish a spatial list of URR diasporans abroad and design a system of support to the URR health delivery system. 2. Engage MOFA and MOLRG and together establish a system for health delivery support to URR. 	<ol style="list-style-type: none"> 1. A system of support to the URR health delivery system in all districts.
Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 6:	That every child born in the URR is assured of going into and remaining in school until its logical conclusion.		
Obj. 6.1	By August 2019 and working with MoBSE and MOHERST to undertake region-specific public orientation and education and to ensure that every child born in the URR shall be registered and enter school at the school going age.	<ol style="list-style-type: none"> 1. To work with MoBSE and MoHERST and design and deliver an IEC programme for the need to register and send children to schools. 2. To work with opinion and religious leaders on the design and delivery of this IEC programme. 	<ol style="list-style-type: none"> 1. IEC programme for the for registration and sending all URR children to school.
Obj. 6.2	By August 2019 and working with MoBSE and MOHERST BsAC Chamber of Council to pass region-specific by-laws that would make it impossible for a child to be withdrawn from school at any age except for reasons provided under the national education policy.	<ol style="list-style-type: none"> 1. With the support of the Ministry of Justice and MoBSE to draft by-laws to require all children born in the URR to be registered and sent to school and remain there until its logical conclusion. 2. To pass the by-laws that will ensure that all children born in the URR are registered and sent to school and remain there until grade 12. 3. With the support of the regional education office and police to ensure that families abide by the bylaws. 	<ol style="list-style-type: none"> 1. By-laws to enforce all children being registered and sent to school. No child left behind. 2. Enforced mandatory registration and leaving children to complete education.
Obj. 6.3	By August 2019 and working with MoBSE, MOHERST and the donor community, to create facilities to fund children at school whose parents cannot maintain them at school.	<ol style="list-style-type: none"> 1. With the support of the MoBSE to design and launch a programme for supporting parents and families that cannot sustain their children at school ensure that they do not leave school for lack of funding. 2. Operationalize and monitor the implementation of the school support grant. 	<ol style="list-style-type: none"> 1. A school grant support programme for needy children to remain in school. 2. Full registration, entry and transitioning of children to/through school and.

Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 7:	Taking advantage of the international border advantages with Senegal and proximity to Guinea Bissau and Guinea Conakry and suitability for trade, agriculture and all forms of agriculture related industry, to attract and retain investors in commercial agriculture, industry and regional trade; to grow the regional economy and create employment and economic development.		
Obj. 7.1	By June 2020 and working with the Ministry of Trade, Industry, Regional Integration and Employment, to discuss with and establish URR-specific investment incentives in such as agricultural industrial investment and commercial agriculture.	<ol style="list-style-type: none"> 1. Issue a request for a joint meeting of the URR/MOLRG/MOTRIE/GIEPA/MOFEA on a special investment regime for the URR. 2. Secure agreement for a special investment regime for the URR based on a strong submission, development of the regime and if necessary, its legislation as an addendum to the national investment incentive regime. 3. Take necessary action to draft, discuss, legislate or add to national regulations and launch for joint execution by BsAC and GIEPA. 	<ol style="list-style-type: none"> 1. URR-specific investment incentive regime that will attract huge private sector investments in agriculture, agricultural and cross border related industry.
Obj. 7.2	By September 2020 with MOTIRIEE and MOFEA to negotiate and agree mechanisms for export of Basse investment outputs into Senegal, Guinea Bissau and Guinea Conakry and also re-export outputs through Senegal to third countries.	Approach MOFEA/MOTRIE and the GPA for the establishment of a dry port in the URR to take advantage of re-export opportunities of the region.	Dry port for receipt of outbound re-export goods for value addition in the URR and for further re-exports to third countries, resulting in industrialisation of the region, increased economic activity and employment.
Obj. 7.3	By September 2020 with MOTIRIEE and MOFEA to negotiate and agree with Senegal mechanism for the utilisation of URR as one of Gambia's report hub to third countries such as Guinea Bissau and Guinea Conakry.	With the support of MOTIRIEE/MOFA/MOFEA to negotiate and agree mechanisms for smooth cross border transit and Senegal bound exports and re-exports.	Smooth and unencumbered trade flows between The Gambia through Senegal, resulting in huge boost for regional and Gambia-wide trade (especially re-exports) to third countries with major macroeconomic benefits.
Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 8:	In consideration of the importance of agriculture directly and indirectly to the socioeconomic livelihood of the region and the negative impact of deteriorating climatic impact situation on farmland and soil, to which regional behaviours are partly responsible, to create and enable a system that will eliminate bushfires and recreate the regional forest cover and more farming friendly climatic conditions.		
Obj. 8.1	By June 2020 and working with the Department of Forestry, and Ministry of Justice BsAC to legislate by-laws that will incriminate bushfires, initiate and implement a project of reforestation of the URR, including an IEC programme on the negative impacts of bushfires..	<ol style="list-style-type: none"> 1. Generate a basis and for local laws to outlaw bushfires and ensure the protection of the regional forest cover and accompanying biodiversity. 2. Detail a project that will include incentives and sanctions for protecting and burning the forest respectively. 3. With the support of the Ministry of Justice, Council Chambers to legislate a by-law to implement the protection of the forest cover and biodiversity of the URR. 4. 	An enforceable by-law adequately communicated to all in the region for the protection of the forest cover and biodiversity and reboot of the agricultural production capacity of the URR.
Obj. 8.2	By September 2020 and working with the Gambia Police Force, and Gambia National Army, to put in place a mechanism for policing bushfires across the region.	<ol style="list-style-type: none"> 1. Meet with the regional police command and educate them on the new by-law and together agree on a mechanism(s) for its enforcement. 2. Establish a collaborative framework between the regional police command, regional forestry department and BsAC, establish required support structures and launch the enforcement drive. 	Enforced by-law on forest protection and complete elimination of bushfires in the URR and recovery of regional forest cover.

Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 9:	To initiate a project for rebuilding the city infrastructure of Basse and reconstructing drainages and the Bujubuju Bolong canal.		
Obj. 9.1	By November 2020 and with support from the MOLRGL, to seek funding for urban mapping of Basse to guide Basse human settlement and infrastructure growth and internalise into the BsAC systems the outcome of the mapping exercise for approval of settlements and housing development in the URR.	<ol style="list-style-type: none"> 1. Design and generate with the help of MORLG a project proposal for urban mapping of Basse human settlement and infrastructure growth and systems for management of approval of settlements and housing development in the URR. 2. Seek funding with the assistance of MOFEA/MOLRGL for the mapping project. 3. Conduct the mapping, utilise the recommendations of the report and reorganise the BsAC systems for approvals and management of settlements in the region. 	<ol style="list-style-type: none"> 1. A reorganized BsAC settlements management system, and 2. Much more properly planned regional settlements befitting the infrastructural growth towards becoming a regional socioeconomic hub with high standard of life.
Obj. 9.2	By December 2020 and working with MORLGL, the Ministry of the Environment and the MOFEA to seek funding for the construction of the Gujuguju Bolong Canal around Basse city and of a functional drainage system around the city to eliminate flooding in Basse city.	<ol style="list-style-type: none"> 1. With the help of MORGL to design TORs for consultancy for the design of works on the canal and drainages in Basse city. 2. With help from MOFEA/MORGL seek funding for the project. 3. Implement the project. 	A physical and environmentally safe and healthy city in which lives and property are protected and public and personal health is assured.
Ref.	Objectives/Expected Results	Required Activities	Outcomes from the Implementation of the Activities and Achievement of Objectives
Goal 10:	In order to achieve future financial sustainability, to initiate and commence a project for investments by the BsAC in income generating projects in Basse and the environs, to serve as cash cows over time to sustain BsAC operational financing requirements.		
Obj 10.1:	By March 2021 to seek for funding and embark upon the following income generating investments as a means of ensuring future financial sustainability of BsAC:	<ol style="list-style-type: none"> 1. Generate TORs for the design of a URR financial sustainability project programme called 'Basse is Beautiful'. The TORs shall detail what the consultants will design in terms of a programme of sustainability projects of investments and their socioeconomic and financial contributions and viabilities respectively to BsAC. 2. The projects shall include but not limited to: <ol style="list-style-type: none"> a. Investment in BsAC – Income generating complex in already owned land. b. Redevelop existing quarters into a lodge and conference hall. c. Rebuild existing market in Basse city – two floors. d. Build Basse City Hall e. Build a cold storage for women horticultural traders in Basse town 	<ol style="list-style-type: none"> 1. Significant addition to the regional city infrastructure with significant socioeconomic benefits to the region and nation. 2. A city set to transform The Gambia, address the rural urban drift and irregular migration trend in significant ways. 3. An initiative that will jumpstart and sustain regional integration through trade and investments in the immediate sub-region of The Gambia, Senegal, Guinea Bissau, Guinea Conakry and probably Mali.

3.3 Interventions

Table: 12 Interventions for each Strategic Activity, Cost and Probable Donor

Goal/Objective Reference	Objective	Activity	Cost GMD	Probable Donor
1	By December 2019 to design and develop a project in which the entire regional feeder road network as indicated in the priority list of roads to be mapped out, costed and programmed to seek public and donor funding for their construction.	<ol style="list-style-type: none"> 1. With support from MOLRG and MOFEA enlist the services of road engineers to map out and cost the feeder roads project for the whole URR region. 2. With the support of MOLRG and MOFEA seek support to fund the mapping from donors. 	7,350,000.00	NDP
	By June 2020 to advocate for inclusion in ensuing medium term national development plans and donor/government financing instruments in relationships such as the Lome Convention, ECOWAS, the World Bank and etc. for the construction of these roads.	<ol style="list-style-type: none"> 1. With the help of MOLRG and MOFEA to package and market the URR Feeder roads project to national medium term public funding. 2. Packaging and marketing of the URR Feeder roads project to donor funding. 	0.00	BsAC, MOLRG & MOFEA
2	By December 2019 to work with NAWEC and the NDP financing instrument to programme and execute full water supply piping and provision in all the districts close to and around Fulladu East District.	<ol style="list-style-type: none"> 1. With the support of MOLRG and NAWEC, determine the districts near Basse town that could benefit from full NAWEC water supply, cost and constitute it into a project. 2. Seek funding from the NDP basket of resources to part fund this project. 3. Utilise this project document to seek funding from various donor sources. 4. Market this project to all annual national budget frameworks and medium term plans succeeding the NDP for funding. 	250,000.00	NDP
	By February 2020 to programme, cost and generate a project for water supply infrastructure construction and implementation to all wards in the region by 2024.	<ol style="list-style-type: none"> 1. With the support of MOLRG and NAWEC, to undertake a determination and mapping of the district borehole water supply and cost. 2. To advocate for inclusion of 50% of this project for financing from the NDP. 3. Utilise this project document to seek funding from various donor sources. 4. Market this project to all annual national budget frameworks and medium term plans succeeding the NDP for funding. 	250,000.00	NDP
3	By December 2020 to work with NAWEC and the NDP (MOFEA) to programme and execute electricity supply to all villages through which main power lines have passed through.	<ol style="list-style-type: none"> 1. Seek support from MOLRG, MOFEA and NAWEC to design a costed project for URR villages electrification. 2. Seek public funding for all the villages through which power mains have already passed through and implement electrification by 2021. 3. With the help of the MOLRG and MOFEA to seek donor funding for URR villages through which there will be need for main electrical lines and electrification by 2024. 	250,000.00	NDP

4	By October 2019 to undertake BsAC institutional audit and capacity assessment of existing and needed organizational capacity for implementation of this strategic plan, cost and make recommendations for needed transformation investment.	<ol style="list-style-type: none"> 1. Review the proposed new Organisational structure in this strategic plan; adopt or amend and launch. 2. Recruit a HR expert to consult and generate a HR Policy taking into account the Local Government Scheme of Service and LGA Act 2002 and this strategic plan. 3. Recruit a lawyer to draft detailed service rules for the BsAC, adopt and launch the service rules. The service rules must be detailed in terms of all the issues that affect the institutional structures (Governance - Council and Subcommittees and their modes of operation) and management (Mode of operation and relations with staff) in all aspects of work. 	400,000.00	NDP
5	By December 2019, and with the cooperation of the Ministry of Health to audit and map all the health facilities in all districts and wards of URR; determine the nature and cost (investment and operational for ten years) of variation for ensuring a health centre in each hospital and a health post in each ward.	<ol style="list-style-type: none"> 1. Undertake ward and district health facilities and capacity mapping. 2. Establish ideal facilities distribution in the URR and cost of rehabilitation, construction and other operational resource requirements for ten years. 3. Seeking public investment in the implementation of the health facilities rehabilitation and/or construction and capacity building and commence the project. 4. Seek donor support, including URR diaspora support for the operations of the various health facilities. 	325,000.00	NDP
	By December 2019, and with the cooperation of the Ministry of Health, to undertake an evaluation of the current state of Basse hospital and with intention to transform into a referral hospital for the URR, establish the cost of transformation into a sufficiently resourced referral hospital status and its accompanying operational resource requirements and costs for ten years from date of evaluation.	<ol style="list-style-type: none"> 1. With the help of MOLRG and MOFEA and of Health, to determine the project costs and resource requirements of transforming Basse Hospital to a regional referral hospital and operate for ten years. 2. With support from the Ministry of Health, to include this project as part of the Health Ministry's health delivery strategy and secure it's funding from it. 3. Seek donor funding for the project from donors. 	0.00	NDP
	Working with the Ministry of Health and Social Welfare and Foreign Affairs, to establish linkage and cooperation with URR citizens abroad and establish funding support mechanisms to URR health delivery systems.	<ol style="list-style-type: none"> 1. Establish a spatial list of URR diasporans abroad and design a system of support to the URR health delivery system. 2. Engage MOFA and MOLRG and together establish a system for health delivery support to URR. 	50,000.00	BsAC
6	By August 2019 and working with MoBSE and MOHERST to undertake region-specific public orientation and education and to ensure that every child born in the URR shall be registered and enter school at the school going age.	<ol style="list-style-type: none"> 1. To work with MoBSE and MoHERST and design and deliver an IEC programme for the need to register and send children to school. 2. To work with opinion and religious leaders on the design and delivery of this IEC programme. 	120,000.00	BsAC & MoBSE/MOHERST
	By August 2019 and working with MoBSE and MOHERST BsAC Chamber of Council to pass region-specific by-laws that would make it impossible for a child to be withdrawn from school at any age except for reasons provided under the national education policy.	<ol style="list-style-type: none"> 1. With the support of the Ministry of Justice, and MoBSE to draft by-laws to require all children born in the URR to be registered and sent to school and remain there until its logical conclusion. 2. To pass the by-laws that will ensure that all children born in the URR are registered and sent to school and remain there until grade 12. 	65,000.00	BsAC/NDP

		3. With the support of the regional education office and police to ensure that the byelaw is obeyed.		
	By August 2019 and working with MoBSE, MOHERST and the donor community, to create facilities to fund children at school whose parents cannot maintain them at school.	1. With the support of the MoBSE to design and launch a programme for supporting parents and families that cannot sustain their children at school ensure that they do not leave school for lack of funding. 2. Operationalize and police the implementation of the school support grant.	250,000.00	EU, IDB, World Bank
7	Working with the Ministry of Trade, Industry, Regional Integration and Employment, to discuss with and establish URR-specific investment incentives in such as agricultural industrial investment and commercial agriculture.	1. Issue a request for a joint meeting of the URR/MOLRG/MoTIE/GIEPA/MOFEA on a special investment regime for the URR. 2. Secure agreement for a special investment regime for the URR based on a strong submission, development of the regime and if necessary, its legislation as an addendum to the national investment incentive regime. 3. Take necessary action to draft, discuss, legislate or add to national regulations and launch for joint execution by BsAC and GIEPA.	75,000.00	GIEPA
	By June 2020 and working with MOTIRIE and MOFEA to negotiate and agree mechanisms for export of Basse investment outputs into Senegal, Guinea Bissau and Guinea Conakry and also re-export outputs through Senegal to third countries.	Approach MOFEA/MOTIE and the GPA for the establishment of a dry port in the URR to take advantage of re-export opportunities of the region.	0.00	MOFA/NDP/MOTIRIE
	By September 2020, with MOTIRIE and MOFEA to negotiate and agree with Senegal mechanism for the utilisation of URR as one of Gambia's re-port hub to third countries such as Guinea Bissau and Guinea Conakry.	With the support of MOTIE/MOFA/MOFEA to negotiate and agree mechanisms for smooth cross border transit and Senegal bound exports and re-exports.	250,000.00	MOFA/NDP/MOTIRIE
8	By June 2020 and working with the Department of Forestry and Ministry of Justice BsAC to legislate by-laws that will incriminate bushfires, initiate and implement a project of reforestation of the URR, including an IEC programme on the negative impacts of bushfires..	1. Generate a basis and for local laws to outlaw bushfires and ensure the protection of the regional forest cover and accompanying biodiversity. 2. Detail a project that will include incentives and sanctions for protecting and burning the forest respectively. 3. With the support of the Ministry of Justice, Council Chambers to legislate a byelaw to implement the protection of the forest cover and biodiversity of the URR.	250,000.00	NDP/Department of Forestry/BsAC
	By September 2020 with the Gambia Police Force and Gambia National Army, to put in place a mechanism for policing bushfires across the region.	1. Meet with the regional police command and educate them on the new byelaw and together agree on a mechanism(s) for its enforcement. 2. Establish a collaborative framework between the regional police command, regional forestry department and BsAC, establish required support structures and launch the enforcement drive.	75,000.00	BsAC, GPU & NDP
	By November 2020 and with support from the MOLRGL, to seek funding for urban mapping of Basse to guide Basse human settlement and infrastructure growth and internalise into the BsAC systems the outcome of the mapping exercise for approval of settlements and housing development in the URR.	1. Design and generate with the help of MORLG a project proposal for urban mapping of Basse human settlement and infrastructure growth and systems for management of approval of settlements and housing development in the URR.	250,000.00	MORGL & NDP

9		<ol style="list-style-type: none"> 2. Seek funding with the assistance of MOFEA/MOLRGL for the mapping project. 3. Conduct the mapping, utilise the recommendations of the report and reorganise the BsAC systems for approvals and management of settlements in the region. 		
	By December 2020 and working with MORLGL, the Ministry of the Environment and the MOFEA to seek funding for the construction of the Gujuguju Bolong Canal around Basse city and of drainages around the city to eliminate flooding in Basse city.	<ol style="list-style-type: none"> 1. With the help of MORGL to design TORs for consultancy for the design of works on the canal and drainages in Basse city. 2. With help from MOFEA/MORGL seek funding for the project. 3. Implement the project. 	300,000.00	<ol style="list-style-type: none"> 1. Study by UNDP/MOFEA 2. Works based on the secured funding as detailed in the study.
10	By March 2021 to seek for funding and embark upon the following income generating investments as a means of ensuring future financial sustainability of BsAC:	<ol style="list-style-type: none"> 1. Generate TORs for the design of a URR financial sustainability project programme called 'Basse is Beautiful'. The TORs shall detail what the consultants will design in terms of a programme of sustainability projects of investments and their socioeconomic and financial contributions and viabilities respectively to BsAC. 2. The projects shall include but not limited to: <ol style="list-style-type: none"> a. Investment in BsAC – Income generating complex in already owned land. b. Redevelop existing quarters into a lodge and conference hall. c. Rebuild existing market in Basse city – two floors. d. Build Basse City Hall e. Build a cold storage for women horticultural traders in Basse town 	400,000.00	<ol style="list-style-type: none"> 1. Studies to be funded by the NDP, and 2. Works will depend on the recommendations from the studies.

Chapter 4: Implementation Arrangements

4.1 Institutional Arrangements

The Councils are a miniature version of central government at the local level. To a great extent, councils operate and act at that level like central government, since at this level, they perform all the public activities that would normally be done by central government all over the country. That is why the LGAs have a Council, acting like a parliament at that level and the Chairman/Mayor acting like the elected leader or regional President at that level. However, in the unique way of The Gambia as if we are members of a commonwealth, a Governor representing the national president through the Minister of Local government is sent to each region except the KMC and Banjul, to coordinate the operational aspects of councils. In the councils where there are governors such as BsAC, the Council Chairman and councillors seem to be responsible only for legislation (By-laws) and no other activity, whilst in the KMC and BCC, the Mayors are both governors and chairmen of council. Whilst this is suitable to the conduct of good and responsible governance in KMC and BCC, the arrangements at the other LGAs are an anomaly. However, this is how it is and how business must be conducted by the LGAs especially between themselves and central government.

The Ministries of Finance and Economic Affairs (MOFEA), Local Government, Regional Governance and Lands have unique coordination functions for LGAs, whilst other ministries and public institutions have either direct line of communication or routed through MOLGRL with LGAs. For whatever one wants to do, one needs to determine what the best approach is and conduct as such.

To implement this plan will require coordinated internal actions by the BsAC as well as some coordination between the MORLG and the MOFEA to provide a springboard by which all other ministries and public institutions shall use as a means for relating with the LGAs.

4.2 Internal Strategy Coordination

4.2.1 Coordination Committee

The BsAC shall establish a Strategic Plan Coordination Committee or give this function to the Development Committee. The Strategic Plan Coordination Committee shall consist of the Council Chairman, CEO, all Directors and BsAC, and shall meet monthly. However, given the need for coordination, collaboration and partnership with key stakeholders, the Coordination Committee may meet as and when necessary, and invite other stakeholders to its meetings. Its responsibilities shall include coordinating the implementation of the strategic plan, review of reports from the Technical Committee, conduct quarterly monitoring visits to implementation/project sites and ensure that mid-term and terminal reviews and evaluations of the strategic plan are conducted.

The Coordination Committee shall report to the General Council on a monthly basis i.e. during the meeting following the review of reports from the Technical Committee.

4.2.2 Technical Committee

The role of the Technical Committee shall be to ensure that this plan is operationalized and fully implemented. It shall comprise of all line managers (Administration, Services, Finance, Planning & Development and Municipal Police). It shall use this forum to discuss and review strategic plan implementation, prepare and submit monthly reports to the Coordination Committee. Thus, the strategic plan implementation status review shall be a permanent item on its meeting agenda. The Technical

Committee shall be headed by the Planning and Development Manager/Officer/Director and assisted by the Finance Manager.

4.2.3 Strategy Implementation Coordination & Resource Mobilisation

Organisationally, a new function shall be installed as recommended in the new functional organogram, namely, the Strategy Implementation Coordination & Resource under the Directorate of Services. This shall be the secretariat for both the technical committee and the coordination committee and also for management and Council on all issues relating to the implementation of this plan.

4.2.4 Strategy Financing

The BsAC strategy budget shall be financed from BsAC's annual budget, government subvention and from donors. Table 6, indicates possible donors to this plan implementation and the strategy implementation coordination secretariat shall utilise this table to partly inform its resources mobilisation function for the implementation of this plan.

4.3 Implementation Strategy

Table 13: Action/Intervention Plan

Ref.	Objectives/Expected Results	Strategic Activities	Responsible Department/Unit	Supporting Departments	Partners	Due Date
Goal 1						
I	By December 2019 to design and develop a project in which the entire regional feeder road network as indicated in the priority list of roads to be costed and programmed to seek public and donor funding for their construction.	<ol style="list-style-type: none"> With support from MOLRG and MOFEA enlist the services of road engineers to map and cost the feeder roads project for the whole URR region. With the support of MOLRG and MOFEA seek support to fund the mapping from donors. 	MORGL/NRA BsAC/MORGL/MOFEA	MOFEA MOFEA	UNDP EU	December 2019
II	By June 2020 to advocate for inclusion in ensuing medium term national development plans and donor/government financing instruments in relationships such as the Lome Convention, ECOWAS, the World Bank, etc. for the construction of these roads.	<ol style="list-style-type: none"> With the help of MORGL and MOFEA to package and market the URR Feeder roads project to national medium-term public funding. Packaging and marketing of the URR Feeder roads project to donor funding. 	MORGL/ BsAC MORGL/ BsAC	MOFEA	EU and World Bank	June 2020
Goal 2						
I	By December 2019 to work with NAWEC and the NDP financing instrument to programme and execute full water supply piping and provision in all the districts close to and around Fulladu East District.	<ol style="list-style-type: none"> With the support of MOLRG and NAWEC, determine the districts near Basse town that could benefit from full NAWEC water supply, cost and constitute it into a project. Seek funding from the NDP basket of resources to part fund this project. Utilise this project document to seek funding from various donor sources. Market this project to all annual national budget frameworks and medium-term plans succeeding the NDP for funding. 	BsAC/NAWEC MORGL/BsAC BsAC/MORGL BsAC/MORGL	MORGL MOFEA MOFEA	EU/World Bank	December 2019
II	By February 2020 to programme, cost and generate a project for water supply infrastructure construction and implementation to all wards in the region by 2024.	<ol style="list-style-type: none"> With the support of MOLRG and NAWEC, to undertake a determination and mapping of the district borehole water supply and cost. To advocate for inclusion of 50% of this project for financing from the NDP. Utilise this project document to seek funding from various donor sources. Market this project to all annual national budget frameworks and medium-term plans succeeding the NDP for funding. 	BsAC/NAWEC BsAC/MORGL BsAC/MORGL BsAC/MORGL	MOFEA MOFEA MOFEA MOFEA	EU	February 2020
Goal 3						
I	By December 2020 to work with NAWEC and the NDP (MOFEA) to programme and execute electricity supply to all villages through which main power lines have passed through.	<ol style="list-style-type: none"> Seek support from MOLRG, MOFEA and NAWEC to design a costed project for URR villages electrification. Seek public funding for all the villages through which power mains have already passed through and implement electrification by 2021. 	BsAC/NAWEC BsAC	MORGL MORGL/MOFEA	NDP/EU/World Bank NDP/EU/World Bank	December 2020

		3. With the help of the MOLRG and MOFEA to seek donor funding of the URR for the village through which there will be need for main electrical lines and electrification by 2024.	BsAC	MORGL/ MOFEA	NDP/EU/ World Bank	
Goal 4						
I	By October 2019 to undertake BsAC institutional audit and capacity assessment of existing and needed organizational capacity for implementation of this strategic plan, cost and make recommendations for needed transformation investment.	<ol style="list-style-type: none"> 1. Review the proposed new Organizational structure in this strategic plan; adopt or amend and launch. 2. Recruit a HR expert to consult and generate a HR Policy taking into account the Local Government Scheme of Service and LGA Act 2002 and this strategic plan. 3. Recruit a lawyer to draft detailed service rules for the BsAC, adopt and launch the service rules. The service rules must be detailed in terms of all the issues that affect the institutional structures (Governance - Council and Subcommittees and their modes of operation) and management (Mode of operation and relations with staff) in all aspects of work. 	BsAC BsAC BsAC	MORGL MORGL MORGL	NDP NDP NDP	October 2019
Goal 5						
I	By December 2019, and with the cooperation of the Ministry of Health to audit and map all the health facilities in all districts and wards of URR; determine the nature and cost (investment and operational for ten years) of variation for ensuring a health centre in each district and a health post in each ward.	<ol style="list-style-type: none"> 1. With the help of the Ministry of Health to map all health facilities in the URR, conduct a human resource audit and equipment and medical requirements cost. 2. Assess and determine the overall operational cost of each of the facilities at ward and district levels and recommend the locations that should be health posts and those that should be health centres, including their medical, equipment and human resource cost implications should they be run effectively. 3. Determine the costs of either rehabilitation or building old or new centres respectively. 4. Generate a project document detailing the cost implications of operating a health post in each ward, a health centre in each district and of refurbishing and transforming Basse Hospital to a referral regional hospital. 	BsAC/MOH BsAC/MOH BsAC/MOH BsAC/MOH	MORGL MORGL MORGL MORGL	UNDP/ WHO	December 2019
II	By December 2019, and with the cooperation of the Ministry of Health and Social Welfare, to undertake an evaluation of the current state of Basse hospital and with intention to transform into a referral hospital for the URR, establish the cost of transformation into a sufficiently resourced referral hospital status and its accompanying operational resource requirements and costs for ten years from date of evaluation.	<ol style="list-style-type: none"> 1. With the help of MOLRG and MOFEA and of Health, to determine the project costs and resource requirements of transforming Basse Hospital to a regional referral hospital and operate for ten years. 2. With support from the Ministry of Health, to include this project as part of the Health Ministry's health delivery strategy and secure it's funding from it. 3. Seek donor funding for the project from donors. 	BsAC/MOH MOH MORGL/ MOFEA	MOFEA MORGL MORGL	NA	December 2019
III	By December 2019, working with the Ministry of Health, and the Ministry of Foreign Affairs, to establish linkage and cooperation with URR citizens abroad and establish funding	<ol style="list-style-type: none"> 1. Establish a spatial list of the URR diaspora community and design a system of support to the URR health delivery system. 	BsAC	MOFA	NA	December 2019

	support mechanisms to URR health delivery systems.	2. Engage MOFA and MOLRG and together establish a system for health delivery support to URR.	BsAC	MORGL		
Goal 6						
I	By August 2019, working with MoBSE and MOHERST to undertake region-specific public orientation and education and to ensure that every child born in the URR shall be registered and enter school at the school going age.	1. To work with MoBSE and MoHERST and design and deliver an IEC programme for the need to register and send children to schools. 2. To work with opinion and religious leaders on the design and delivery of this IEC programme.	BsAC BsAC	MoBSE/ MOHERST MoBSE/ MOHERST	NA	August 2019
II	By August 2019, working with MoBSE and MOHERST BsAC Chamber of Council to pass region-specific by-laws that would make it impossible for a child to be withdrawn from school at any age except for reasons provided under the national education policy.	1. With the support of the Ministry of Justice and MoBSE to draft by-laws to require all children born in the URR to be registered and sent to school and remain there until its logical conclusion. 2. To pass the by-laws that will ensure that all children born in the URR are registered and sent to school and remain there until grade 12. 3. With the support of the regional education office and police to ensure that the byelaw is obeyed.	BsAC/MORGL BsAC BsAC	MOJ MOJ/MoBSE MOJ		August 2019
III	By August 2019 and working with MoBSE, MOHERST and the donor community, to create facilities to fund children at school whose parents cannot maintain them at school.	1. With the support of the MoBSE to design and launch a programme for supporting parents and families that cannot sustain their children at school ensure that they do not leave school for lack of funding. 2. Operationalize and monitor the implementation of the school support grant.	BsAC/MOBSE MoBSE/ MOHERST	MORGL MORGL	NA	August 2019
7		4.				
I	By June 2020 and working with the Ministry of Trade, Industry, Regional Integration and Employment, to discuss with and establish URR-specific investment incentives in such as agricultural industrial investment and commercial agriculture.	1. Issue a request for a joint meeting of the URR/ MOLRG /MOTIRIE/GIEPA/MOFEA on a special investment regime for the URR. 2. Secure an agreement for a special investment regime for the URR based on a strong submission, development of the regime and if necessary, its legislation as an addendum to the national investment incentive regime. 3. Take necessary action to draft, discuss, legislate or add to national regulations and launch for joint execution by BsAC and GIEPA.	BsAC/MORGL BsAC/MORGL/ MOFEA MOTIRIE	MOTIRIE MOTIRIE BsAC/MORGL /BsAC	NA	June 2020
II	By September 2020 with MOTIE and MOFEA to negotiate and agree mechanisms for export of Basse investment outputs into Senegal, Guinea Bissau and Guinea Conakry and also re-export outputs through Senegal to third countries.	Approach MOFEA/MOTIE and the GPA for the establishment of a dry port in the URR to take advantage of re-export opportunities of the region.	BsAC/MORGL	MOTIRIE/GP A	NA	September 2020
III	By September 2020 with MOTIE and MOFEA to negotiate and agree with Senegal mechanism for the utilisation of URR as one of Gambia's re-port hub to third countries such as Guinea Bissau and Guinea Conakry.	With the support of MOTIE/MOFA/MOFEA to negotiate and agree mechanisms for smooth cross border transit and Senegal bound exports and re-exports.	BsAC/MORGL	MOTIRIE		September 2020

Goal 8						
I	By June 2020 and working with the Department of Forestry and Ministry of Justice BsAC to legislate by-laws that will incriminate bushfires, initiate and implement a project of reforestation of the URR, including an IEC programme on the negative impacts of bushfires..	<ol style="list-style-type: none"> 1. Generate a basis and for local laws to outlaw bushfires and ensure the protection of the regional forest cover and accompanying biodiversity. 2. Detail a project that will include incentives and sanctions for protecting and burning the forest respectively. 3. With the support of the Ministry of Justice, Council Chambers to legislate a byelaw to implement the protection of the forest cover and biodiversity of the URR. 	BsAC/Dept. of Forestry BsAC/Dept. of Forestry BsAC/Dept. of Forestry	MORGL MORGL MORGL	NA NA	June 2020
II	By September 2020 and working with the Gambia Police Force and Gambia National Army, to put in place a mechanism for policing bushfires across the region.	<ol style="list-style-type: none"> 1. Meet with the regional police command and educate them on the new bye-aw and together agree on a mechanism(s) for its enforcement. 2. Establish a collaborative framework between the regional police command, regional forestry department and BsAC, establish required support structures and launch the enforcement drive. 	BsAC MORGL	MORGL MORGL	NA NA	September 2020
Goal 9						
I	By November 2020 and with support from the MOLRGL, to seek funding for urban mapping of Basse to guide Basse human settlement and infrastructure growth and internalise into the BsAC systems the outcome of the mapping exercise for approval of settlements and housing development in the URR.	<ol style="list-style-type: none"> 1. Design and generate with the help of MORLG a project proposal for urban mapping of Basse human settlement and infrastructure growth and systems for management of approval of settlements and housing development in the URR. 2. Seek funding with the assistance of MOFEA/MOLRGL for the mapping project. 3. Conduct the mapping, utilise the recommendations of the report and reorganise the BsAC systems for approvals and management of settlements in the region. 	BsAC/MORGL BsAC/MORGL BsAC/MORGL	MOFEA MOFEA MOFEA	NDP “ “	November 2020
II	By December 2020 and working with MORLGL, the Ministry of the Environment and the MOFEA to seek funding for the construction of the Gujuguju Bolong Canal around Basse city and of drainages around the city to eliminate flooding in Basse city.	<ol style="list-style-type: none"> 1. With the help of MORGL to design TORs for consultancy for the design of works on the canal and drainages in Basse city. 2. With help from MOFEA/MORGL seek funding for the project. 3. Implement the project. 	BsAC/MORGL MORGL/BsAC BsAC/MORGL	MOWI/NDMA MOFEA MOFEA	NDP EU/World Bank “	December 2020
Goal 10						
I	By March 2021 to seek for funding and embark upon the following income generating investments as a means of ensuring future financial sustainability of BsAC:	<ol style="list-style-type: none"> 1. Generate TORs for the design of a URR financial sustainability project programme called ‘Basse is Beautiful’. The TORs shall detail what the consultants will design in terms of a programme of sustainability projects of investments and their socioeconomic and financial contributions and viabilities respectively to BsAC. 	BsAC/MORGL	MOFEA	NDP	TORs – December 2019 Detail project document to be ready - March 2021

		<p>The projects shall include but not limited to:</p> <ol style="list-style-type: none"> 1. Investment in BsAC – Income generating complex in already owned land. 2. Redevelop existing quarters into a lodge and conference hall. 3. Rebuild existing market in Basse city – two floors. 4. Build Basse City Hall 5. Build a cold storage for women horticultural traders in Basse town <p>2. Implement project/programme</p>	MORGL/ MOFEA	Ministry of Works and Infrastructure		Implementation to commence – March 2021
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Chapter 5: Financing

5.1: Indicative Costs

Table 14: Consolidated Strategic Budget

No.	Strategic Goal	2019	2020	2021	2022	Total
		GMD	GMD	GMD	GMD	GMD
1	Construction and upgrade of necessary <u>road network infrastructure</u> to enhance commerce and movement; the detailed road networks and their ranking at district levels are included in the ward development priorities of each ward in annex.	7,350,000.00	-	-	-	7,350,000.00
2	Proliferate access to <u>consumable water supply</u> to all villages either through the NAWEC pipe borne network or by installing sufficient boreholes and pipe the water to villages.	250,000.00	250,000.00	-	-	500,000.00
3	Whilst the main electricity supply passes through most districts, the supply of power has not reached very many villages and the goal is to achieve an <u>optimal power supply system at all village locations</u> .	-	250,000.00	-	-	250,000.00
4	That capacity of BsAC both at the central and WDC/VDC levels are weak and needs rebuilding. That for the purpose of successfully implementing this strategic plan, it would be important to <u>transform the organisational efficiency and effectiveness of Council in order to sustain the development gains that may be made from this plan</u> .	400,000.00	-	-	-	400,000.00
5	That whilst there are health posts and centres almost everywhere they should be, these posts/centres either do not have adequate qualified health personnel or do not have medicines and equipment. That there should be a reconstruction and upgrade of Basse Hospital to an <u>adequately resourced regional referral hospital</u> and locate a district health centre in each district and a health post in each ward, also <u>sufficiently resourced</u> .	200,000.00	125,000.00	-	-	325,000.00
6	To support the regional educational office to ensure that <u>every child born in the URR has the assurance of going into and remaining in school until its logical conclusion</u> .	315,000.00	-	-	-	315,000.00
7	That given the international border advantages of proximity to Guinea Bissau and Guinea Conakry and suitability for trade, agriculture and all forms of agriculture related industry, <u>to attract and retain investors in commercial agriculture, industry and regional trade; to grow the regional economy and create employment and economic development</u> .	-	625,000.00	-	-	625,000.00
8	Considering the importance of agriculture either directly or indirectly to the socioeconomic livelihood of the region and the negative impact of deteriorating climatic impact situation on farmland and soil, to which regional behaviours are partly responsible, <u>to enable a system that will eliminate bushfires and recreate the regional forest cover and more farming friendly climatic conditions</u> .	-	325,000.00	-	-	325,000.00
9	To initiate a project for <u>rebuilding the city infrastructure</u> of Basse and reconstructing drainages the Bujubuju Bolong canal.	-	550,000.00	-	-	550,000.00
10	In order to achieve future financial sustainability, <u>to initiate and commence a project for investments by the BsAC in income generating projects in Basse and the environs, to serve as cash cows over time to sustain BsAC operational financing requirements</u> .	-	-	400,000.00	-	400,000.00
	Total (GMD)	8,515,000.00	2,125,000.00	400,000.00	-	11,040,000.00

Note:

- I. Most strategic activities are scheduled in the first year so that the requisite institutional capacity is developed and the BsAC is able to serve as the springboard for the implementation of the NDP and also as the institution for ensuring local government decentralisation. As a result most of the resources must come from the NDP since to achieve the required institutional statute; there is no time for the BsAC to fundraise from elsewhere and then to build the required institutional capacity to serve the NDP.

5:2: Resource Mobilization

This strategy has identified potential donors including their areas of intervention. It is hoped that it will help mitigate the effects of inadequate funding on strategic plan implementation.

Result Framework of The BsAC Strategic Plan (2019 – 2022)

Table 15: Results Framework of the BsAC Strategic Plan (2019 – 2022)

List of Results from Successful Implementation of this Strategic Plan: <ol style="list-style-type: none"> 1. Increased number of professional staff in total council/LGA staff from 8 to 52; 2. Increase in the number of functional decentralized structures including VDCs, WDCs, SWDCs with implemented Action Plans from 0% to 100%; 3. Increased proportion of LGAs/Council with independent control of their fiscal operations from 0% to 100%; 4. Increased existence of a financial management systems at all LGAs from 2 to 7; 5. A unified financial management systems in existence at all LGA's and Governors offices; and 6. Existence of regional strategic plans in all regions. List of expected outcomes include: <ol style="list-style-type: none"> 1. Empowered local government authorities and communities, 2. Increased revenue for local development 3. Quality service delivery at all decentralised levels. 					
Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategy Priority 1: Regional Roads Infrastructure Goal I: To undertake the construction and upgrade of necessary road network infrastructure, linking settlements with each other and with the inter regional road stretches of Lamin Koto/Passimas and Basse/Koina on both the North and South banks of the URR (detailed in Ward/District Development Priority rankings in Annex A) to enhance commerce and movement.					
Objective I: By December 2019 to design and develop a project in which the entire regional feeder road network as indicated in the priority list of roads to be costed and programmed to seek public and donor funding for their construction.	<ol style="list-style-type: none"> 1. Project study including design of regional feeder roads network report. 2. Funding commitments for the implementation of the project. 	Main inter-regional road (Lamin Koto/Passimas and Mansajang/Fatoto/Koina) and bridge (Passimas/Fatoto and Basse/Wuli) network is under construction and should be complete by December 2020.	Completion of feeder roads project by 2024	<ol style="list-style-type: none"> 1. Project document completed. 2. Funding commitments received, and 3. Roads constructed. 	<ol style="list-style-type: none"> 1. Prioritisation of URR by central government. 2. Inability of BsAC to provide requisite ability to guide the implementation process. 3. Lack of public and donor funding.
Objective II: By June 2020 to advocate for inclusion in ensuing medium term national development plans and donor/government financing instruments in relationships such as the Lome Convention, ECOWAS, the World Bank and etc. for the construction of these roads.	<ol style="list-style-type: none"> 1. URR feeder roads project continuing to be included as priority in national development plans after the NDP. 	URR as part of overall LGA prioritisation is in the NDP as priority.	NA	Prioritisation of LGA roads infrastructure in development plans after the NDP.	<ol style="list-style-type: none"> 1. Change of policy and public investment prioritisation by government.

Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategy Priority 2: Accessible Drinkable Water Supply					
Goal 2: To proliferate access to consumable water supply to all villages either through the NAWEC pipe borne network or by installing sufficient boreholes and piped water to villages.					
Objective I: By December 2019 to work with NAWEC and the NDP financing instrument to programme and execute full water supply piping and provision in all the districts close to and around Fulladu East District.	1. Official engagement with NAWEC and the NDP coordinating mechanism. 2. Commitment to and commencement of works on the URR water supply system.	Only Basse town has piped NAWEC supplied water system.		1. Official correspondence and establishment and commencement of deliberations on subject matter.	Lack of initiative by BsAC and/or MORGL
Objective II: By February 2020 to programme, cost and generate a project for water supply infrastructure construction and implementation to all wards in the region by 2024.		Some wards in districts have piped borehole water supply systems.		1. Project document produced. 2. Funding commitment secured and works commenced.	
Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategy Priority 3: Accessible Regional Electricity Supply					
Gaol 3: Taking advantage of the regional connectivity of the main electricity network, to ensure that electrical power is available to all villages.					
Objective I: By December 2020 to work with NAWEC and the NDP (MOFEA) to programme and execute electricity supply to all villages through which main power lines have passed through.	1. Official engagement with NAWEC and the NDP coordinating mechanism. 2. Commitment to and commencement of works on the URR power supply system.	1. Power mains have passed through most of URR. 2. Installation of step-down transformers and distribution to villages is still a challenge.	December 2020	1. Official correspondence and establishment and commencement of deliberations on subject matter. Project document produced. 2. Funding commitment secured and works commenced.	Lack of initiative by BsAC and/or MORGL
Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategic Priority 4: BsAC Institutional Transformation					
Goal 4 To undertake BsAC Institutional Transformation and ensure that the capacity of BsAC both at the central and WDC/VDC levels are rebuilt for the purpose of successfully implementing this strategic plan and assure on-going efficiency and effectiveness of the BsAC in order to sustain the development gains that may be made from this plan.					
Objective I: By October 2019 to undertake BsAC institutional audit and capacity assessment of existing and needed Organisational capacity for implementation of this	1. NDP secretariat funds the institutional audit and capacity assessment.	Very weak institutional structure of the BsAC.	October 2019	1. Institutional audit and transformation study report. 2. Funding commitment to institutional transformation of BsAC.	1. Lack of initiative by BsAC and/or MORGL 2. Time

strategic plan, cost and make recommendations for needed transformation investment.	2. NDP provides funding for the implementation of recommendations of the audit and needed transformation of the BsAC.				
Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategic Priority 5: Regional Health Infrastructure					
Goal 5: To reconstruct and upgrade Basse Hospital into an adequately resourced regional referral hospital and construct/upgrade existing health posts into district health centres in each district and health posts in each ward and adequately resource them.					
Objective I: By December 2019, and with the cooperation of the Ministry of Health to audit and map all the health facilities in all districts and wards of URR; determine the nature and cost (investment and operational for ten years) of variation for ensuring a health centre in each district and a health post in each ward.	Audit and map of all the health facilities in all districts and wards of URR and accompanying investment cost to ensure a health post in each ward, and health centre in each district.	Most districts and/wards currently have either a health centre or post. However, these facilities are poorly resourced with qualified personnel and medicines.	December 2019	1. The various project documents produced, and 2. Systems/frameworks established and operationalized.	1. Lack of initiative by BsAC and/or MORGL 2. Time
Objective II: By December 2019, with the cooperation of the Ministry of Health, to undertake an evaluation of the current state of Basse hospital and with intention to transform into a referral hospital for the URR, establish the cost of transformation into a sufficiently resourced referral hospital status and its accompanying operational resource requirements and costs for ten years from date of evaluation.	Report of the cost and resource implications of transforming Basse Hospital to a regional referral hospital.	A hospital currently exists in Basse but very poorly resourced (1 doctor, a few qualified nurses and physical structure dilapidated).	December 2019		
Objective II: By December 2019, with Working with the Ministry of Health, and Ministry of Foreign Affairs, to establish linkage and cooperation with URR citizens abroad and establish funding support mechanisms to URR health delivery systems.	1. BsAC establish a framework of URR diaspora support system and offer it to URR citizens in the diaspora. 2. A mechanism of diaspora support structure to the URR health system established and made operational.	1. URR has a significant diaspora population and most of them are financially successful and willing to support the region. 2. There are currently many mosques, clinics and educational facilities in the region, which were financed by the diaspora community.	December 2019		

Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategic Priority 6: Education to All in the URR					
Goal 6 That every child born in the URR is assured of going into and remaining in school until its logical conclusion.					
Objective I: By August 2019 and working with MoBSE and MOHERST to undertake region-specific public orientation and education and to ensure that every child born in the URR shall be registered and enter school at the school going age.	1. Regional orientation and education program on sending children to school and leaving them to complete schooling agreed with MoBSE and funded.	URR is the LGA with the highest proportion of children who have never been in or dropped out of school.	August 2019	1. Programme exists and funding verifiable. 2. The proportion of children entering and remaining in school to completion significantly rises.	Lack of initiative by BsAC and/or MORGL
Objective II: By August 2019 and working with MoBSE and MOHERST BsAC Chamber of Council to pass region-specific by-laws that would make it impossible for a child to be withdrawn from school at any age except for reasons provided under the national education policy.	1. By-laws passed by BsAC Council Chamber. 2. Existence of arrangements with URR Police Command to enforce the by-laws.	No laws or rules to require parents to register children in schools.	August 2019	1. By-laws passed. 2. Regional Police enforce the by-laws.	Lack of action by BsAC
Objective III: By August 2019 and working with MoBSE, MOHERST and the donor community, to create facilities to fund children at school whose parents cannot maintain them at school.	A financial facility created and launched in the URR.	There is no such facility except that which makes basic education free for all Gambian children.	August 2019	1. Facility established and commissioned for grades 7 – 12.	Lack of initiative by BsAC.
Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategic Priority 7: Regional Investment and Trade Hub of The Gambia					
Goal 7 Taking advantage of the international border advantages with Senegal and proximity to Guinea Bissau and Guinea Conakry and suitability for trade, agriculture and all forms of agriculture related industry, to attract and retain investors in commercial agriculture, industry and regional trade; to grow the regional economy and create employment and economic development.					
Objective I: By June 2020 and working with the Ministry of Trade, Industry, Regional Integration and Employment, to discuss with and establish URR-specific investment incentives in such as agricultural industrial investment and commercial agriculture.	URR-specific investment incentives in such as agricultural industrial investment and commercial agriculture.	There are no current such systems even though significant trade is routed through URR to third countries.	June 2020	URR-specific investment incentive regime.	Institutional weakness of BsAC.

Objective II: By September 2020 with MOTIRIE and MOFEA to negotiate and agree mechanisms for export of Basse investment outputs into Senegal, Guinea Bissau and Guinea Conakry and also re-export outputs through Senegal to third countries.	1. Mechanisms for export of Basse investment outputs into Senegal, Guinea Bissau and Guinea Conakry. 2. Re-exports outputs through Senegal to third countries.		September 2020	Agreement with Senegal for exports of URR outputs into Senegal.	
Objective III: By September 2020 with MOTIRIE and MOFEA to negotiate and agree with Senegal mechanism for the utilisation of URR as one of Gambia’s re-export hub to third countries such as Guinea Bissau and Guinea Conakry.	Agreed mechanism for the utilisation of URR as one of Gambia’s re-port hub to third countries with Senegal such		September 2020	Agreement with Senegal on facilitating the transit trade hub of the URR	
Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategic Priority 8: Recreation of Forest Cover and Biodiversity of the URR					
Goal 8: In consideration of the importance of agriculture directly and indirectly to the socioeconomic livelihood of the region and the negative impact of deteriorating climatic impact situation on farmland and soil, to which regional behaviours are partly responsible, to create and enable a system that will eliminate bushfires and recreate the regional forest cover and more farming friendly climatic conditions.					
Objective I: By June 2020, working with the Department of Forestry and Ministry of Justice BsAC to legislate by-laws that will incriminate bushfires, initiate and implement a project of reforestation of the URR, including an IEC programme on the negative impacts of bushfires..	1. By-laws incriminating bushfires. 2. Project for reforestation.	There is nothing that currently stops bushfires and forest cover degradation except community arrangements either at ward or district levels, most of which are poorly enforced.	June 2020	1. By-laws. 2. Enforcement mechanism by the URR Regional Police Command	Lack of institutional ability by BsAC.
Objective II: By September 2020, working with the Gambia Police Force and Gambia National Army, to put in place a mechanism for policing bushfires across the region.	Arrangements with region al Command on an enforcement mechanism.	No such system currently.	September 2020	Enforcement system for enforcing bushfire by-laws.	

Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategic Priority 9: Rebuilding Basse Infrastructure - drainages and the GujuGuju Bolong canal: 'Basse is Beautiful' Goal 9: To initiate a project for rebuilding the city infrastructure of Basse and reconstructing drainages and the Gujuguju Bolong canal.					
Objective I: By November 2020 and with support from the MOLRGL, to seek funding for urban mapping of Basse to guide Basse human settlement and infrastructure growth and internalise into the BsAC systems the outcome of the mapping exercise for approval of settlements and housing development in the URR.	1. Funding for the mapping study acquired and mapping and costing thereof undertaken. 2. Results of the mapping study internalised into BsAC systems and processes.	There is no current policy on human settlements.	November 2020	1. Mapping study report.	Lack of institutional ability by BsAC to ensure that the study is undertaken and recommendations from it internalised into the LGA organisational structures.
Objective II: By December 2020, working with MORLGL, the Ministry of the Environment and the MOFEA to seek funding for the construction of the Gujuguju Bolong Canal around Basse city and of drainages around the city to eliminate flooding in Basse city.	1. Study report on the project and 2. Funding commitment to works on the project.	The drainage system and the risk to settlements in the town of the canal are grave.	December 2020	1. Implementation study report. 2. Financing commitment.	
Outcome	Key Indicators	Baseline 2018	Targets 2021	Means of Verification	Risks and Assumptions
Strategic Priority 10: Ensuring Future Financial Sustainability of BsAC Goal 10: In order to achieve future financial sustainability, to initiate and commence a project for investments by the BsAC in income generating projects in Basse and the environs, to serve as cash cows over time to sustain BsAC operational financing requirements.					
Objective I: By March 2021 to seek for funding and embark upon the following income generating investments as a means of ensuring future financial sustainability of BsAC: a. Investment in BsAC – Income generating complex in already owned land. b. Redevelop existing quarters into a lodge and conference hall. c. Rebuild existing market in Basse city – two floors. d. Build Basse City Hall e. Build a cold storage for women horticultural traders in Basse town	1. Develop and generate fundraising strategy to implement this objective	Currently, URR has serious funding difficulties.	March 2021	1. Fundraising strategy generated, and 2. Strategy utilised and generates investment in designated activities.	Institutional inability of BsAC to initiate and implement the activities leading to achieving the objective.

Risks and Assumptions

The following risk matrix identifies the important risks for each of the objectives of the strategic plan and ranks them according to their perceived level of magnitude. The different ranking categories used are High, Medium and Low. Therefore, the BsAC needs to pay particular attention to those objectives and accompanying activities that are either ranked High or Medium. It also means continuous monitoring of these risks and devising measures to either mitigate or prevent them from occurring in the first place.

Table 16 Risk Matrix

Goal	Objective	Important Risks and Assumptions	Ranking (High, Medium and Low)	Mitigating Measures
Goal 1: To undertake the construction and upgrade of necessary road network infrastructure, linking settlements with each other and with the inter-regional road stretches of Lamin Koto/Passimas and Basse/Koina on both the North and South banks of the URR (detailed in Ward/District Development Priority rankings in Annex A) to enhance commerce and movement.	Objective I: By December 2019 to design and develop a project in which the entire regional feeder road network as indicated in the priority list of roads to be costed and programmed to seek public and donor funding for their construction.	1. Lack of initiative and institutional capacity by BsAC to start engagement for implementation arrangements. 2. Lack of commitment by central government and by extension donors to fund the project.	H M	1. Institutional reforms and transformation of the BsAC and building the necessary institutional capacity. 2. Advocacy for central government adoption of local governance decentralisation and heightened engagement with donors to reinforce decentralisation programme of government.
	Objective II: By June 2020 to advocate for inclusion in ensuing medium term national development plans and donor/ government financing instruments in relationships such as the Lome Convention, ECOWAS, the World Bank, etc. for the construction of these roads.	1. Central government lip service to local governance decentralisation.	M	MORGL to intensify efforts of advocacy to ensure further decentralisation and its accompanying funding and prioritisation national development.
Goal 2: To proliferate access to consumable water supply to all villages either through the NAWEC pipe borne network or by installing sufficient boreholes and piped water to villages.	Objective I: By December 2019 to work with NAWEC and the NDP financing instrument to programme and execute full water supply piping and provision in all the districts close to and around Fulladu East District.	Inability of the NDP to allocate funding to this activity given competing demands.	M	BsAC and MORGL to intensify advocacy.
	Objective II: By February 2020 to programme, cost and generate a project for water supply infrastructure construction and implementation to all wards in the region by 2024.	Inability of BsAC to coordinate with NAWEC and MOFEA (NDP) to undertake the assignment.	H	BsAC and MORGL to intensify advocacy.
Goal 3: Taking advantage of the regional connectivity of the main electricity network, to ensure that electrical power is available to all villages.	Objective I: By December 2020 to work with NAWEC and the NDP (MOFEA) to programme and execute electricity supply to all villages through which main power lines have passed through.	1. Inability of BsAC to coordinate with NAWEC and MOFEA(NDP) to undertake the assignment.	H	BsAC and MORGL to intensify advocacy.
		2. Inability of NDP to fund the programme.	M	
Goal 4: To undertake BsAC Institutional Transformation and ensure that the capacity of BsAC both at the central and WDC/VDC levels are rebuilt for the purpose of successfully implementing this strategic plan and assure on-going efficiency and effectiveness of the BsAC in order to sustain the development gains that may be made from this plan.	Objective I: By October 2019 to undertake BsAC institutional audit and capacity assessment of existing and needed Organizational capacity for implementation of this strategic plan, cost and make recommendations for needed transformation investment.	Lack of concentration and continued prioritisation by central government.	M	BsAC and MORGL to intensify advocacy.
Goal 5: To reconstruct and upgrade Basse Hospital into an adequately resourced regional referral hospital and construct/upgrade existing health posts into district health centres in each district and health posts in each ward and adequately resource them.	Objective I: By December 2019, and with the cooperation of the Ministry of Health to audit and map all the health facilities in all districts and wards of URR; determine the nature and cost (investment and operational for ten years) of variation for ensuring a health centre in each district, and a health post in each ward.	1. Lack of interest from the Ministry of Health.	M	Continued prioritisation of LGA health delivery improvement and continued advocacy for public and donor funding. Funding and serious LGA institutional reforms, transformation and capacity building.
		2. Lack of BsAC institutional capacity to follow-up and advocate for implementation.	M	

Goal	Objective	Important Risks and Assumptions	Ranking (High, Medium and Low)	Mitigating Measures
	Objective II: By December 2019, and with the cooperation of the Ministry of Health, to undertake an evaluation of the current state of Basse hospital and with the intention to transform into a referral hospital for the URR, establish the cost of transformation into a sufficiently resourced referral hospital status and its accompanying operational resource requirements and costs for ten years from date of evaluation.			
	Objective III: By December 2019, working with the Ministry of Health, and Ministry of Foreign Affairs, to establish linkage and cooperation with URR citizens abroad and establish funding support mechanisms to URR health delivery systems.	Lack of BsAC institutional capacity to follow-up and advocate for implementation.	H	Commitment to LGA reforms by Government and enforcement thereof.
Goal 6: That every child born in the URR is assured of going into and remaining in school until its logical conclusion.	Objective I: By August 2019 and working with MoBSE and MOHERST to undertake region-specific public orientation and education and to ensure that every child born in the URR shall be registered and enter school at the school going age.	Lack of BsAC institutional capacity to follow-up and advocate for implementation.	H	Commitment to LGA reforms by Government and enforcement thereof.
	Objective II: By August 2019, working with MoBSE and MOHERST, the BsAC Chamber of Council to pass region-specific by-laws that would make it impossible for a child to be withdrawn from school at any age except for reasons provided under the National Education Policy.	Lack of ability by BsAC to pass By-laws.	H	Commitment to LGA reforms by Government and enforcement thereof.
	Objective III: By August 2019 and working with MoBSE, MOHERST and the donor community, to create facilities to fund children at school whose parents cannot maintain them at school.	Lack of institutional capacity by BsAC to coordinate and advocate for the creation of the fund.	H	Commitment to LGA reforms by Government and enforcement thereof.
Goal 7: Taking advantage of the international border advantages with Senegal and proximity to Guinea Bissau and Guinea Conakry and suitability for trade, agriculture and all forms of agriculture related industry, to attract and retain investors in commercial agriculture, industry and regional trade; to grow the regional economy and create employment and economic development.	Objective I: By June 2020, working with the Ministry of Trade, Industry, Regional Integration and Employment, to discuss, and establish URR-specific investment incentives such as agricultural industrial investment and commercial agriculture.	Lack of institutional capacity by BsAC to coordinate and advocate for the creation of the investment incentive regime for the region.	H	Commitment to LGA reforms by Government and enforcement thereof.
	Objective II: By September 2020, with MOTIRIE and MOFEA to negotiate and agree mechanisms for export of Basse investment outputs into Senegal, Guinea Bissau and Guinea Conakry and also re-export outputs through Senegal to third countries.	Lack of institutional capacity by BsAC to coordinate and advocate for the creation of the mechanisms.	H	Commitment to LGA reforms by Government and enforcement thereof.
	Objective III: By September 2020, with MOTIRIE and MOFEA to negotiate and agree with Senegal mechanism for the utilisation of URR as one of Gambia's re-export hub to third countries such as Guinea Bissau and Guinea Conakry.	1. Lack of institutional capacity by BsAC to coordinate and advocate for the creation of the re-export hub. 2. Hesitance of Senegal to allow what is already provided for, under the ECOWAS trade arrangements.	H M	1. Commitment to LGA reforms by Government and enforcement thereof. 2. Use of all methods including MOFA and even 3. Heads of State.

Goal	Objective	Important Risks and Assumptions	Ranking (High, Medium and Low)	Mitigating Measures
Goal 8: In consideration of the importance of agriculture directly and indirectly to the socioeconomic livelihood of the region and the negative impact of deteriorating climatic impact situation on farmland and soil, to which regional behaviours are partly responsible, to create and enable a system that will eliminate bushfires and recreate the regional forest cover and more farming friendly climatic conditions.	Objective I: By June 2020, working with the Department of Forestry, and Ministry of Justice, BsAC to legislate by-laws that will incriminate bushfires, initiate and implement a project of reforestation of the URR, including an IEC programme on the negative impacts of bushfires..	1. Inability of BsAC to work on and pass the by-laws. 2. Inability of the Forestry Department to seriously support the process.	H M	Commitment to LGA reforms by Government and enforcement thereof. MORGL to support advocacy with the Forestry department and Office of the Governor.
	Objective II: By September 2020, working with the Gambia Police Force, and Gambia National Army, to put in place a mechanism for policing bushfires across the region.	1. Inability of BsAC to work on enforcement mechanism with the armed forces especially the Regional Police Command. 2. Inability of the armed forces to seriously support the process.	H M	1. Commitment to LGA reforms by Government and enforcement of the mechanism by MORGL to support advocacy for establishment and operationalization of the mechanism. 2. Use of all methods at the highest level to ensure mechanisms.
Goal 9: To initiate a project for rebuilding the city infrastructure of Basse and reconstructing drainages and the Gujuguju Bolong canal.	Objective I: By November 2020 and with support from the MOLRGL, to seek funding for urban mapping of Basse to guide Basse human settlement and infrastructure growth and internalise into the BsAC systems the outcome of the mapping exercise for approval of settlements and housing development in the URR.	1. Lack of funding 2. Inability of BsAC to internalise and operate the mechanisms.	M H	Intensify prioritisation of local governance decentralisation. Intensification of LGA institutional reforms and capacity building.
	Objective II: By December 2020, working with MORLGL, the Ministry of the Environment and the MOFEA to seek funding for the construction of the Gujuguju Bolong Canal around Basse city and of drainages around the city to eliminate flooding in Basse city.	1. Lack of funding and donor interest. 2. Lack of capacity of BsAC to initiate and coordinate efforts.	M M	Increased local governance prioritisation Intensity BsAC capacity building and marketing of project to donors.
Goal 10: In order to achieve future financial sustainability, to initiate and commence a project for investments by the BsAC in income generating projects in Basse and the environs, to serve as cash cows over time to sustain BsAC operational financing requirements.	Objective I: By March 2021 to seek for funding and embark upon the following income generating investments as a means of ensuring future financial sustainability of BsAC: 1. Investment in BsAC – Income generating complex in already owned land. 2. Redevelop existing quarters into a lodge and conference hall. 3. Rebuild existing market in Basse city – two floors. 4. Build Basse City Hall 5. Build a cold storage for women horticultural traders in Basse town	1. Lack of funding and donor interest. 2. Lack of capacity of BsAC to initiate and coordinate efforts.	M M	Increased local governance prioritisation Intensity BsAC capacity building and marketing of project to donors.

Annex

Annex A Ranked Development Priorities of the Wards of URR FULLADOU EAST

Basse and Sabi Wards

Rank	Development Priority
1	Roads: a. Sabi/Sarre Pirasu/Fass Bajong/Banikos/Juruba b. Nassir/Kumbija/Bani: i. Sarre Yorro Cheke ii. Sambalolo/Sabi iii. Basse Mosque/Manneh Kunda/Demba Kunda iv. Ahmadiya/Manneh Kunda
2	Water – NAWEC. Regional water supply system.
3	BsAC - Institutional Reform
4	Health (Mortuary) and upgrade district hospital
5	Electricity
6	Education
7	Gardens
8	Market
9	Investors/Economic Development/Employment. Attract investors into Agric value addition eg. Groundnuts.
10	Gabbage
11	Bridges: a. Kabakama/Basse b. Manneh Kunda/Bajong

JIMARA DISTRICT

Julangel and Gambisara Wards

Rank	Development Priority
1	Investors/Economic Development/Employment. Attract investors through incentives to businesses with market potential in Senegal, GB, GC and Mali
2	Roads: Poor road network i. Numuel/Demba Kunda Ngaleh/Demba Kunda Kuta/Demba Kunda Koto/Basse Manneh Kunda ii. Sare Mansong/Sare Bojo iii. Mankamang Kunda/Diabugu Badala iv. Sandy Kunda/Bannatenda
3	Water – inadequate safe drinking water
4	Electricity
5	Security
6	Markets
7	Transport
8	Health
9	Poor/weak VDC – WBC/Women Kafos and youth Kafos
10	Poor rainfall/erosion/bush fires
11	Irregular migration
12	Stores/Threshing machines
13	Gardens (water/fence)
14	Education – Far away schools and inadequate school space and school furniture

KANTORA DISTRICT

Garawul and Koina Wards

Rank	Development Priority
1	Safe drinking water (Borehole)
2	Farming implements
3	VDC training
4	Roads: 1. Garawul: - Garawul/Kusun/Sami/Kebbeh Kunda/Baraji Kunda/Suduwal 2. Koina: - Jawo Kunda/Bolibana - Fatoto/Nyamanerr Boarder - Fatoto/Song Kunda/Garawul Kuta
5	School Fence/Quality Education/Skills Center (Garawul)
6	Car Park, Seeds Store and Football field (Koina)
7	Veterinary Pharmacy

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TUMANA DISTRICT

Dampha Kunda and Kulari Wards

Rank	Development Priority
1	Electricity
2	Roads: - Tinkingo/Kisskiss/Kulkulain/Dandu/Sanuding/Kulingdale/Kulinto Mounde/Keneba/Sare Mamadi/Bisam Nduka/Saratalo/Dingiry/Madina Samako/Njar Njofo/Sare Galleh/Njankuma Busura/Daibugu Basila
3	Health Care Services (Upgrade health post to regional health centre)
4	Investors/Economic Development/Employment. (Re-introduction of rice cultivation and support marketing of groundnut, coos, millet and maize)
5	VDC Training/Education (a new secondary school in Dampha Kunda and a district skills center in a suitable location) and Sports Field)
6	Communication (Telephone)
7	Women and Girls labour drudgery saving devices
8	Water
9	Land degradation

SANDU DISTRICT

Misira and Diabugu Wards

Rank	Development Priority
1	VDC Training
2	Skills Center Sare Demba Toro. Sensitization on the need to send all children to school and leave them there to complete their education.
3	Animal Health
4	Markets (Darsilameh and Diabugu)
5	Electricity
6	Various: I. Agricultural productivity II. Roads: a. Nawdeh/SareGugu/Sare Demba/Konku/Darsilameh b. SareGugu/Sare Fodigeh/Misera/Changali/Kanudeh Crossing Point c. Jaja Jarr/Nyangui/Gaibeh/Alimako/Jalakoto/Demba Wandeh
7	Telephone
8	Nutrition (Vegetable garden)
9	Women and Girls labour drudgery saving devices
10	Various I. Water (Boreholes) II. Health services: - District hospital (Diabugu) - Health Center (Darsilameh) - Health Post (Nawdeh)
11	Lumo Market (Konku)

WULI WEST DISTRICT

Sare Ngai and Sutukunding Wards

Rank	Development Priority
1	Roads: a. Chamoi/Gunjur/Sare Ngai/Sare Teneng/ b. Touba Uppa/Yorobawal (Touba Uppa/Sare Ngaba/Kulare/Sinchu Sula/Sare Hamadi) c. Sutukunding/Mbye Kunda/Darsilameh Touba Wuli/Fadia
2	Water – inadequate safe drinking water
3	Women and Girls labour drudgery saving devices
4	Electricity
5	Various: a. VDC and WDC Training (SK) b. Recreation c. Animal drinking points d. Youth employment (SN)
6	Multipurpose centre
7	Various: a. Markets (SN Lumo Market/SK New Market) b. Erosion (SK)
8	Various: a. Gardening b. Seeds Store (SN)

WULI EAST DISTRICT

Foday Kunda and Baja Kunda Wards

Rank	Development Priority
1	Various: a. Electricity b. Farm implements
2	Various: a. Water – inadequate safe drinking water b. Health - MHC – No staff/no drugs - More Health posts - Tricycle Ambulance
3	Various: a. Roads I. Foday Kunda/Kambeleh/Sakolly Kunda/Sare Mudu/Darbo Kunda/Sare Eli/Kannuveh/Musa Kunda/Sare Bohm/Sare Bugo/Makamasireh/Wellingara Yareh/Gunjur Koto/Bureh Kunda/Sare Kali II. Boro Kandeh Kasse/Pirai III. Makamasireh/Sutokoba b. Vegetable gardens
4	Post-Harvest Loss (Seeds Store)
5	Education/Skills: Spatial distribution of schools to improve proximity to children
6	Various: - Women and Girls labour drudgery saving devices - Telephones

BsAC - TECHNICAL ADVISORY COMMITTEE AND MANAGEMENT (TAC)

Rank	Development Priority
1	Income generating Investments: a) Investment in BsAC City – Income generating complex in already owned land. b) Redevelop existing quarters into a lodge and conference hall. c) Rebuild existing markets – two floors. d) Shopping Mall e) Income generating public transport
2	Council staff and councillors' capacity building.
3	New office complex – Basse Town Hall.
4	Rebuilding the Gujuguju Bolong Canal.
5	Inner streets of Basse Town reconstruction and drainage.
6	New Car park
7	Land banking plus BsAC property inventory and leasing

Annex B: BsAC SWOT

1. External Factor Evaluation Matrix (Opportunities and Threats)

Ref.	Opportunities	Ref.	Threats
1	Stable political environment.	1	Poor public image of BsAC. It is considered inefficient and unstructured in service delivery.
2	Peaceful coexistence and tolerance among the diverse people of URR (different ethnic groups, religions, nationalities, political orientations, etc.)	2	Continuous loss of key revenue sources such as bill board tax, cattle tax, hotel license, car park duties, etc. to other government agencies (National Roads Authority, Gambia Tourism Board, Gambia Livestock Marketing Agency).
3	Proximity to the Senegal, guinea Bissau and Guinea Conakry.	3	Some high level of tax evasion and avoidance by businesses, property owners, etc.
4	Existence of soft financing instruments such as loans from financial institutions and banks that are abundantly located in the URR.	4	Poor public attitude to waste management.
5	Opportunity to become fully autonomous through the decentralization process.	5	Poor attitude to forest and environmental protection especially bush fires.
6	Potential for increased financial support from the government due to the fact that BsAC is remotest region that which when opened up will enable and augment The Gambia's re-export trade significantly.	6	Increased pressure/demand for basic services due to high population density and growth rate in URR.
7	Continued support from government and other organisations in the provision of basic socioeconomic services such as education, health, etc.	7	Non-payment of statutory subvention from central government.
8	Potential for increased partnership with the private sector through the Public-Private Partnership framework to take advantage of border related investments.	8	Inadequate electricity and water coverage and supply.
9	Existence of Councils and decentralised structures.	9	Slow pace of the decentralization process.
10	Willingness of government and other development partners to collaborate with BsAC.	10	Weak capacity of MOLRG with regards resource mobilisation and advocacy/lobbying on behalf of the councils.
11	Presence of a huge youth population although relatively unskilled.	11	Unclear separation of responsibility for development investment between central government and the councils.
12	High proliferation of print, electronic and online media outfits offers an opportunity for effective communication with key stakeholders.	12	Inconsistencies in the legal instruments of Councils and other institutions.
		13	Increasing climate change effects, natural disasters and disease outbreaks.

2. Internal Environmental Factor Evaluation Matrix (Strengths and Weaknesses)

Ref	Strengths	Ref.	Weaknesses
1	Good and cordial working relationship among staff.	1	Weak internal communication/reporting system and absence of a public relations strategy. Poor delegation of functions.
2	Existence of General Council, Committee, Directors and SMT.	2	Absence of strong HR systems, policy and Information System.
3	Some increased level of provision of basic infrastructure and social services such as roads, schools, etc. over the recent past.	3	Absence of Research & Data and M & E units/functions.
4	A youthful and diverse population.	4	Inadequate/poor management of physical infrastructure (access roads, markets, recreational facilities, public libraries, car park, etc.).
5	Higher level of financial endowment and revenue potential due to the high presence of businesses and preference by investors.	5	Weak advocacy/lobbying capacity.
6	Relatively higher level of capacity among staff and Councillors.	6	Inadequate waste management capacity and services (human and material resources).
		7	No reserve land for future development purposes.
		8	Inadequate and poor office facilities.
		9	Absence of a website and inadequate internet broadband to

			improve internal communication and service delivery.
		10	Weak financial management systems (non- synchronisation of data and reports from different revenue sources).
		11	Inadequate financial capacity to meet the 60% (capital) and 40% (recurrent) budgetary requirement).
		12	Inadequate utility vehicles and motorcycles and management.
		13	Weak coordination and collaboration with key stakeholders especially those attached to the BsAC(Community Development and Physical Planning).
		14	Lack of or weak urban planning.