

PRIORITY ACTION MATRIX

Overview of Highest Priority Recommendations

Objective	Actions to be undertaken
Improve relations with Senegal via a “grand bargain”	Establish a high level policy dialogue covering:
	•A bridge over the Gambia River
	•Renegotiation of the fishing agreement
	•Respect of ECOWAS transit accords
	•Highway linkages
Further promote tourism	•Technical cooperation in groundnuts, cotton, etc.
	Approve and begin implementation of the Tourism Master Plan (TMP)
	Hire long-term TA to support product development and diversification
	Prepare and implement a tourism marketing strategy
	Review the case for all-inclusive packages
Consolidate The Gambia’s role as a transit hub	Improve key sites of natural and cultural interest
	Remove ferry operation from the Gambia Port Authority
	Privatize operation of the ferries
	Rehabilitate river transport and promote private operators
Revitalize the groundnut sector	Continue to upgrade the road network, especially on the South Bank
	Approve and implement a roadmap for the rehabilitation of the sector and privatization of industrial assets
Promote agricultural export diversification	Facilitate investment through access to land for commercial farms
	Strengthen cashew nut and sesame producer associations
	Develop rural infrastructure including storage depots and roads
	Promote private sector input supply and marketing
Improve the overall investment climate	Transform cotton growers into specialized seed producers
	Improve electricity supply through divestiture of NAWEC and increased investment
	Improve access to finance through reform of the mortgage act and training of bankers
	Consolidate macroeconomic stability

ACTION MATRIX

Objective	Action to be undertaken	Party responsible	Timing	Performance indicators
Trade Policy and Institutions				
Promote regional integration	Revive the Senegalo-Gambian Secretariat	DOSFEA	0-1 year	Budget and Executive Director in place
	Work through ECOWAS to improve the implementation of the ETLS among all members	DOSTIE, ECOWAS	0-2 years	Primary and certified manufactured goods traded without problems
Manage trade relations with the EU	Focus negotiations on accelerating regional reforms in a few key areas, ensure adequate financial compensation for lost revenues, and assistance on supply-side constraints	DOSTIE, DOSFEA, EC	0-1 year	Key reforms identified and implemented; EC commits to providing additional funding
Improve trade policy process	Develop a clear trade and export development strategy in consultation with stakeholders	DOSTIE	0-1 year	Strategy developed and approved by Cabinet
	Establish process of rolling 6-month work plans in DOSTIE	DOSTIE	0-1 year	Process in place
	Hire senior trade economist to head up trade division; establish IF secretariat	DOSTIE	0-1 year	New qualified staff in place
	Expand consultations with private sector through regular high-level fora and more frequent meetings of technical committees	DOSTIE, GCCI	0-3 years	Regular meetings designed jointly with private sector and with active participation of exporters
	Improve internal coordination across government	DOSTIE, DOF, DOSFEA, DOSA, etc.	0-1 year	High-level trade committee with specialized sub-committees established and functioning
	Improve quality and timeliness of trade data base with help of ASYCUDA, Eurotrace, and direct monitoring of exporters	DOSTIE, GBOS, GRA	0-2 years	Accurate export data released on a regular and timely basis
Improve trade-related investment promotion	Focus investment promotion on priority sectors with customized promotional material	GIPFZA	0-2 years	Priority sectors identified and activities refocused

Objective	Action to be undertaken	Party responsible	Timing	Performance indicators
	Special effort placed on attracting knitwear producers	GIPFZA	0-2 years	2 knitwear investors established in Free Zone
	Review investment incentive system	GIPFZA, DOSFEA	0-1 year	Review completed and recommendations implemented
Improve customs clearance	Extend hours of operation of port	GPA	0-1 year	Longer hours of operation
	Increase use of risk management techniques for more selective inspections	GRA	0-1 year	Fewer shipments inspected with no loss of revenues
	Upgrade to ASYCUDA ++	GRA	0-1 year	ASYCUDA++ up and running
	Implement recommendations of review of customs procedures	GRA	0-1 year	Recommendations implemented
Promote quality and strengthen standards compliance	Conduct institutional and human resource capacity assessment of SCPB and provide TA and training	DOSTIE	0-2 year	Study completed; TA and training provided
	Improve metrology equipment	SCPB	0-2 years	Equipment in good working order
	Support implementation of SPS measures in Food Act through TA and training	NNA	0-2 years	SPS measures effectively implemented
	Launch campaigns to improve quality in groundnuts, fish products, and sesame	DOSTIE, DOSA, NADA, DOF	0-2 years	Quality of exports improving
	Seek out opportunities for regional cooperation on standards testing	DOSTIE	0-3 years	MOUs signed with institutions in neighboring countries

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Business Climate				
Finance				
Improve access to finance	Revise sections 18 and 20 of the 1992 Mortgage Act	Central Bank, DOSFEA	0-1 year	Sections 18 and 20 of the Act revised.
	Implement the credit reference bureau		0-1 year	Bureau up and running.
	Set up training courses for bankers in screening risk	Central Bank, Bankers' Assoc.	0-1 year	Training courses being offered
	Establishment of a commercial court	DOSFEA, Dept of Justice	0-2 years	Establishment of the court
	Participation in and linking of regional stock exchanges	Central Bank, DOSFEA	0-3 years	Listings of Gambian companies in Ghana, etc.
	Reduce public domestic debt to bring down high domestic interest rates		0-5 years	IMF targets met
Infrastructure				
Lower cost and increase supply of electricity	Reduce transmission and distribution losses	Office of the President, PURA	6 months	Competitively-bid management contracts with performance incentives
	Unbundling and divestiture of NAWEC		0-2 years	Strategic plan for divestiture
	Public investment in transmission and distribution		0-3 years	Increasing capacity of the system to handle 150 MW
	Private investment in generation		0-3 years	More IPPs, increasing capacity to 150 MW
Lower cost and increased coverage of telecoms	Unbundling of GAMTEL, opening competition in fixed lines	Office of the President, PURA	0-1 year	Enactment of telecommunications bill
	More competition in internet service		0-1 year	GAMTEL provides access to internet gateway to competitors
Improved electricity and telecommunications	Increase PURA's power and authority	Office of the President	0-1 year	

Objective	Action to be undertaken	Party responsible	Timing	Performance indicators
Taxation				
Increase tax revenues while lowering rates	Broaden the tax base, increase efficiency of collection	GRA, DOSFEA	0-2 years	Higher revenues without increasing rates or adding new taxes
Simplify the tax system	Consolidate proliferation of special and local taxes	GRA, DOSFEA	0-1 year	Number of taxes reduced
Improve export incentives	Eliminate export tax	DOSFEA	0-1 year	Law on export taxes amended
Speed-up tax dispute settlements	Implement tax tribunal	Office of the President, DOSFEA	0-1 year	Tribunal established
Legal and Judicial System				
Disseminate laws	Publish a compendium of laws and disseminate on internet	Attorney General	0-1 year	E-government website operational
Make legislation business-friendly	Increase consultations with stakeholders	Parliament, Office of the President	0-1 year	Regularized consultation schedule
Upgrade the judiciary	Improve training of judges	Dept of Justice	0-2 years	Courses for judges
	Strengthen the Faculty of Law at the university	DOSFEA, Bar association	0-2 years	More resources from the government and bar association
	Higher salaries for judges and other court personnel	Dept of State for Justice, DOSFEA	0-2 years	More resources from the government
Access to land				
Improve access to land for commercial use	Speed up approval of land use requests	Dept of State for Local Government	0-1 year	Delegation of minister's authority to a land commission.
Improve women's rights to land	Pass legislation establishing women's rights to inherit land	Office of the Vice-President, Attorney General	0-2 years	Legislation approved
Labor Relations				
Speed up resolution of labor disputes	Improve number and functionality of industrial tribunals	Department of state for labor	0-2 years	Tribunals in more areas, with more manpower and financing.

Objective	Action to be undertaken	Party responsible	Timing	Performance indicators
Transport sector				
Improve port performance	Conduct a traffic study to gain better understanding of demand and adjust 2002 port Master Plan and investments accordingly	DoSWCI / GPA	0-1 years	Port Master Plan revised
	Make a preliminary survey of workforce productivity, especially for privately operated stevedores, and recommend improvements	GPA Private partner(s)	0-1 year	Recommendations being enforced
	Complete initial dredging (and conduct maintenance dredging every 5 years)	GPA MARAD	0-1 year	Vessels with 9m draught pass freely
	Carry out the port development program according to GPA yearly plans : a better organization of the rehabilitated stevedoring sheds and of container storage areas, etc	GPA	0-3 years	GPA annual plans being implemented
Make the ferries a self-supporting separate entity	Make an audit of GPA(ferries), examine options for separation from GPA, including privatization, evaluate subsidy needs of smaller ferries, carry out reform	Government DoSWCI	0-2 years	Ferry service separated from GPA
Organize a better management of containers	Study the option of creating a container depot in Barra with barge service from the port on a public-private partnership basis	GPA Private partner(s)	0-2 years	Study completed and decision taken
Promote coastal shipping	Investigate the present tramping practices in the region; identify the traffic flows; compare costs of coastal shipping and trucking; contact potential private partners	GPA DoSWCI Private partner(s)	1-3 years	Study completed and private partners contacted
Develop the regional road network	Rehabilitate and improve roads to Kaolack, Ziguinchor, Tambacounda in partnership with Senegal; coordinate maintenance works; exchange technical and traffic data	DoSWCI Senegal OMVG	3 years	Roads rehabilitated

Objective	Action to be undertaken	Party responsible	Timing	Performance indicators
Complete the bridge on the Trans-Gambia Highway	Actualize BCEOM feasibility studies of bridge (ongoing); identify funding for detailed studies; prepare detailed studies; Identify possible private partners	OMVG/ DoSWCI Senegal Private partner(s)	0-2 years	Feasibility and detailed studies completed; private partners identified
	Begin construction of bridge		2-5 years	Construction under way
Facilitate regional transit and access to landlocked countries	Renegotiate “agreement on road transport” with Senegal to include Basse-Velingara	DoSWCI Senegal	0-1 year	Agreement renegotiated
	Push for implementation of ISRT with creation of appropriate guarantee fund	ECOWAS National Facilitations Committee	0-1 year	Guarantee in place and ISRT operational
	Develop joint border posts on Trans-Gambian Hwy		1-5 years	Two joint border posts in place
Increase and secure port hinterland and revive river navigation	Create a “Dry port” up-river : studies on demand, feasibility, river navigation, partnership. Identify potential private partners.	GPA MARAD DoSWCI ECOWAS	0-3 years	Studies conducted
	Prepare a navigation chart of the river			Navigation chart prepared
Update policy	Incorporate in the National Transport Plan 1998-2006 the above proposals if and when they are validated.	DoSWCI	0-1 year	National Transport Plan adjusted

Re-exports

Prevent future border closings	High level dialogue with Senegal, supported by revived Senegalo-Gambia Secretariat	Office of the President, DOSTIE, SGS	immediate	No new border closings
Promote transit trade	High level discussions with Senegal to reopen Basse border crossing for transit trade to Mali	Office of the President, SGS, ECOWAS	0-1 year	Trucks moving through Basse to Mali
	Collaborate with Senegal to move from unofficial re-exports to formal transit trade	DOSTIE, SGS, DOSFEA	0-3 years	Increasing share of transit trade in total imports

Tourism				
Objective	Actions	Party responsible	Timing	Performance indicators
Establish long term tourism development policy and program	<ol style="list-style-type: none"> 1. Amend, approve and begin implementation of the Tourism Master Plan (TMP) 2. Conduct detailed, comparative study of all-inclusive policy 3. Recruit resident destination management advisor to develop plan for product development and diversification 4. Conduct a study of regulations governing designated TDAs and amend legislation as required 	<p>DOSTC</p> <p>DOSTC, GTA, GHA</p> <p>DOSTC, GTA</p> <p>DOSTC</p>	<p>0-1 year</p> <p>0-1 year</p> <p>0-2 years</p> <p>2-3 years</p>	<p>Key features of TMP approved and implementation begun</p> <p>Policy on all-inclusive packages revised as necessary</p> <p>Phased plan of new product development in place</p> <p>TDA legislation amended as needed</p>
Establish appropriate tourism institutions, and strengthen their capacity	<ol style="list-style-type: none"> 1. Conduct a review of GTA institutional and financial arrangements for marketing, including public-private partnerships 2. Fast track the conversion of the present Hotel School into the National Tourism Training Institute 3. Launch program of in-country and overseas training in tourism administration, development & marketing 	<p>DOSTC, GTA</p> <p>DOSTC, DOE</p> <p>DOSTC, DOE</p>	<p>0-1 year</p> <p>0-2 years</p> <p>0-3 years</p>	<p>Refocused and properly financed GTA marketing division in place</p> <p>NTTI established with tailor-made campus and facilities, and an extended program of professional and vocational skills training</p> <p>Creation of a cadre of tourism officials capable of managing the administration, development & marketing of tourism</p>
Establish a new image and brand for The Gambia	Recruit a short-term tourism destination marketing expert to prepare and start implementation of a tourism marketing and promotion strategy	DOSTC, GTA	0-1 year	Increased penetration of major tourist markets and broadening of market segments attracted from other main markets
Expansion of charter/scheduled charter air services from major European markets	<ol style="list-style-type: none"> 1. Recruit an international civil aviation expert (short term contract); 2. Form a public-private sector civil aviation delegation to liaise with target airlines and 	CAA, DOSTC, GTA, GHA, GTTA and international	0-1 year	New air services and tour programs launched, and existing ones expanded

	operators; 3. Devise a professional package of information and support; 4. Present to target airlines and operators	civil aviation expert		
Improve existing tourism facilities and amenities in The Gambia	1. Complete and implement the proposed hotel classification scheme 2. Accelerate program of hotel/resort upgrading to the level of 3+ stars 3. Prepare and implement regulatory, classification and licensing scheme	DOSTC/GTA/GHA, private sector	0-1 year 0-2 year 0-2 years	Increased supply of tourist accommodation and other operations of international standard level, including full licensing and classification
Upgrade and expand tourist attractions and facilities	1. Clean up and improved presentation of key sites of natural and cultural interest e.g. Georgetown slave fort, James Island. 2. Establish roster of troupes and performers of traditional Gambian music and dance	Different government agencies, private sector	0-2 years	Main excursion sites attracting greater volumes of visitors; and increased performances at resorts and other venues of traditional Gambian music and dance
Product development geared to the attraction of new tourist market segments	1. Provide selected incentives for fixed facility developments related to natural and cultural resources along the river and inland 2. Improve road and river transport infrastructure and facilities	DOSTC, DOSFEA, NEA, private sector, DOT	1-2 years	Eco- and geo-tourism developments established
Strengthen linkages between local producers and the tourism industry	Establish a multi-year program of support for the Gambia is Good and ASSET schemes enabling them to expand their operations and increase linkages with the tourism sector	DOSTC, GTA	0-3 years	Increased and improved linkages between Gambian producers and supplies and local tourism businesses
Sensitization of young Gambians about the importance of tourism	Introduce tourism into the curriculum of junior schools	DOE, DOSTC, GTA	0-2 years	Increased awareness of the importance of tourism and the alternatives to 'bumsterism'
Eliminate the problem of oil spills into the river	Study into the scale and causes of the oil spills, with recommendation on remedial actions required	NEA, GTA, NEWAC	1-2 years	Elimination of the oil spills and subsequent removal of dangers for the river's bird and marine life

Agriculture				
Objective	Action Needed	Party Responsible	Timing	Performance Indicators
Revive the groundnuts sub-sector	Implement the road map for the rehabilitation and privatization of industrial assets and accompanying measures	DOSA, DOSTIE, DOSFEA	0-5 years	Commercial purchases reach 50,000 mt., industrial assets owned and operated by several competent strategic investors.
Restructure cotton sub-sector	Negotiate agreement with stakeholders on restructuring to focus on seed production	DOSTIE, DOSA with	0-4 months	MOU signed
	Prepare and approve restructuring roadmap	COGA, Dagrís,	0-1 years	Roadmap approved
	Implement roadmap		1-5 years	
	Strengthen research capacity to support seed production	NARI	0-2 years	NARI has two agronomists working on seed production for export crops
Promote horticulture sales	Establish a new inter-professional association for seed production	DOSA, NGO	0-2 years	Association up and running
	Facilitate duty free import of inputs required for exports or investment to expand scale	GRA, GIPFZA	0-1 year	Exporters satisfied with process
	Promote increased air service and encourage cooperation between tourism and horticulture enterprises	GCAA, DOTC, DOSTIE	0-2 years	Increased horticulture exports by air
	Encourage import substitution by hotels and restaurants	GTA, GiG, DOSTIE	0-3 years	Share of imported fruit and vegetables reduced
Increase sesame exports	Release under-developed land suitable for large-scale commercial farms, and promote out-grower schemes	GIPFZA	0-5 years	2 major new investments in agriculture launched Radville and one other outgrower scheme operating well
	Hire TA to redefine role of NAWFA to focus on production, and coordination with private traders	DOSTIE, NAWFA	0-1 year	NAWFA sesame strategy designed; buyers negotiate directly with producer association
	Provide cleaning & bagging facilities at producer organization level			Value addition at producer organization level

Increase cashew exports	Recognize cashew as second national cash crop	DOSA, DOSTIE	0-4 months	Clear statement of government policy supporting cashew exports
	Confirm policy of non-intervention by government in marketing and input supply	DOSTIE	0-4 months	Private traders operating freely and expanding activities
Cross-cutting agricultural measures				
Clarify agricultural marketing policy	Define roles of ministries and agencies in support of private sector leadership; establish public-private coordinating committee	DOSTIE, DOSA, NADA, private sector	0-6 months	Clear statement of policy recognizing primacy of private traders; committee established
Increase input use	Promote private sector distribution of inputs, linked with a credit program.	DOSA/NARI/ Private Sector	0-5 years	Increased private sector sales of inputs
Improve extension	Support cashew and sesame associations with matching grant scheme to maintain services such as extension	NARI / NADA/ sub-sector associations	Immediate	Cashew and sesame associations active and effective in service provision
	Develop an efficient extension service through farmer field schools		Immediate	10 FFS providing extension services for export crops
Increase financing	Supplement pre-financing from exporters as output grows	DOSTIE, commercial banks	0-3 years	Fund for short-term finance established
Reduce post-harvest losses	Survey, design, construct and plan for the management of stores in cashew/sesame areas	DOSA/NGO	0-5 years	Number of stores in place
Improve marketing	Promote private sector role and avoid government intervention	NADA, DOSTIE	Immediate	No complaints of competition from public sector
	Adapt priorities for road improvement to reflect agriculture diversification options	GRTA	0-5 years	150 km. of rural roads improved
	Develop container terminal.	GPA	0-5 years	Container terminal in place
Increase export prices	Eliminate export taxes and scanning of export containers	DOSFEA, GRA	0-6 months	Decree issued
	Support foreign buyers seeking to establish in The Gambia	DOSTIE	0-5 years	Number of buyers active in the market
		NARI	0-10 years	Appropriate quarantine and pest and disease monitoring services.

Fisheries				
Objective	Action to be undertaken	Party responsible	Timing	Performance indicators
Negotiate a new bilateral fisheries agreement with Senegal	Collect and study existing fisheries agreements	DoF, DoSFEA, Office of the President	0-1 year	Negotiating team in place, study tours conducted, minimum requirements identified, negotiating strategy outlined
	Conduct study tour to Morocco, Namibia and/or Mauritius on negotiating strategy			
	Train negotiating team			
	Seek political support from neighboring countries and donors			
	Define requirements for research program			
	Define responsibilities of proposed Joint Management Committee			
	Define procedures for joint preparation of annual management plans and monitoring, control and surveillance			
	Negotiate the new agreement			
	Reach agreement with CSRP and CRODT on implementation arrangements	DoF	1-2 years	New bilateral agreement signed, JMC appointed.
Appoint JMC members and ensure financial support for operations				
Strengthen monitoring, control and surveillance	Identify priority actions for an effective MCS system covering industrial and artisanal fisheries.	DoF, Dept. of Defense	0-1 year	Report on priority actions prepared
	Allocate larger share of revenues from fines and licenses to cover MCS expenses, and increase budget allocations	DOSFEA		Available financing increased
	Formalize institutional arrangements for managing national MCS efforts.	DOSFEA, DoF, Defense, GRA		Coordination arrangements in place
Adjust vessel licensing policy	Test short term licensing policy based on average rates in the sub-region	DoF, DoSFEA	0-1 year	5-10 shrimp trawlers and < 20 cephalopod trawlers licensed

	Initiate program to register artisanal fishing boats			TA conducted to define program
	Prepare revised fishing vessel licensing policy reflecting the new bilateral agreement		1-2 years	New policy in place
Improve sanitary standards	Strengthen sanitary inspections, provide regular demonstrations of improved fish handling, and strengthen operations of the DoF sanitary control laboratory	DoF	0-1 year	More frequent inspections; better facilities and services at laboratory
	Develop plan to introduce basic services and infrastructure at fish landing places	DoF	1-2 years	Plan in place and being implemented
Improve energy efficiency	Introduce a voluntary energy audit as part of future fish processing plant licenses	DoF	0-1 year	Licensing policy adapted
	Arrange funding for energy audits of existing plants and training of local staff			Energy audits conducted
	Request outboard engine importers to demonstrate kerosene outboard engines.			5 private sector demonstrations made
	Expand program to introduce improved smoking kilns		1-2 years	5 improved smoking kilns in operation
Improve export incentives	Reduce or eliminate current export tax on fish exports without Letter of Credit	DoSFEA	1-2 years	Export tax reduced or eliminated
Develop a medium-term action plan for the fisheries sector	Review the results of the actions already undertaken	DoF, private sector	2-3 years	Final action plan approved and being implemented
	Organize a stakeholder workshop to discuss results and develop an action matrix for the next 5 years.			
	Present the final action plan to government for approval and implementation.			