

# Ministry of Information and Communication Infrastructure - MOICI

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	<p><b>Ministry of Information and Communication Infrastructure</b></p> <p><b>Strategic Plan</b></p> <p><b>2014 - 2018</b></p>	
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Final Report

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## Table of Contents

	Page No.
List of Abbreviations.....	3
Foreword.....	6
Section I: Introduction.....	8
1.1 The Institutional Scope and Strategic Effectiveness of MOICI.....	8
1.1.1 The Ministry.....	8
Gambia Telecommunication Company Limited (GAMTEL) and GAMCEL.....	12
Gambia Radio and Television Services (GRTS).....	13
Directorate of Information Services (DOIS).....	13
Gambia Postal Services (GAMPOST).....	15
Gambia Printing and Publishing Corporation (GPPC).....	16
1.1.3 Public Utilities Regulation.....	16
1.1.4 Strategic/Key Projects/Programmes Being Implemented by MOICI.....	17
1.2 Context of the Strategic Plan 2014 – 2018.....	20
1.3 The Status of Implementation of the MOICI Strategic Plan 2010 – 2014: Challenges and Achievements.....	21
1.4 Lessons Learnt from Implementing the 2010 – 2014 MOICI Strategic Plan..	25
1.5 Readiness of MOICI and Barriers thereof for Implementing the Revised Strategic Plan.....	25
Section II: The Evolved Strategic Environment of the MOICI.....	26
2.1 Changes in the External Environment.....	26
2.2 Changes in the Internal Environment.....	26
Section III: The Strategy Fit.....	28
3.1 Strategic Direction.....	28
3.2 Strategy Framework.....	29
Section IV: Strategy Implementation Framework.....	37
4.1 Monitoring and Evaluation.....	37
4.1.1 Management and Coordination of the MOICI Strategy.....	37
4.1.2 Arrangements for Evaluation of Progress in Implementation of Strategic Plan.....	38
4.1.3 Logical Framework.....	39
4.2 Annual Strategic Budget.....	46
4.2.1 Consolidated Budget.....	46
4.3 Cost of Components of the Strategic Plan.....	46
4.3.1 Effective Information and Communication Infrastructure.....	46
4.3.2 Environment for Liberalised Information and Communication Market..	47
4.3.3 Advocacy for Information and Communication Investment.....	48
4.3.4 Financing of Information and Communication Infrastructure.....	49
4.3.5 Organisational and Capacity Building.....	49
5.0 Section V: Appendices.....	51
5.1 Current Position Organogram of MOICI.....	51

## List of Abbreviations

ACE	-	Africa Coast to Europe submarine cable system
AfriNIC	-	Africa Network Information Centre
AISIT	-	Africa Information Society Initiative and Technology
ccTLD	-	country code Top Level Domain
CREDIT	-	Curriculum, Research, Evaluation, Development and In – Service Training
DOIS	-	Department of Information Services
ECA	-	Economic Commission for Africa
ECOWAN	-	ECOWAS Wide Area Network
GAMPOST	-	Gambia Postal Services Corporation
GICTA	-	Gambia Information Communication Technology Agency
GPPA	-	Gambia Public Procurement Agency
GPPC	-	Gambia Public Printing Corporation
GRA	-	Gambia Revenue Authority
GRTS	-	Gambia Radio and Television Services
GTTI	-	Gambia Technical Training Institute
IC	-	Information and Communications
ICT	-	Information and Communications Technologies
IFMIS	-	Integrated Financial Management Information System
IP-PABX	-	Internet Protocol Private Automatic Branch Exchange
IPv	-	Internet Protocol version
ISPs	-	Internet Service Providers
IXPs	-	Internet Exchange Points
LAN	-	Local Area Network
MOA	-	Ministry of Agriculture
MOBSE	-	Ministry of Basic and Secondary Education
MOF	-	Ministry of Finance
MOHSW	-	Ministry of Health and Social Welfare
MOHERST	-	Ministry of Higher Education, Research, Science and Technology
MOICI	-	Ministry of Information and Communication Infrastructure
MOLGL	-	Ministry of Local Government and Land
MOYS	-	Ministry of Youth and Sports
NAO	-	National Audit Office
NGO	-	Non Governmental Organisation
NICI	-	National Information and Communication Infrastructure
NPC	-	National Planning Commission
PAS	-	Principal Assistant Secretary
PMO	-	Personnel Management Office
PSC	-	Public Service Commission
PSRICD	-	Public Service Reform and Institutional Capacity Development
SECAL	-	Sector Adjustment Loan
SMT	-	Senior Management Team
UNDP	-	United Nations Development Programme
UTG	-	University of The Gambia
VSAT	-	Very Small Aperture Terminal
WAEC	-	West African Examinations Council
WARCIP	-	West African Regional Communication Infrastructure Project

## **List of Tables**

Table 4.1.1	-	Logical Framework
Table 5.1	-	External Factor Evaluation Matrix
Table 5.2	-	Internal Factor Evaluation Matrix
Table 5.3	-	Objectives and Strategies
Appendix 5.1	-	Annual Strategic Budget
Appendix 5.2	-	Cost of Components of the Strategic Plan

### Vision

A Gambia with the requisite infrastructure and enabling policy framework that ensures full connectivity of everyone to ICT services.

### Mission

*To provide an **enabling environment** that facilitates and promotes the development of a robust, scalable, reliable, available, affordable and accessible modern information and communication infrastructure that breeds an **effective and efficient service delivery platform/ system** through **institutionalized planning and systemic structures**.*

## Foreword

The 2014-2018 strategic plan stems from the review of MOICI's 2010-2014 strategic plan and in its bid to overcome current challenges which have affected its full implementation. In order to address these challenges and due to the importance the Government of The Gambia attaches to communication due to the fact that it is the life blood of development, without which The Gambia may never be able to integrate into the global and world economic community, it has taken bold moves in this strategic plan to put in place a comprehensive platform to usher in and sustain a modern and accessible information and communication infrastructure.

Major achievements over the course of the 2010-2014 plan cycle include the satellite and ACE projects, high proliferation of GSM services due to the granting of a license to the fourth provider (QCELL), radio communication and introduction of 3G and 4G ICT services. Resulting from this is that private institutions in the sector are have proved to be strong providers of the communication infrastructure and that whilst government undertakes investments in the communication infrastructure mainly through such as GAMTEL and GRTS, to name a few of its satellite institutions, it also does so directly and with donor collaboration through projects such as the WARCIP.

These and other activities MOICI intends to embark on directly through projects and its satellite institutions over the next five years to build a strong communication infrastructure. It intends to achieve this feat through strengthening its satellite institutions to be able to deliver strategic mandates more efficiently and effectively, undertake continuous advocacy for investment in and use of ICT by sectors and creating an enabling environment for a liberalized and self-censored information and communication platform to enable achievement of the national ICT vision: **'A Gambia with the requisite infrastructure and enabling policy framework that ensures full connectivity of everyone to ICT services'**.

It has been empirically proven that economic growth; poverty reduction and improvements in all the social indices are positively correlated with effective communication, and as such the Government of The Gambia through MOICI will continue to invest in and sustain a communication infrastructure that is modern and accessible to ensure national development. With the full implementation of the 2014 - 2018 strategic plan, significant inroads into fulfilling the NICI Policy (the sector's instrument for overall communication infrastructure development and monitoring), intervening medium development policies, such as the PAGE and Vision 2020 would have been achieved.

To achieve this and in recognition of the contributory nature to the national communication infrastructure by MOICI directly through projects and indirectly through its satellite institutions, participation of the private sector in expanding the infrastructure and the contributions of other sectors such as health, education, agriculture and others in the overall expansion and utilization of the infrastructure, the new strategic direction or focus is aimed at harnessing for optimal the direct and indirect MOICI investment opportunities, other public sector contributions, the private sector and the contributions of the donors to achieve desired sector infrastructural expansion.

MOICI on behalf of the Government of The Gambia thank our donors and private sector partners for the support they provided over the years in growing and sustaining this very important development-supportive infrastructure. Nevertheless, MOICI will

continue to encourage donors and private sector partners to be steadfast in this laudable endeavour of partnership in the transformation of this infrastructure so critical for overall national development and the war against poverty and exclusion.

.....  
Permanent Secretary  
Ministry of Information and Communication Infrastructure

## **Section I: Introduction**

### 1.1 The Institutional Scope and Strategic Effectiveness of MOICI

#### 1.1.1 The Ministry

The Ministry of Information and Communication Infrastructure as the name implies has public responsibility for building and maintaining the national communication infrastructure (physical and systemic) to support overall national development. Over the years since its formation, it has undertaken significant physical and systemic infrastructural strides in implementing and sustaining modern development-supportive investments in communication infrastructure through the elaboration and implementation of the NICI policy through effective coordination with its five satellites institutions.

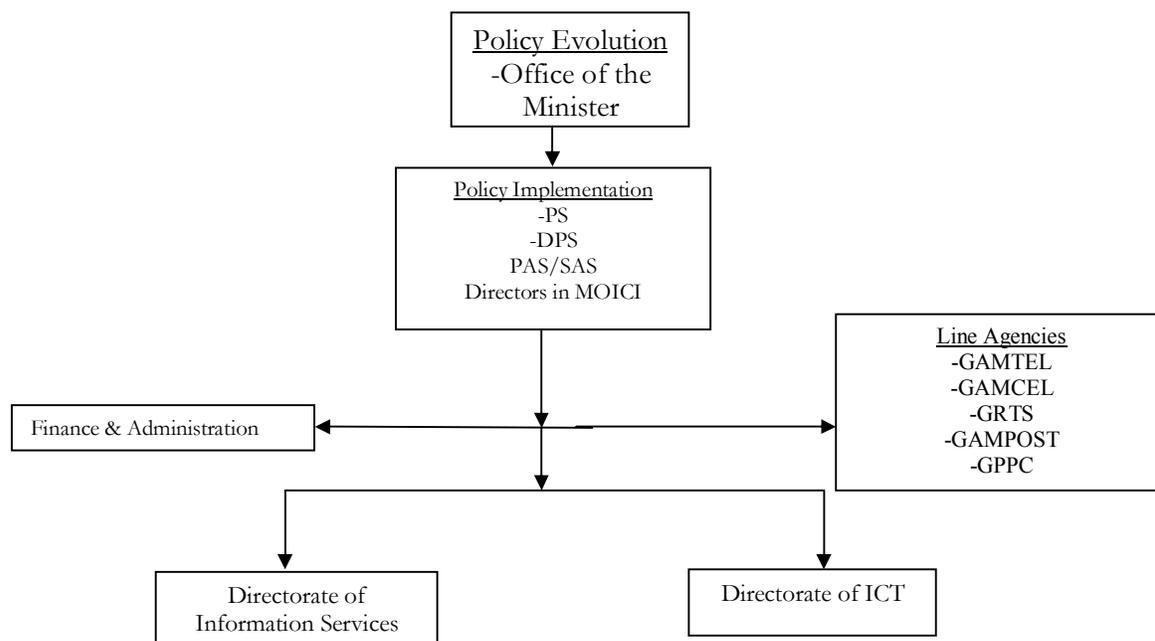
In 2010 and as part of the UNDP programme of institutional capacity support to government institutions, MOICI developed and launched its strategic plan for 2010 – 2014, which is now being reviewed and revised to 2018. It goes without saying that communication in its modern dispensation is the life blood of development, without which The Gambia will never be able to integrate into the global and world economic community. It has also been empirically proved that economic growth; poverty reduction and improvements in all the social indices are positively correlated with effective communication. Hence, communication means development. For The Gambia to achieve and sustain development, it will need to invest in and sustain a communication infrastructure that is modern and accessible.

The NICI Policy - the MOICI instrument for overall communication infrastructure development and monitoring, recognizes the need for aiming at where ICT would contribute to attaining and intervening medium development policies, such as the PAGE and the overall objective of Vision 2020. This policy continues to be the bedrock for fulfilling The Gambia government's communication strategy objectives.

In order to fulfil its policy objectives, using the NICI as an instrument, MOICI operates or intervenes through its satellite institutions: GAMTEL (telecommunication and Internet), GRTS (radio and television), GAMPOST (postal services), DOI (information services) and GPPC (printing and publishing). Since MOICI is a government ministry and has responsibility for policy development (the NICI policy) to ensure infrastructural and operational effectiveness in its policy areas, it ensures policy realisation by monitoring the implementation of the various aspects of the policy by the satellite institutions and through the private sector. To do this, MOICI has to be an effective interlocutor between government and the satellite institutions, the private sector and donors to the communications sector. MOICI also has to be an effective advocacy institution for the satellite institutions (the communications sector) to government for adequate public financing and donors for varieties of support.

Functionally, MOICI is headed by the Office of The Minister and a Permanent Secretary. These two offices are jointly responsible for coordinating policy evolution and putting in place frameworks for policy implementation to ensure effective national communication infrastructure.

**Fig 1.1: Functional Organogram of MOICI**



The Permanent Secretary is supported by two deputies: Deputy Permanent Secretary for Policy and a Deputy Permanent Secretary for Administration and Finance. Two other departments: the Directorate of Information Services and The Directorate of ICT support policy evolution and implementation monitoring. However, it does not have a permanent structure such as the Coordination Committee Meetings (CCM) for monitoring and evaluation purposes, and the only means through which it is kept up to date on satellite institutions activities is through correspondences with them.

**The ministry has a Senior Management Team (SMT)**, currently made up of the Minister, Permanent Secretary, two Deputy Permanent Secretaries, Principal Assistant Secretary and the Principal ICT Officer. The functionality of this important structure has not been borne out in the review due to a host of reasons, a few of which include the high transition rates of Ministers and Permanent Secretaries.

However, the membership of the SMT has been expanded to include the MDs of Satellite Institutions, Project Managers (ECOWAN and WARCIP) and by co-option from key stakeholders as may be deemed necessary. The inclusion of these aforementioned positions from the satellite institutions and projects is due to the fact that most of them such as GAMTEL/GAMCEL are in charge of very significant portfolios of the ministry that cannot be effectively discussed at SMT level in their absence.

The SMT is responsible among others for:

- I. Policy planning supervision and monitoring,
- II. Coordination of sector strategy implementation,
- III. Development and management of appropriate systems to ensure sector efficiency and effectiveness,

- IV. Mobilisation of funding for the implementation of projects/programmes,
- V. Liaison with the Personnel Management Office and Ministry of Finance and Economic Affairs for the provision of needed human resource and
- VI. Providing a conducive work environment for all staff of MOICI and satellite institutions.
- VII. The SMT must meet at least once every month and consistently. In the absence of a minister, the overseeing minister must ensure that this happens.

**Given the lack of a permanent function for monitoring and evaluation** of policy implementation and projects, especially in the ICT sub-sector, the ministry intends to establish an ICT agency that will be responsible for ICT projects that is monitoring and coordinating the implementation of projects. In this case, all projects shall be subsumed into this agency and their implementation managed within its structures.

The MOICI through the Directorate of ICT and the planning function shall provide the appropriate supervisory liaison with the agency. The agency shall not replace the Ministry's functions of policy oversight and the monitoring of implementation of sector strategy, some of which is achieved through projects.

From the organogram and consultations in the Ministry, it is evident that:

1. The Directorate of ICT should be the frontline policy supervision unit for such as GAMTEL/GAMCEL. DPS Technical is in charge of telecoms (GAMTEL/GAMCEL)

All MDs of line agencies are answerable to the PS.

2. The DPS Technical is functionally responsible for GRTS, GAMPOST & GPPC.
3. It is also not evident how the Ministry monitors satellite institutions even though the Ministry sits on their Boards. Sitting on Boards is not adequate for effective monitoring and supervision. The only means through which the Ministry is kept up to date on line agencies activities is through regular communication with them, which is inadequate.

During the status of implementation review of the 2010 – 2014 strategic plans, **it was evident that communication between the Ministry and institutions was rather poor and that it did not seem that there was an institutionalised form of dialogue between the two, to which all must adhere.** In the 2010 – 2014 strategic planning, GAMPOST was left out, which goes to reinforce the poor institutional communication between it and the Ministry. It would seem therefore that there is serious need for restructuring at the level of the ministry, with the ability to recruit adequate staff numbers and skills to meet the policy supervisory, implementation and evolution monitoring responsibilities in accordance with national development needs.

Fig. 1.2: Proposed Functional Organogram

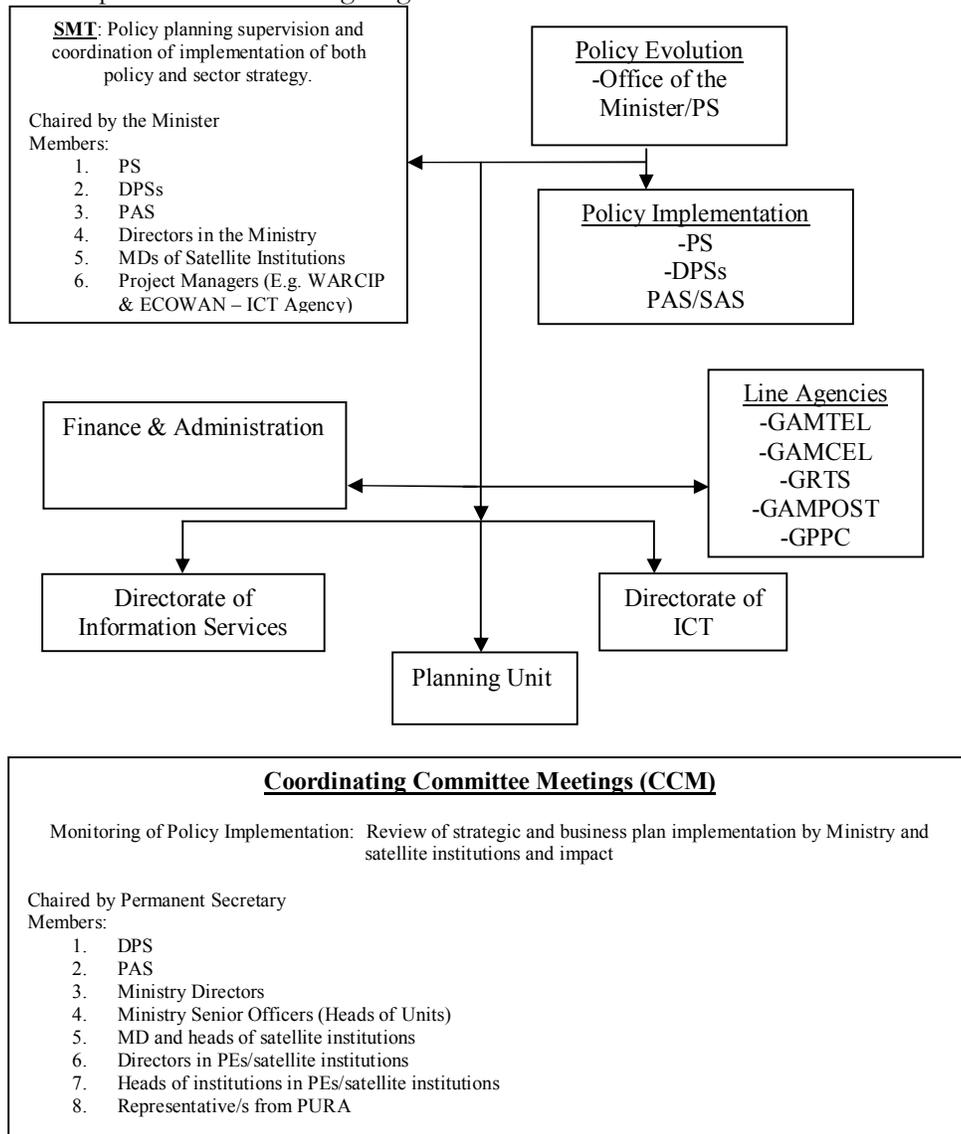


Figure 1.2 is to enable an institutional review and restructuring to meet the new strategy implementation needs of MOICI.

### Coordination Committee Meeting (CCM)

This is a newly proposed function in MOICI and was borne out of the fact there was no permanent and institutionalised structure for the coordination of the monitoring and evaluation of the implementation of projects and programmes or sector/institutional strategies.

The CCM must meet at least every quarter. The CCM will be chaired by the PS and PURA has been included in the CCM due to its critical partnership service quality and delivery regulatory role of public enterprises, of which MOICI has three (GAMTEL/GAMECL and GRTS). The CCM shall undertake regular monitoring/evaluation visits to satellite institutions and projects on a rotational basis as

part of their meetings. This will enable visits to institutions programme sites and the gauging of progress, challenges to enable timely remedial measures where necessary.

### **Planning Unit**

Although some level of planning takes place at the ministry, this is not very functional and usually done by the SMT, which in itself is not active and through the engagement of external consultants. Thus, the new planning unit will be directly supervised and answerable to the SMT. It shall be headed by a Planning Officer who shall be assisted by Planning/Research Assistants. The full operationalisation of this unit will help enable MOICI develop a culture of planning and thus its improved performance. It is envisaged that the unit through appropriate structures shall serve as a secretariat for all planning functions and provide support in this direction to both SMT and the CCM.

#### 1.1.2 The Satellite Institutions

##### Gambia Telecommunication Company Limited (GAMTEL) and GAMCEL

GAMTEL was created in 1984 by an act of Parliament to take over the operations of the then Telecommunications Department and Cable and Wireless. Since then and until 2000, GAMTEL dominated the telecommunication sector. It was the only provider of fixed line, international long distance communication, internet access, and nationwide television and radio services. Prior to that there been private radio stations such as Radio Syd.

One year (2001) after it launched its cellular services (GAMCEL), Africell, a private cellular company was granted a licence to operate. At this time GAMCEL already had over 400,000 customers. The cellular market soon witnessed the entry of Comium in 2007 and Qcell in 2008. All of these signified the erosion of some of the dominance of GAMTEL/GAMCEL in voice and data transmission. The popularity of cell phones also saw a serious drop in demand for fixed lines.

Government in recognition of the importance of communication in development invested significantly over the years in a fibre optic cable, linking most of the South Bank of the country and recently invested in a submarine cable (ACE). These investments cumulatively have given The Gambia unprecedented infrastructure capacity in telecommunication and data transmission, which endeared it to international investment of various forms.

In April 2013, GAMTEL/GAMCEL generated a strategic business plan in which they recasted the company as a market-centred and customer oriented organisation, deemed proper in a liberalised market where market share is critical to survival. The business plan is focused on the market: the wholesale/retail split, technological upgrades, organisational restructuring and financials. The strategic fit includes:

1. Having one sales/market departments for both GAMTEL and GAMCEL sell retail products and services.
2. Design packages of products to increase reduce churn and customer loyalty and revenue,
3. Ensure that operating and business systems support sales, provisioning and customer orientation at the two companies.

4. GAMTEL to be the network operator and handle wholesales to ISPs and other operators. Have GAMCEL sell and support retail services to individuals, households, small and large businesses, and government market segments.
5. Combine the sales and marketing functions of both companies into GAMCEL, complete with corporate strategy, finance, HR and top management.
6. Offer early retirement to superfluous staff.
7. Outsource some support functions to immediately reduce cost by at least 8%.
8. Have staff who need a vehicle drive their own company vehicles or be paid mileage to use their own vehicles, or use public transportation.

The plan concludes by indicating a serious need for a makeover at GAMTEL/GAMCEL and this would involve training, new IT systems, financials, organisation and process restructuring, culture change, new compensation, and a new approach to staff evaluation; all to be accomplished in one year at a cost of US\$1.7 million. It is envisaged that upon this makeover, GAMTEL/GAMCEL will now be institutionally suited for the reception and maintenance of additional investments in telecommunication infrastructure.

#### Gambia Radio and Television Services (GRTS)

GRTS is the combination of television and Radio Gambia (the only public radio with nationwide coverage struggled) as a result of under investment and it was hoped that its marriage with television will generate greater investment. However, this is yet to be achieved.

Investments over time in television has been significant, culminating in the construction of a very good head office and broadcasting station in Kanifing, the upgrading of existing and construction of new radio and TV transmission stations across the country and the extension of its services to satellite/cable to include international broadcasting.

Given the fact that the satellite project is in 3 phases, and that the 1<sup>st</sup> (fixing of the uplink) and 2<sup>nd</sup> (construction of new transmitter sites) phases have been virtually complete, GRTS is now implementing the 3<sup>rd</sup> phase of the project and this includes among other things the procurement of equipment. As of now, it is pursuing the delivery of the remaining items (mobile satellite truck, 6 camera TV production truck, radio production van, TV virtual studio, 3 edit suites, four camera, 4 portable digital microwave link, etc).

It also intends to implement the following activities during the course of this year or so if adequate funds are available:

1. Completion of the new transmitter houses at Mansakonko and renovation of the complex at Bansang.
2. Putting in place a server system for TV programming.
3. Provision of high speed Internet facilities for radio and TV.
4. Setting up regional radio and TV sub-stations.
5. Provision of nationwide coverage of radio signals on FM.
6. Digitalisation and archiving radio and TV library materials.

#### Directorate of Information Services (DOIS)

The DOIS is a government department and provided for under the national public budget. Investments in this aspect of the communication infrastructure unlike the public enterprises are provided for in the annual national budget. This department is responsible among other things for supervising the information policy implementation

and ensuring a level playing ground for dissemination of both public and private information.

It operates two information papers “*The Gambia Now*” and “*The Gambia In Brief*” and these serve as a mouthpiece for government by providing accurate information on its programme and project interventions implemented by various ministries, departments, parastatals as well as other public entities. This has contributed to facilitating access to accurate and timely information for good judgment.

These papers especially *the Gambia Now* also provide information on social and economic matters, such as prices of commodities, exchange rates, prayer times, shipping information, flight schedules, and taxi fares around the country. This is a marked difference compared to the products of other local newspapers.

It also implements the Media Support to Advocacy Programme, aimed at publicizing children’s rights and protection issues and the equity agenda in collaboration with UNICEF. Due to its current capacity gaps including inadequate qualified field staff (journalists) and inadequate equipment, the DOIS intends to implement the following:

1. Long and short term training programmes in the field of journalism, information and communication technology and development communication.
2. Provision of additional vehicles, motorbikes, computers,/laptops, cameras recorders.
3. Up grading of pay scale to address the high rate of attrition of staff.

#### The Press Environment

A central consideration within the mandate of MOICI is to ensure the enabling environment within which a professional and committed press will inform, educate and entertain the people of The Gambia and the world, with factual, truthful and developmental attitudes underlining their work both as news gatherers and as watchdogs for good governance.

As far back as 1988, members of the Gambia Press represented by the Gambia Press Union made overtures to the Government of The Gambia expressing the desire for a Gambia Press Council. It has always been a key demand that the press body participated in the articulation of the instruments to bring this regulatory body into being.

Two major attempts were made in 1991 and in 1999. In the course of the former, the Government of The Gambia prepared the National Press Council Act 1991 and made provisions for matters connected therewith in a bid to set up the body to be responsible for fostering the achievement and maintenance of the highest professional standards by the Press. The notions were the same in the latter when the Government attempted legislation with the National Media Commission Bill.

The obstacle in both instances lay in the composition and authority of the regulatory body and led to the shelving of both efforts.

As we reflect on the rise of the Media in The Gambia over the past decade, we see Government demonstrating its fullest understanding of the traditional and scientific dimensions of the issues in its creation of the Ministry of Information and Communication Infrastructure (MOICI). A central consideration within the mandate of MOICI is to ensure the enabling environment within which a professional and

committed press will inform, educate and entertain the people of The Gambia and the world with factual, truthful and developmental attitudes underlining their work both as news gatherers and as watchdogs for good governance. The Government has made no law inhibiting truth or fact from appearing in our newspapers or broadcast on air.

The 1.3 million people in The Gambia are currently being served by Gambian Media that boasts 7 newspapers (dailies, bi-weeklies, and weeklies), nearly a dozen specialized periodic newssheets or magazines), and 23 broadcast stations (national and community radios). Most of these outfits are being run and managed by people with minimal exposure or none at all in their chosen fields of work. This leaves a media fraternity operating in a milieu that is fraught with dangers, considering that they are working in a field controlled by traditional ethics and conditions of law that cannot be violated either by error or intent.

In the absence of a professional intermediary body between Press and Government, contraventions of press law and ethics have had to receive the direct scrutiny of Government. This necessity has encouraged the adverse scrutiny of local and international press bodies as to what the parameters of government should be in policing of aberrations in the press. In recent times the outcry has been taken up by voices outside the jurisdiction of The Gambia on the Internet with even more divisive consequences.

Today, the Government of The Gambia is disposed to ensure that the press body answers key questions in its seeking to self-regulate for more professional outcomes. The facilitation of that atmosphere of professionalism within a self-regulated environment will ensure a dynamic and responsible press, geared towards nation building. To achieve this, the goals must therefore centre on a well trained press cadre. The journalism programme beginning in September this year at the University of The Gambia will offer courses at Certificate, Diploma and Degree levels. This will finally answer the question: Who is a journalist? When that question is answered by training and certification, then there ought to be a self-regulatory body to monitor, manage and guide the output towards a heightened responsiveness to the craft of journalism and prepare practitioners for identification and readiness for professional practice.

#### Gambia Postal Services (GAMPOST)

The Gambia Postal Service Corporation was established in 2005 by an act of parliament. However, its history dates as far back as 1858, when the British introduced international postal services in The Gambia. Other important changes that occurred after 1858 were the introduction of the domestic mail services in 1922 and creation of the Department of Posts in 1976. It was the only postal services provider during this period until the early 90s, when its substitute products such as the internet was introduced into the market by QuantumNet in 2001 and the entry into the market by international courier service providers like DHL and Red Coat.

Due to the growing competition and erosion of its market share, GAMPOST has diversified its products from just mail services to courier, financial and philately. While it is mandated by law to be the only company that can handle and deliver items less than 2 kg in weight, both within the country and between the country and the rest of the world, other companies could handle and deliver items more than 2kg. The financial services provided by the Gambia Postal Services Corporation (GAMPOST) include savings accounts, the sale and encashing of postal orders, domestic money transfer and western union (payment only).

The Gambia Postal Services Corporation (GPSC) also provides courier service in partnership with other postal administrations. Presently, the GPSC courier service is restricted to accepting packages from other postal administrations and delivering them locally. However, there are plans to start accepting packages locally for worldwide delivery. The Philatelic Bureau deals with individual orders for mint and cancel to order (C.T.O.) stamps, First Day Cover (FDC) and special Postmarks (Customers or Agency Supply Envelopes) and Standing Order Deposit Accounts.

#### Gambia Printing and Publishing Corporation (GPPC)

The GPPC has a long history in the print industry, starting first as a government printing department, with scope increasing over time to include providing printing services to the private print media when private investment in printing infrastructure was virtually absent to meet growing demand for printing services. Financial imperatives and the need for self sustenance also partly led to the GPPC's increased functionality in the private sector. As a public corporation, it continues to be responsible for government printing for which reason it continues to be sub-vented from the national public budget and has now been expanded to exploit the much increased printing business opportunities that have resulted from overall national development.

As a result the GPPC have had to operate like a private institution and in this pursuit, it established its first strategic plan for 2012 – 2015. In this plan from which the GPPC envisions “*to be preferred as a leading print and publishing provider at an affordable cost to the government and private sector*”, the GPPC's mission is to *in partnership with its customers and stakeholders operate with honesty and integrity to deliver innovative, value added products and unrivalled services to its customers.*

Under the framework of its enabling act of 1997 – 1998, the GPPC's policy objective for achievement within the strategy period include maintenance of the highest standard of corporate governance, development and sustainability of the corporation's staff capacity, capturing major market share by rendering them the printer of choice through continuous improvement of their services in all aspects of printing and publishing. Other service complements that will enable achieving its strategic vision include continuing to be the government printer on a commercial basis, provide consulting services in printing administration and management and maintenance of a diversified source of income and ensure financial viability and the generation of substantial surplus income to pay dividend to its shareholders.

The print industry is very competitive and entry into it, very simple. Significant printing is now been done in the private sector, where fixed costs tend to be more manageable than in the public sector. Given this, the GPPC faces significant competition especially for non-government jobs. The GPPC will continue to retain government as a captive market given the need for security in government printing.

#### **1.1.3 Public Utilities Regulation**

Public utilities services quality and cost regulation in The Gambia is provided for under the PURA Act, 2001. MOICI has a number of satellite institutions that is, PEs and they are subject to regulation by PURA. For this reason, MOICI and PURA share some control of and influence on the performance of these institutions both operationally and strategically. This makes PURA a necessary sector strategic partner to MOICI.

Having been established in 2001, by the Gambia Public Utilities Regulatory Authority Act, 2001, PURA's regulation of PEs in the communications sector is currently limited

to telecommunications and broadcasting. Since its establishment, PURA has registered significant progress/achievements in the execution of its functions. Notable achievements in the past two years include:

1. Organisation of a 3-day Conflict & Dispute Resolution Skills Training for stakeholders in 2012;
2. Conduct of a study tour to sister regulators in Sierra Leone and Liberia for sharing of best practices and standardisation of processes;
3. Set up a national consultative committee for the implementation of a joint project to implement Child Online Protection in six African countries;
4. Launched the National Policy dialogue Forums;
5. Helped in the performance of toll free lines and call centres;
6. Coordinated SIM card registration across the country;
7. Issued licences to The Gambia Supreme Islamic Council (GSIC): was authorised to operate and manage Radio Falah as a commercial radio station within the Republic of The Gambia and UNHCR and the International Monetary Fund (IMF) were granted a licence to install and operate a Class B VSAT in The Gambia;
8. Developed a draft licence for the information and communication sector;
9. Developed and inaugurated the Quality of Service (QoS) Framework IN Dec. 2012; and
10. Assigned 13 amateur radio and 5 maritime signs in 2012.

Besides its thrive to continue to render the above services, PURA is also looking towards national energy policy that promotes generation fuel diversify to exploit the potentials of solar and wind energy resources. This, coupled with continuous staff development will no doubt lead to the full implementation of its mandate and realisation of its vision.

PURA generates a annual report, which provides significant capacity, production, cost and utilisation information of the communications sector.

#### **1.1.4 Strategic/Key Projects/Programmes Being Implemented by MOICI**

##### West Africa Regional Communications Infrastructure Programme (WARCIP)

The Gambia through GAMTEL signed the ACE “Construction and Maintenance Agreement” (C&MA) on 5th June 2010 and has accordingly become a member of the ACE consortium and is already part of the new fibre-cable system. This support constitutes part of the **West Africa Regional Communications Infrastructure Program (WARCIP) Gambia Project** prepared by the GOTG with financial support from the World Bank through an International Development Association (IDA) grant of US\$35 million. It is a four year program and commenced in September 2011.

The project comprises of three major components:

1. Infrastructure component to improve international and regional connectivity;
2. Technical Assistance to create an enabling environment for connectivity; and
3. Project Implementation support.

The project development objective (PDO) of WARCIP (The Gambia) is to increase the geographical reach of broadband networks and reduce costs of communications services. The project seeks to provide a comprehensive solution to address bottlenecks relating to connectivity to enable the creation of a fully integrated network which will eventually link all countries' networks in the region. It also supports the strengthening of the enabling environment by provision of critical technical assistance and local capacity to institutions and provides project implementation support.

Although it might be too soon to assess the impacts of WARCIP, its initial contributions to the telecom industry are being progressively felt. The ACE implementation arrangement in particular, is a public-private partnership model that will no doubt foster excellent collaborative work relations among stakeholders. The landing of ACE in itself is also an important economic indicator and its impact on broadband availability will lead to increased job opportunity and better service delivery. The establishment of The Gambia Submarine Cable Co. Ltd between the private GSM operators and Internet Service Providers (ISP), the GOTG and GAMTEL/GAMCEL to participate in the ACE consortium and secure access to capacity is a remarkable achievement.

The launching of ACE and the presence of several ISPs in The Gambia has resulted to a steady increase in internet connectivity and penetration rate within the Greater Banjul. However, the penetration rate remains very low in rural areas, as the actual numbers of institutions and homes connected to the internet in remote areas are very few. The availability of internet access in government offices, particularly in service departments and local government offices in provinces will go a long way to provide Gambians with information, and services essential for any successful e-government accomplishment strategy.

#### ECOWAS Wide Area Network (ECOWAN)

The ECOWAN project funded by the Islamic Development Bank was adopted by The Gambia in July 2010 but started operations in February 2012. The multinational project has objectives including the development of an 8,000km terrestrial fibre network (Regional Backbone Infrastructure) and wireless broadband (e.g. WiMAX/LTE) last mile solutions to connect government nodes in all 15 ECOWAS member states.

Major achievements include the replacement of the obsolete digital microwave links with an IP oriented microwave network in the North Bank with links stretching from Banjul-Essau-Ndungu Kebbeh and Kerewan and another hop was commissioned from Farefenni-Soma. Activities being currently implemented or to be implemented include among others:

1. Replacement of the existing 3 pair fibre cable on south bank. This backbone fibre-optic network of about 947Km is to be implemented in multiple rings (GBA, West Brikama, East Ring A and East Ring B) for added security.
2. Replacement of all of Gamtel's existing TDM Switching and Transmission network are to be with an all IP-based Next Generation Network.
3. Implementing a standalone LTE access network for Government and ECOWAS Bureau use as the first phase of the planned ECOWAN e-Government Program.

If fully and successfully implemented, it is expected that:

1. The Gambia will be interconnected with all 15 ECOWAS member states enabling it to harmonize its governance and financial policies with them.
2. All players in the ICT sector will have access to unlimited national backhauling facilities throughout the country under an open access regime.
3. The Gambia's connectivity to the ACE submarine cable system and completion of the ECOWAN project will enable the provision of high speed broadband services throughout the country.
4. All public senior secondary schools in The Gambia will have access to broadband.
5. Provide last mile wireless access through the deployment of a standalone LTE network to 300 Government and ECOWAS offices within the GBA as well as nomadic access to up to 2,500 senior Government officials within the GBA.
6. It will bridge the digital divide and will open up new doors to all citizens of the country.

### **MOICI and Press Environment**

A central consideration within the mandate of MOICI is to ensure the enabling environment within which a professional and committed press will inform, educate and entertain the people of The Gambia and the world with factual, truthful and developmental attitudes underlining their work both as news gatherers and as watchdogs for good in governance. Major developments in the information and communications sector include the National Press Council Act 1991 the creation of MOICI, the ICT Act 2009 and PURA Act 2001.

Over the past ten years or so, The Gambia has witnessed a proliferation of both the print and electronic media; 7 newspapers (dailies, biweeklies, and weeklies), nearly a dozen specialized periodic newsheets or magazines, and 23 broadcast stations (national and community radios). However, most of these outfits are being run and managed by people with minimal exposure or none at all in their chosen field of work. This leaves a media fraternity operating in a milieu that is fraught with dangers, considering that they are working in a field controlled by traditional ethics and conditions of law that cannot be violated either by error or intent. This coupled with the absence a professional intermediary body between the Press and Government has resulted to the Government assuming the role of press scrutiny and policing.

In order to address the above mentioned challenges, the Government of The Gambia in its bid to ensure a more well trained and professional Press will commence a new programme in journalism beginning in September this year at the University of The Gambia at Certificate, Diploma and Degree levels. In addition, through engagement of experts from Ghana, Sierra Leone and Senegal and home grown consultants in a workshop, it will draft the National Media Commission Bill. This will help open the way for the Gambian media practitioners to regulate the industry.

MOICI will seek funding for the implementation of these and other activities from Government and development partners including the European Union (EU) under its Governance Programme under the Sector Governance for "Professionals (journalists and editors).

## 1.2 Context of the Strategic Plan 2014 – 2018

This strategic plan is a continuation of the strategic management framework implementation started by MOICI in 2010, when its first strategic plan was developed and generated as part of the UNDP capacity building support to ten government institutions. This plan reviews and revises that plan and puts in place a strategic framework to continue the institutional evolution of the national communications infrastructure as envisaged by government.

Current planning started with a review of the implementation status of the 2010 – 2014 plans and a determination of the explanatory variables for the performance of the 2010 – 2014 plans to partly inform the basis for future planning, to the consultations with satellite institutions and staff of the MOICI. Strategy documents from these consultations were acquired and reviewed and on that basis a 2010 – 2014 Strategic Plan Implementation Status Report was generated.

A review of changes in the strategic environment of MOICI was undertaken to determine the level of significance of these changes and ramifications for future MOICI strategy. It was revealed in these reviews that since MOICI intervenes in the sectors through satellite institutions, most of which (except DOIS) are public enterprises, and most of them have their own institutional strategic plans, it was important for MOICI to adjust its strategic planning framework to suit its central role of policy evolution, implementation monitoring and representation of the communication sectors to government and the donors. This strategy adjustment is to allow strategic planning at the level of the institutions and redesign the MOICI strategic plan to include reviews of the institutions strategic plans and making sure that they conform to the government development aspirations for the development of the communications infrastructure, putting in place a ministry structure capable of monitoring the performance of satellite institutions. The structures and systems at the level of the ministry must be capable of ensuring that there is strategic and operational fit between the ministry and institutions, operational effectiveness of these institutions in relation to the evolution in communication and the accompanying need for improvements in the Gambia's communications infrastructure.

## Ministry of Information and Communication Infrastructure - MOICI

### 1.3 The Status of Implementation of the MOICI Strategic Plan 2010 – 2014: Challenges and Achievements

**Table 1.1: Assessment of the Status of Implementation of the 2010 - 2014 Strategic Plan of MOICI**

Goal Reference	Goal	Level of Achievement (1-4)	Comments
1	To build and sustain in partnership with the private sector and donors, an effective information and communication infrastructure, enabling countrywide connectivity and achieving a liberalized and competitive market, offering consumer choice	2	There are many activities that MOICI is working/doing to achieve this goal. For example, with ACE Submarine cable, ECOWAN project, several consultancies related to information access, cyber securities, universal access fund, ccTLD, among others. MOICI is in close consultation with ICT stakeholders including private sectors like mobile providers, ISPs and other ICT service providers. It is also collaborating with various donors such as: UNDP, World Bank, ITU, AfDB, IDB, ECOWAS, etc. It is also working hand in hand with GAMTEL as the main provider of the network infrastructure.
2	Create an enabling environment that ensures liberalized information and communication market that is attractive to all.	1	Recently a consultancy on Submarine Cable Regulations for The Gambia was drafted. The issue of a liberalised information market is being pursued on a longer term basis beyond this strategic period and MOICI is still committed to a liberalized information and communication market.
3	To achieve sustained growth and expansion of trade and commerce in all sectors, utilizing ICT as a primary driver	1	An e-commerce facilitation consultancy was completed, but the impact to this goal is not felt. We need to implement something bigger with the initiative of MOTRIE. Whilst it is important to develop a communication infrastructure that impacts positively on national trade, directly making sure that the appropriate infrastructure is built and utilised appropriately is beyond MOICI'S reach. However, this would be regrouped under an <b>advocacy goal</b> for both support infrastructure development and utilisation for sectors such as education, trade, agriculture and health.
4	To ensure countrywide information dissemination capability	2	Although MOICI has started to implement 4 rural community information centres which can be used as conduits for information dissemination, the Department of Information (DOIS) should come up with bold steps by starting to develop an <b>information dissemination plan</b> and implement it utilizing all forms of media.
5	To boost agricultural productivity through ICTs	1	MOA maybe implementing several or few projects with ICT applications which is not coordinated with MOICI like the GIS applications, knowledge management and communication systems, etc. Same comments as in trade, education and agriculture.

6	Encourage the use of ICTs in all spheres of government service delivery processes to facilitate and sustain efficiency	1	<ul style="list-style-type: none"> <li>This would mean a <b><u>massive sensitization program based on well-crafted action plan</u></b>. Other ministries including MOICI are doing bits and pieces of advocacy but not according to well-defined plans of action.</li> <li>This is not well-defined since the e-health strategy framework and action plan is not yet formulated. Like for health, education and trade, this will be taken to advocacy.</li> </ul>
7	To provide the health sector with the necessary ICT infrastructure to improve health delivery system	1	<ul style="list-style-type: none"> <li>This goal is starting to be realized, although without any plan. With ECOWAN infrastructure, health centers will now have the opportunity to be connected. Health Information Systems is now implemented and hosted at the e-government data centre. The open medical records system was already being conceptualized and preparation is underway.</li> <li><b><u>There is need to coordinate with Health, determine their infrastructural requirements and ensure that the national communication infrastructure can deliver it, and then advocate for them to start migrating their health delivery and management systems are on an ICT platform.</u></b></li> </ul>
8	Ensure that MOICI and its satellite institutions have efficient and effective human capacity strength at all times	2	<ul style="list-style-type: none"> <li>Accomplishment of this goal is partly achieved through WARCIP capacity building program. However, the issue of staff turn-over should be resolved including provision of incentives.</li> </ul>
9	To explore means of integrating the ICT needs of the disadvantaged groups (physically)	1	<ul style="list-style-type: none"> <li>No major accomplishment so far this goal.</li> </ul>
10	To facilitate the deployment of ICTs to support the educational delivery activities within The Gambian education system.	3	<p>Remarkable achievements can be reported for this goal. However, <b><u>proper coordination is needed to consolidate all the efforts for proper documentation and reporting</u></b>. Example is the plan of MOBSE to connect all 149 schools, while MOICI is also implementing ITU-funded project which is: “Connect a school, connect a community” project.</p>

# Ministry of Information and Communication Infrastructure - MOICI

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**The overall average implementation status of the 2010 - 2014 strategic plan of MOICI can be graded at 2(table 1.1) and this would show that much has not been achieved from the plan.** GAMPOST was not included in that strategic plan but has undertaken significant activities successfully and whilst this was not part of the scoring of implementation, even if included, this will not significantly vary the score. The important question at this point is why the low level of implementation of the 2010 – 2014 strategic plan, and will it be different in a new plan?

Consultations with the various satellite institutions and staff of the MOICI revealed the following reasons, which will constitute the constraining internal environment or challenges to what would have been a more successful 2010 – 2014 strategic plan:

1. The Ministry does not have a structure suitable for coordinating and monitoring the implementation of the strategic plan and exemplified in leaving from the 2010 – 2014 strategic of a satellite institution (GAMPOST).
2. Given the inadequacy of a coordination and monitoring structure at the level of the ministry, the detail of the plan looked at activities in the satellite institutions instead of the structure of their plans, that would have elaborated how each institution intended to evolve in executing its mandate of building and evolving a development supportive communication infrastructure, and realising the MOICI vision. Each institution should have elaborated its own strategic plan that adequately dovetails into the national information and communication strategic plan.
3. During the collection of information on the implementation status review, it was discovered that the institutions were generally not committed to anything from the Ministry. They did not respond to the Ministry for information on their activities in the 2010 – 2014 strategic plans and would even not go the Ministry to attend strategic plan review meetings when invited.
4. The Ministry itself did not have human resource dedicated to the coordination and monitoring of the implementation of the sector strategic plan and it was difficult to undertake consultations on planning. The Ministry did not have a sector-wide coordination mechanism for monitoring the evolution of the sector and the implementation of its strategic plan.
5. Whilst the Ministry has a senior management team, this was not officially and deliberately carved out to meet the ministry's strategic leadership needs. It also suffered from a high transition of ministers and permanent secretaries.
6. The DOIS, GAMPOST and GRTS did not have strategic plans, whilst the rest had. It was revealed that there is need for more in-depth thinking on the institutional roles in the development of the desired communication infrastructure and these were accommodated in the strategic plans of these institutions.
7. It was also discovered that even those that had strategic plans did not evolve their plans as part of the overall sector. The sector –wide considerations were not part of the planning process and consultations with Ministry might not have been undertaken since the Ministry did not even seem to know that these institutions had such plans.
8. On the detail and the overall craft of the plan, it was discovered that the Ministry was not really structured with the capacity to lead the sector since reactions on comments from the consultants on strategic issues were not forthcoming and when they did, the substantive reactions only came from foreign technical assistants.

The MOICI strategic plan had three main components: provision of a requisite information and communication infrastructure, enabling environment for effective and liberalized information and communication and full ICT connectivity to everyone in The Gambia. Much as it was desirable to be achieved in one strategic period, it would be unreasonable that it must happen as such.

However, assessment of the rate of accomplishment of the vision components would be ideal in any strategic period. This section reviews the rate of accomplishment of the MOICI vision based on its goal performance (Table 1.1) and assesses the continuing relevance of the vision.

**Table 1.2: A Review of the Achievement of the Vision during the 2010 – 2014 Strategic Period**

Vision Components		
<b>Requisite infrastructure</b> Infrastructure is in terms both of technical and systemic effectiveness. Here, the questions are: <ul style="list-style-type: none"> <li>✓ Has the technical expansion achieved by GAMTEL provided the necessary technical infrastructure to meet national development needs? .....— <b>supposedly but it is not happening yet.</b></li> <li>✓ The ICT needs for Education, agriculture, trade, government operations on a pure ICT platform, health and the disabled?  <i>There is no coordination body that will consolidate all the efforts and package it according to what was planned. This is the reason why a proposal on "Establishing a Gambia ICT Development Agency" came about. The need for this Agency is mentioned in e-Government Programme proposal, study tour report and consultancy in the scaling-up of e-Government Data Centre.</i></li> </ul>	<b>Enabling policy environment</b> Enabling environment? 1. Laws: <ul style="list-style-type: none"> <li>✓ ICT legislations (information act, Internet act and etc.) – fairness, consistency and ability to attract private sector unperturbed participation.</li> <li>✓ <i>This is not being realized. The impact is not being felt if there is one.</i></li> <li>✓ <i>The report of the CCI Scooping Mission on Cyber-Security which is expected to include the Legal Framework and Technical recommendations to formulate Cyber-Security law and regulation.</i></li> </ul>	<b>Full connectivity of everyone to ICT services</b>  The ACE Cable.  <i>Infrastructure significantly achieved but connectivity is beyond the existence of infrastructure.</i>

The following comments are significant:

1. From a design point of view, goals 1, 5, 6,7,8,9 &10 taken together and if accomplished will have delivered the requisite infrastructure. However, goals 5(agriculture), 6(govt), 7(Health), 9(Disadvantaged groups), 10(education system) are more of advocacy goals since MOICI does not have primary control of investments in these sectors.
2. The IC Act of 2009 has mentioned general provisions of internet, network security, open access, etc. but nothing has been implemented yet. A regulatory framework needs to be established to implement specific provisions. Like recently, a regulation of submarine cable landing was drafted and will soon be finalized to cover the common conditions for transparent, fair, non-discriminatory and open access requirements for ICT infrastructure and access to submarine cable system in The Gambia.
3. In relation to liberalisation and building an enabling environment, the question of the effectiveness of the NICI policy and the various information legislations are the tools. In order to be effective, the sector/agency concerned (DOIS for

information liberalisation) has to own it. For example, sectors might be implementing strategies and activities not consistent with the NICI policy.

Generally, the vision is still consistent and relevant for developing and sustaining a liberalized information and communication infrastructure, operated in an environment that enables full connectivity to everyone; and if achieved should provide invaluable benefits to overall national development. However, it must be said that whilst significant inroads have been made in telecommunication infrastructure, the enabling environment and full connectivity are still at low levels.

#### 1.4 Lessons Learnt from Implementing the 2010 – 2014 MOICI Strategic Plan

The lessons learnt from the implementation of the 2010 – 2014 strategic plans include:

1. Absence or lack of planning culture at the level of the ministry as in most of the civil service is the reason for the absence of structures (sector-wide Coordination Committee Meeting and Senior Management Team platforms) to lead planning, its implementation coordination and evolution of the institutions.
2. Operationally, there is also no dedicated structure and personnel to lead the planning and its implementation function. There is only a loose link between MOICI and its satellite institutions and generally no coordination and rationalisation of activities both at planning and operational levels.
3. The need for better understanding of the nature of relations between institutions and the Ministry.

#### 1.5 Readiness of MOICI and Barriers thereof for Implementing the Revised Strategic Plan.

The readiness of MOICI is being assessed on the basis both of the recognition and existence of initiative for planning and its follow-up activities. It must be said however that MOICI recognises the need for planning, which is imperative from the domestic end (the need to report to the Inter-ministerial coordination meetings), professional requirements for organisational effectiveness, and the need to respond equitably to such as ECOWAS on strategic planning in the sector.

MOICI will need to take steps to complement the expressed recognition of the need for planning and undertake consultations with the PMO and PSC to elaborate MOICI resource requirements to evolve strong sector strategic plans and implement them successfully, such as is the case in the Basic and Secondary Education sector.

## Section II: The Evolved Strategic Environment of the MOICI

The operating environments of MOICI (information and communication sector) continue to display similar characteristics as in 2010. A challenging external environment plus and a managerially weak internal environment is due among other reasons to the lack of appropriate structures and systems at the ministry for planning, its coordination and implementation monitoring.

A summary snapshot of the critical environmental factors of MOICI is detailed in tables 2.1 and 2.2 below.

### 2.1 Changes in the External Environment

**Table 2.1: External Factor Evaluation Matrix**

<b>CRITICAL OPPORTUNITIES</b>	
1	Continuing national social tranquilly enables effective planning and its monitored implementation to take place.
2	Government continues to place priority to the information and communication sector and for this, it attract significant government donor investments.
3	There exists a select committee on ICT in the National Assembly and this enables issues related to ICT to be discussed at that high level.
4	The country's sustained positive economic growth has increased the market for information and communication products. The economic growth could also be potential for increased budgetary allocation to the MOICI.
5	Continuing positive economic growth has led to more investments in the ICT sector and this has in effect led to increased employment.
6	The birth of the GSM operators has generated competition and service quality delivery at probably lower costs, which leads to greater penetration/connectivity.
6	The computer science program, envisaged Diploma in mass communication, higher diploma in journalism on offer at the UTG and the GTTI Civil engineering degree will by effect produce more home grown ICT specialists.
<b>OUR MOST CRITICAL THREATS</b>	
1	Continuing high turnover of policy makers (Ministers and PS, DGs and MDs) and erosion of institutional memory is not suitable for effective planning and institutional evolution.
2	There is a high poverty rate and this limits average spending power and therefore demand for information and communication products.
3	Although there has been an increase in the number of financial institutions, the high interest rates and deterioration of the domestic currency has affected the demand for ICT products and investments.
4	Stiffer competition for the postal service (GAMPOST) and the print and publishing industry (GPPC)

### 2.2 Changes in the Internal Environment

**Table 2.2: Internal Factor Evaluation Matrix**

<b>OUR MOST CRITICAL STRENGTHS</b>	
1	The strong IFMIS budget tracking platform. This ensures a timely and transparent budget processes.
2	The top managers are well experienced and technically competent.
3	All satellite institutions have functioning boards.
4	The Department of Information Services (DIS) has a library and good research facility and there is a good script library at GRTS.
5	There is some element of planning culture at the GPPC and GAMTEL/GAMCEL even though it is doubtful if these plans have effects on the operations of these institutions.
<b>OUR MOST CRITICAL WEAKNESSES</b>	
1	Lack of a proper organizational structure continues to bedevil the quality of planning, its coordination and implementation monitoring.
2	Poor systemic linkages between the ministry and its satellite institutions.
3	Staff turnover in the satellite in the ministry and institutions is relatively high.
4	There is a weak capital budgeting procedure in the ministry and some of the satellite institutions

	except in GPPC and GAMPOST where Qbooks are being used effectively. GAMTEL/GAMCEL has a serious systemic inadequacy in financial and HR management as shown in their 2013 Strategic Business Plan.
5	The public's perception of the communication and infrastructure of the MOICI is that it is weak, unreliable and unavailable. There is also a cross section of the public that do not seem to agree with the perceived level of press freedom in the Gambia.

There are challenging internal weaknesses and to resolve some of the structural difficulties will require agreement both with the MOFEA and PMO/PSC. This however does not mean that they cannot be resolved. The existing internal strengths may be utilised to exploit the evident external opportunities to more effectively and speedily deliver the MOICI vision of **A Gambia with the requisite infrastructure and enabling policy framework that ensures full connectivity of everyone to ICT services**, whilst mindfully navigating the external threats. The new strategy direction has been validated by this environment, trusting that with the support and cooperation of all, this sector will expand and sustain a desirable communication infrastructure, suitable for ongoing national development.

## Section III: The Strategy Fit

### 3.1 Strategic Direction

MOICI intervenes indirectly in the communications sector through satellite institutions, most of which (except DOIS) are public enterprises, and most have their own institutional strategic plans. MOICI directly intervenes in the sector's infrastructural development through projects such as the ECOWAN and WARCIP projects.

From the implementation status review of the 2010 – 2014 strategic plans, it was revealed that the private sector and donor communities shall continue to be significant players in providing support to the sustained building of the required communication infrastructure. Amidst this was the recognition also of the need for a well trained media fraternity and effective and accountable self-regulating body to enhance press freedom and utility for national development; and that MOICI needed a better planning culture and the institutional structures for sector-wide planning and implementation coordination and evolution.

As a result and if MOICI is to successfully oversee the expansion and sustenance of a development-supportive communication infrastructure in a liberalised environment, MOICI will need to recognise a level of planning and plan implementation autonomy for stakeholders, an institutional capacity at MOICI for more effective planning coordination and its implementation by all contributors to the communications infrastructure.

Given these realities amongst others as has been revealed in the 2010 – 2014 strategic plan implementation status reviews and the lessons learnt there from, MOICI is adjusting its strategic planning framework to suit its central role of sector policy evolution, coordination and monitoring of planning and plan implementation sector-wide, and representation of the communication sector to government and the donors/investment community.

This strategy adjustment will allow strategic planning at the level of the institutions and a redesign of the MOICI strategic plan to include reviews of the institutions strategic plans and making sure that they conform to the government development aspirations for further development of the communications infrastructure as are required under the NICI policy. This will mean putting in place a ministry structure and resourcing it so that it is capable of monitoring the performance of satellite institutions in both planning and implementation. The structures and systems at the level of the ministry must be capable of ensuring that there is strategic and operational fit between the ministry and institutions: operational effectiveness of these institutions in relation to the evolution in the communication infrastructure and the accompanying need for improvements in the Gambia's communications infrastructure, as dictated by the overall national need for such infrastructure.

Given that only a few of the goals of the 2010 – 2014 strategic plan have been accomplished, and of the recognition of the capacity of the ongoing ECOWAN project to significantly improve the infrastructural development goal when fully implemented, and also given that most other environmental and full connectivity goals have not been met, the goal and strategy fit for 2014 – 2018, will seek within the limits of the current and potential environment the pursuit of MOICI's continuing relevant vision and mission.

## 3.2 Strategy Framework

The strategy fit of MOICI will continue to seek expanded and enhanced information and communication infrastructure, providing an enabling policy environment and full ICT connectivity to all. This will be achieved directly by the Ministry and through its satellite institutions to expand and sustain the backbone infrastructure and through policy advocacy and cooperation with other sectors for expanded investment in and utilisation of modern ICT by sectors such as agriculture, education, health and all of the public and civil service.

### **Goal I: Building an effective information and communication infrastructure**

To build and sustain in partnership with the private sector and donors, an effective information and communication infrastructure, enabling countrywide connectivity and achieving a competitive market, offering consumer choice.

#### **Objectives:**

##### **Objective 1.1:**

By December 2015, MOICI would have completed reviewing the existing strategic plans and formulation of new ones for satellite institutions.

##### **Strategic Activities**

- 1.1.1 To meet with GPPC and begin a process of their strategic/business plans review.
- 1.1.2 Meet with GRTS, GAMPOST and the DOIS and commence the development of their strategic plans.
- 1.1.3 Engage GAMTEL/GAMCEL for the operationalisation/implementation or review of its strategic business plan.
- 1.1.4 Engage ECOWAN and WARCIP, agree and implement a project implementation monitoring framework through the SMT and CCM. Project Managers should serve on both SMT and CCM by co-option.

##### **Objective 1.2:**

By December, 2014, would have put in place a mechanism for continuous engagement of private sector ICT providers and donors in the ICT sector.

##### **Strategic Activities**

- 1.2.1 Identify the major ICT providers in The Gambia.
- 1.2.2 Establish and operationalise a platform at the level of MOICI to serve as a focal point to these institutions.

##### **Objective 1.3:**

By December 2015, would have established and fully operationalise the National ICT Agency, which will be charged with coordinating all ICT projects in The Gambia.

##### **Strategic Activities**

- 1.3.1 Hire a consultant to draft the National ICT Agency bill and develop TORs and operational manual for its operationalisation.
- 1.3.2 Establish and operationalise the National Data Center.
- 1.3.3 Develop a cabinet paper and seek cabinet approval.

- 1.3.3 Lobby for and pass the bill at the National Assembly.
- 1.3.4 Staff, furnish and equip the GICTA appropriately.

**Objective 1.4**

By December 2015, to establish and operationalise a self regulatory media commission.

Strategic Activities

- 1.4.1 Engage through a workshop stakeholders including legal and press experts from Ghana, Senegal and Sierra Leone as well as home-grown consultants for the drafting of the National Media Commission bill.
- 1.4.2 Seek the support of Cabinet and National Assembly and pass the bill.
- 1.4.3 Seek funding support from local and international donors for its operationalisation.
- 1.4.4 Conduct training workshops and information sessions on the bill to enable develop an foster mutual understanding among stakeholders

**Gaol II: Creating an environment that ensures a liberalized information and communication market.**

To create an enabling environment that ensures a liberalized information and communication market that is attractive to all.

**Objective 2.1:**

By September 2014, to conduct reviews of the policies that need reviews and generate needed new policies for an enabling liberalized environment.

**Strategic Activities**

- 2.1.1 Identify the policies that need reviewing and gaps in the current policy framework.
- 2.1.2 Develop TORs for both the reviews and the development of the new one/s.
- 2.1.3 Hire a consultant/s to undertake the review/s and formulation of new ones.

**Objective 2.2:**

By December 2015, to liberalize the TV broadcasting market.

**Strategic Activities**

- 2.2.1 Approach and engage the government on the socioeconomic development wisdom of liberalising the TV market.

**Goal III: Information and communication investment and utilisation advocacy.**

To achieve through more structured and aggressive advocacy, enhanced sector investments in and utilisation of a stronger ICT platform to achieve overall national development in the most critical development sectors of The Gambia: agriculture, trade, education, health, the private sector, including gender and the disabled.

**Objectives:**

**Objective 3.1:**

By July 2014, to establish within the Ministry a structure on advocacy for sector investments in and utilisation of ICT in all their operations.

**Strategic Activities**

- 3.1.1 Establish an ICT investment advocacy function in the proposed Planning Directorate of MOICI to develop and implement a continuous ICT investment and utilisation advocacy policy programme.

**Objective 3.2**

By June 2015, establish a universal service (basket of funds) initiative to enable the development of requisite ICT access to areas where it is not profitable for ICT firms to build and maintain an infrastructure for operation.

**Strategic Activities**

- 3.2.1 Develop a project proposal for the operationalisation of the universal service initiative.
- 3.2.2 Through advocacy, package and sell the potential future profitability to private operators of the universal access investment.
- 3.2.3 Secure private sector commitment for funding and implementation of the initiative.

**Goal IV: Financing of Investments in Information and Communication Infrastructure.**

To achieve an inter-sectoral committee that recognises and is challenged to provide adequate budgetary, donor and investment financing to the information and communication infrastructure given its overarching significance for overall national development.

**Objective 4.1**

By December 2014, develop operational guidelines, establish and operationalise the inter-sectoral financing committee to information and communication infrastructure.

**Strategic Activities**

- 4.1.1 Recruit a consultant to advice and propose a multi-sectoral financing mechanism/framework for the ICT sector.
- 4.1.2 Upon review and acceptance of the framework, establish structures that will ensure continuous financing of the sector from the private, donor and public sectors.

## **Goal V: MOICI Organisational and Capacity Building.**

To achieve in collaboration with PMO/PSC, a restructuring and suitable resourcing of MOICI to meet its needs for sector planning coordination and implementation.

### **Objectives:**

#### **Objective 5.1:**

By September 2014, to undertake together with the PMO/PSC a review of the institutional mandate and accompanying structures of MOICI and determine its resource requirements.

#### **Strategic Activities**

- 5.1.1 Put in place a committee constituting staff of MOICI and PMO/PSC to review MOICI's mandate and accompanying structures in view of its strategic plan requirements.
- 5.1.2 Undertake a costing of the resource requirements of the new structures and agree mechanisms for its inclusion for financing from the national budget.

#### **Objective 5.2:**

By July 2014, to achieve the establishment of Coordination Committee Meetings (CCM) platform, agree and commence the implementation of operational modalities.

#### **Strategic Activities:**

- 5.2.1 Review the proposed functional organogram in this strategic plan and utilise it for the required restructuring of MOICI to meet the requirements of the plan.
- 5.2.2 As part of the restructuring, structure such as the CCM should be established to the PS (chair), DPSs, PAS, Directors and others senior officers in the ministry (Heads of Units), Managing Directors and heads of satellite institutions.
- 5.2.2 Institutionalise quarterly meetings of the CCM by rotational basis among the institutions of the ministry and use the meetings to assess the policy/strategic plan/projects implementation status of the host institution through among others by conducting site visits.

#### **Objective 5.3:**

By September 2014, agree at the level of the SMT arrangements on modalities for each institution's development of its strategic plan within the sector's vision and mission and its coordination and monitoring of implementation.

#### **Strategic Activities**

- 5.3.1 Enhance the institutional effectiveness of the SMT by making it the policy clearing house for strategic plan development and the monitoring of their implementation, resource allocation to institutions and sectors and other policy supervision endeavours.
- 5.3.2 To achieve 5.3.1, undertake monthly meetings of the SMT and develop and operationalise system for reviews of all policies, plans and their implementation based on a well conceived M&E framework.

## Ministry of Information and Communication Infrastructure - MOICI

Table 3.1: Strategic Snapshot

Goal	Objective	Strategic Activities
<p><b>Goal I: Building an effective information and communication infrastructure</b> To build and sustain in partnership with the private sector and donors, an effective information and communication infrastructure, enabling countrywide connectivity and achieving a competitive market, offering consumer choice.</p>	<p><b>Objective 1.1:</b> By December 2015, MOICI would have completed reviewing the existing strategic plans and formulation of new ones for satellite institutions.</p>	1.1.1 To meet GPPC and begin a process of its strategic plan review.
		1.1.2 Meet with GRTS, GAMPOST and the DOIS and commence the development of their strategic plans.
		1.1.3 Engage GAMTEL/GAMCEL for the operationalisation/implementation or review of its strategic business plan
		1.1.4 Engage ECOWAN and WARCIP, agree and implement a project implementation monitoring framework through the SMT and CCM. Project Managers should serve on both SMT and CCM by co-option
	<p><b>Objective 1.2:</b> By December, 2014, would have put in place a mechanism for continuous engagement of private sector ICT providers and donors in the ICT sector.</p>	1.2.1 Identify the major ICT providers in The Gambia.
		1.2.2 Establish and operationalise a platform at the level of MOICI to serve as a focal point to these institutions.
	<p><b>Objective 1.3:</b> By December 2015, would have established and fully operationalised the National ICT Agency which will be charged with the coordinating all ICT project in The Gambia.</p>	1.3.1 Hire a consultant to draft the National ICT Agency bill. and
		1.3.2 Establish and operationalise the National Data Center.
		1.3.3 Develop a cabinet paper and seek cabinet approval.
		1.3.4 Lobby for and pass the bill at the National Assembly.
		1.3.5 Through the same consultant, develop TORs and operational manual for its

		operationalisation.
		1.3.6 Staff, furnish and equip the GICTA appropriately.
	<b>Objective 1.5</b> By December 2015, to establish and operationalise a self regulatory media commission.	1.4.1 Engage through a workshop stakeholders including legal and press experts from West African countries as well as home-grown consultants for the drafting of the National Media Commission bill.
		1.4.2 Seek the support of Cabinet and National Assembly and pass the bill.
		1.5.3 Seek funding from local and international donors for its operationalisation.
		1.4.4 Conduct training workshops and information sessions on the bill to enable develop an foster mutual understanding among stakeholders
<b>Goal II: Creating an environment that ensures a liberalized information and communication market.</b>  To create an enabling environment that ensures a liberalized information and communication market that is attractive to all.	<b>Objective 2.1:</b> By September 2014, to conduct reviews of the policies that need reviews and generate needed new policies for an enabling a liberalized environment.	2.1.1 Identify the policies that need reviewing and gaps in the current policy framework.
		2.1.2 Develop TORs for both the reviews and the development of the new one/s.
		2.1.3 Hire a consultant/s to undertake the review/s and formulation of new ones.
	<b>Objective 2.2:</b> By December 2015, to liberalize the TV broadcasting market.	2.2.1 Approach and engage the government on the socioeconomic development wisdom of liberalising the TV market.
<b>Goal III: Information and communication investment and utilisation advocacy.</b>  To achieve through more structured and aggressive advocacy, enhanced sector investments in and	<b>Objective 3.1:</b> By July 2014, to establish within the Ministry a structure on advocacy for sector investments in and utilisation of ICT in all their operations.	Establish an ICT investment advocacy function in the proposed Planning Directorate of MOICI to develop and implement a continuous ICT investment and utilisation advocacy policy programme.

utilisation of a stronger ICT platform to achieve overall national development in the most critical development sectors of The Gambia: agriculture, trade, education, health, the private sector, including gender and the disabled.		
	<b>Objective 3.2</b> By June 2015, establish a universal service (basket of funds) initiative to enable the development of requisite ICT access to areas where it is not profitable for ICT firms to build and maintain an infrastructure for operation.	3.2.1 Develop a project proposal for the operationisation of the universal service initiative.
		3.2.2 Through advocacy, package and sell the potential future profitability to private operators of the universal access investment.
		3.2.3 Secure private sector commitment for funding and implementation of the initiative.
<b>Goal IV: Financing of Investments in Information and Communication Infrastructure.</b>  To achieve an inter-sectoral committee that recognises and is challenged to provide adequate budgetary, donor and investment financing to the information and communication infrastructure given its overarching significance for overall national development.	<b>Objective 4.1</b> By December 2014, develop operational guidelines, establish and operationalise the inter-sectoral financing committee to information and communication infrastructure.	4.1.1 Recruit a consultant to advice and propose a multisectoral financing mechanism/framework for the ICT sector.  4.1.2 Upon review and acceptance of the framework, establish structures that will ensure continuous financing of the sector from the private, donor and public sectors.
<b>Goal V: MOICI Organisational and Capacity Building.</b>  To achieve in collaboration with PMO/PSC, a restructuring and suitable resourcing of MOICI to meet	<b>Objective 5.1:</b> By September 2014, to undertake together with the PMO/PSC a review of the institutional mandate and accompanying structures of MOICI and determine its resource requirements.	5.1.1 Put in place a committee constituting staff of MOICI and PMO/PSC to review MOICI's mandate and accompanying structures in view of its strategic plan requirements.

its needs for sector planning coordination and implementation.		5.1.2	Undertake a costing of the resource requirements of the new structures and agree mechanisms for its inclusion for financing from the national budget.	
	<b>Objective 5.2:</b> By July 2014, to achieve the establishment of Coordination Committee Meetings (CCM) platform, agree and commence the implementation of operational modalities.		5.2.1	Review the proposed functional organogram in this strategic plan and utilise it for the required restructuring of MOICI to meet the requirements of the plan.
			5.2.2	As part of the restructuring, structure such as the CCM should be established to the PS (chair), DPSs, PAS, Directors and others senior officers in the ministry (Heads of Units), Managing Directors and heads of satellite institutions.
			5.2.3	Institutionalise quarterly meetings of the CCM by rotational basis among the institutions of the ministry and use the meetings to assess the policy/strategic plan/projects implementation status of the host institution through among others by conducting site visits.
<b>Objective 5.3:</b> By September 2014, agree at the level of the SMT arrangements on modalities for each institution's development of its strategic plan within the sector's vision and mission and its coordination and monitoring of implementation.		5.2.1	Enhance the institutional effectiveness of the SMT by making it the policy clearing house for strategic plan development and the monitoring of their implementation, resource allocation to institutions and sectors and other policy supervision endeavours.	
		5.3.2	To achieve 5.3.1, undertake monthly meetings of the SMT and develop and operationalise system for reviews of all policies, plans and their implementation based on a well conceived M&E framework.	

## Section IV: Strategy Implementation Framework

This section provides a system for implementing this strategic plan. Its importance hails from the fact that given the low level of implementation of the 2010 – 2014 plan and low level of strategy evolution coordination between the Ministry (MOICI) and its satellite institutions in planning, determined from those that have strategic plans, it is important that a framework is established that will put in place and operationalise an institutional structure to avoid these situations being repeated, and at the same time capable of creating and sustaining a formidable information and communication infrastructure.

### 4.1 Monitoring and Evaluation

The development of this *Monitoring and Evaluation mechanism* serves not only as a guide for monitoring the implementation level of directorate/satellite institutions work plans (that would have evolved from their strategic plans), but also ensures accountability at all levels in the use of resources entrusted to them. This mechanism therefore puts into context all indicators (logical framework) to be monitored and evaluated by the Planning Directorate of MOICI, and serves as the official guide on how achievements on the implementation of the information and communication sector programmes and projects would be monitored and evaluated.

Basically, the framework outlines the outcome indicators for all the strategic objectives of the sector. These indicators represent the core set of indicators to be evaluated in order to gauge the progress made by the ICT sector. It is hoped that in the next strategy period, MOICI would have seen the need for and establish a full M & E Framework.

#### 4.1.1 Management and Coordination of the MOICI Strategy

##### Management of the Strategic Plan Implementation

The implementation of this plan shall be the responsibility of the MOICI SMT, headed by the Minister. The SMT shall be responsible for ensuring information and communication policy evolution, directing its implementation through these strategic planning arrangements with satellite institutions and advocating for investment in and generating resources to support the necessary financial investments in the infrastructure. The SMT will meet at least once every three months and will for the purpose of monitoring the implementation of this strategic plan evolve through the envisaged Directorate of Planning, an effective M& E Framework.

##### Coordination of Strategic Plan Implementation

Given the sector-wide nature of this plan, a Coordination Committee Meeting (CCM) will be established and made operational as recommended in Figure 1.1. Its make up will include adequate representation from both Ministry and satellite institutions and mandate will be a detailed review and reception of implementation reports and explanations on the implementation status of their strategic plans by institutions. The CCM will rotate its meetings to various institutions, making sure that at each meeting, a slot is created for

members of the committee to make physical visits of project and operational sites. The CCM will issue a comprehensive report from reports that would have been submitted to it by various institutions and discussed and send this to the SMT. This report must address the challenges that MOICI or any of its satellite institutions are facing in meeting its plans and make recommendations on actions to be taken to resolve them. The CCM shall be chaired by the Permanent Secretary.

#### 4.1.2 Arrangements for Evaluation of Progress in Implementation of Strategic Plan

It is understood that MOICI does not at the moment have institutional arrangements for M & E as in the Ministry of Basic and Secondary Education. However, this strategic plan becomes the driving force towards this institutional efficiency and effectiveness by MOICI.

The management and coordination arrangements by both the SMT and CCM respectively are the building blocks of a future M & E Framework for the ICT sector programme implementation.

Meanwhile the reports of the CCM to SMT and in turn the minutes of decisions of SMT shall provide basis for instructions to various units, which will enable effective planning coordination between MOICI and its institutions and of the implementation of strategic plans that would evolve from this.

## Ministry of Information and Communication Infrastructure - MOICI

### 4.1.3 Logical Framework

<b>Vision</b>				
A Gambia with the requisite infrastructure and enabling policy framework that ensures full connectivity of everyone to ICT services.				
<b>Mission</b>				
<i>To provide an <b>enabling environment</b> that facilitates and promotes the development of a robust, scalable, reliable, available, affordable and accessible modern information and communication infrastructure that breeds an <b>effective and efficient service delivery platform/ system</b> through <b>institutionalized planning and systemic structures</b></i>				
<b>Goal I: Building an effective information and communication infrastructure</b>				
To build and sustain in partnership with the private sector and donors, an effective information and communication infrastructure, enabling countrywide connectivity and achieving a competitive market, offering consumer choice.				
Objective	Strategic Activities	Indicators/Expected Outcomes	Means of Verification	Inherent Risks
<b>Objective 1.1:</b> By December 2015, MOICI would have completed reviewing the existing strategic plans and formulation of new ones for satellite institutions	1.1.1 To meet with GPPC and begin a process of their strategic/business plans review.	<ul style="list-style-type: none"> <li>- Meetings held</li> <li>- Strategic/business plans reviewed</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting minutes</li> <li>- Copy of Strategic/business plans</li> <li>- Strategic plan implementation reports</li> </ul>	<ul style="list-style-type: none"> <li>- MOICI may not be able to engage the institutions on timely manner</li> <li>- The satellite institutions may not cooperate in the process</li> </ul>
	1.1.2 Meet with GRTS, GAMPOST and the DOIS and commence the development of their strategic plans.	<ul style="list-style-type: none"> <li>- Meetings held</li> <li>- Strategic plans developed</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting minutes</li> <li>- Copy of Strategic plans</li> <li>- Strategic plan implementation reports</li> </ul>	<ul style="list-style-type: none"> <li>- MOICI may not be able to engage the institutions on timely manner</li> <li>- The satellite institutions may not cooperate in the process</li> </ul>
	1.1.3 Engage GAMTEL/GAMCEL for the operationalisation/implementation or review of its strategic business	<ul style="list-style-type: none"> <li>- Meeting held between MOICI and GAMTEL/GAMCEL</li> <li>- Operational plans</li> </ul>	<ul style="list-style-type: none"> <li>- Meeting minutes</li> <li>- Copy of operational plan</li> </ul>	<ul style="list-style-type: none"> <li>- Non commitment from GAMTEL/GA</li> </ul>

	plan.	developed		MCEL
	1.1.4 Engage ECOWAN and WARCIP, agree and implement a project implementation monitoring framework through the SMT and CCM. Project Managers should serve on both SMT and CCM by co-option.	- Implementation monitoring framework agreed between MOICI and WARCIP & ECOWAN	- Meeting minutes - Copy of framework document.	- Irregular and ineffective monitoring visits by SMT and CCM
<b>Objective 1.2:</b> By December, 2014, would have put in place a mechanism for continuous engagement of private sector ICT providers and donors in the ICT sector.				
	1.2.1 Identify the major ICT providers in The Gambia.	- Major ICT providers identified	- List of ICT providers	- Inadequate staff and resources
	1.2.2 Establish and operationalise a platform at the level of MOICI to serve as a focal point to these institutions.	- Platform established and full functional	- Implementation reports	- The platform may not be fully functional
<b>Objective 1.3:</b> By December 2015, would have established and fully operationalised the National ICT Agency.				
	1.3.1 Hire a consultant to draft the National ICT Agency bill. and	- TORs developed - Bill drafted	- Copy of TORs - Consultancy agreement - Copy of draft bill	- TORs poorly developed - Poor execution by the consultant
	1.3.2 Establish and operationalise the National Data Center.	- Data Center established and fully operationalised	- ICT Agency quarterly and annual reports	- Inadequate funding
	1.3.3 Develop a cabinet paper and seek cabinet approval.	- Cabinet paper developed	- Copy of cabinet paper	- Cabinet paper poorly developed
	1.3.4 Lobby for and pass the bill at the National Assembly.	- Bill passed at National Assembly	- Copy of the bill - Video & audio of bill debate session.	- Inadequate support from the National Assembly

	1.3.5	Engage the same consultant, develop TORs and operational manual for its operationalisation.	- Operational manual developed	- Copy of Operational manual	-
	1.3.6	Staff, furnish and equip the GICTA appropriately.	- GICTA fully staffed, furnished and equipped	- Staff list - Furniture and equipment inventory	- Inadequate funding
<b>Objective 1.4</b> By December 2015, to establish and operationalise a self regulatory media commission	1.4.1	Engage through a workshop stakeholders including legal and press experts from West African countries as well as home-grown consultants for the drafting of the National Media Commission bill.	- Workshop held -National Commission Bill drafted	-Workshop report -Copy of the draft bill	-Inadequate funds -weak commitment from stakeholders
	1.4.2	Seek the support of Cabinet and National Assembly and pass the bill.	-Cabinet approval secured -National Assembly passes the bill	-Copy of the act	-Inadequate support from government.
	1.4.3	Seek funding support from local and international donors for its operationalisation.	-Funding secured from donors	-Copy of funding pledges and agreement	-Inadequate funding.
	1.4.4	Conduct training workshops and information sessions on the bill to enable develop an foster mutual understanding among stakeholders	-Training workshops conducted	-Training workshop reports and attendance list	-Non full adherence to the new regulation/s
	<b>Gaol II: Creating an environment that ensures a liberalized information and communication market.</b> To create an enabling environment that ensures a liberalized information and communication market that is attractive to all.				
<b>Objective</b>	<b>Strategic Activities</b>		<b>Indicators/Expected Outcomes</b>	<b>Means of Verification</b>	<b>Implementation Risk Assessment</b>

<b>Objective 2.1:</b> By September 2014, to conduct reviews of the policies that need reviews and generate needed new policies for an enabling a liberalized environment.	2.1.1	Identify the policies that need reviewing and gaps in the current policy framework.	- Policies and policy gaps identified	- Policy list	- Some of the policies may be left out
	2.1.2	Develop TORs for both the reviews and the development of the new one/s.	- TORs developed	- Copy of TORs	- Inadequate TORs
	2.1.3	Hire a consultant/s to undertake the review/s and formulation of new ones.	- Consultant/s hired	- Consultancy agreement document	- Lack of competence on the part of the consultant
<b>Objective 2.2:</b> By December 2015, to liberalize the TV broadcasting market.	2.2.1	Approach and engage the government on the socioeconomic development wisdom of liberalising the TV market.	- Government approached/met	- Meeting reports	- Government may be unwilling to cooperate
<b>Goal III: Information and communication investment and utilisation advocacy.</b> To achieve through more structured and aggressive advocacy, enhanced sector investments in and utilisation of a stronger ICT platform to achieve overall national development in the most critical development sectors of The Gambia: agriculture, trade, education, health, the private sector, including gender and the disabled.					
<b>Objective</b>	<b>Strategic Activities</b>		<b>Indicators</b>	<b>Means of Verification</b>	<b>Implementation Risk Assessment</b>
<b>Objective 3.1:</b> By July 2014, to establish within the Ministry a structure on advocacy for sector investments in and utilisation of ICT in all their operations.	3.1.1 Establish an ICT investment advocacy function in the proposed Planning Directorate of MOICI to develop and implement a continuous ICT investment and utilisation advocacy policy programme.		- ICT investment advocacy function established	- Staff list - Implementation reports	- Inadequate resources - The function may not be fully functional

<b>Objective 3.2</b> By June 2015, establish a universal service (basket of funds) initiative to enable the development of requisite ICT access to areas where it is not profitable for ICT firms to build and maintain an infrastructure for operation.	3.2.2 Develop a project proposal for the operationalisation of the universal service initiative.	- Proposal developed	- Proposal document	- Proposal poorly developed
	3.2.3 Through advocacy, package and sell the potential future profitability to private operators of the universal access investment.	- Proposal advocacy campaign held with key private sector operators	- Meeting minutes	- Lack of interest from the private sector institutions
	3.2.4 Secure private sector commitment for funding and implementation of the initiative.	- Agreements signed	- Copy of agreements	- Lack of interest from the private sector institutions
<b>Goal IV: Financing of Investments in Information and Communication Infrastructure.</b> To achieve an inter-sectoral committee that recognises and is challenged to provide adequate budgetary, donor and investment financing to the information and communication infrastructure given its overarching significance for overall national development.				
<b>Objective</b>	<b>Strategic Activities</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Implementation Risk Assessment</b>
<b>Objective 4.1</b> By December 2014, develop operational guidelines, establish and operationalise the inter-sectoral financing committee to information and communication infrastructure.	4.1.1 Recruit a consultant to advice and propose a multisectoral financing mechanism/framework for the ICT sector.	- Consultant recruited - Framework developed	- Consultancy agreement - Copy of framework	-Incompetent consultant
	4.1.2 Upon review and acceptance of the framework, establish structures that will ensure continuous financing of the sector from the private, donor and public sectors.	- Structures established	- Implementation reports	- Structures not fully operational - Inadequate resources

<b>Goal V: MOICI Organisational and Capacity Building.</b>				
To achieve in collaboration with PMO/PSC, a restructuring and suitable resourcing of MOICI to meet its needs for sector planning coordination and implementation.				
<b>Objective</b>	<b>Strategic Activities</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Implementation Risk Assessment</b>
<b>Objective 5.1:</b> By September 2014, to undertake together with the PMO/PSC a review of the institutional mandate and accompanying structures of MOICI and determine its resource requirements.	5.1.1 Put in place a committee constituting staff of MOICI and PMO/PSC to review MOICI's mandate and accompanying structures in view of its strategic plan requirements.	- Committee set up	- Committee membership list - Committee meeting and implementation reports	- Committee not meeting regularly
	5.1.2 Undertake a costing of the resource requirements of the new structures and agree mechanisms for its inclusion for financing from the national budget.	- New structural resource requirements costed	- Budget document	- Inadequate resources - Unwilling of PSC/PMO and MOFEA to provide the needed resources.
<b>Objective 5.2:</b> By July 2014, to achieve the establishment of Coordination Committee Meetings (CCM) platform, agree and commence the implementation of operational modalities.	5.2.1 Review the proposed functional organogram in this strategic plan and utilise it for the required restructuring of MOICI to meet the requirements of the plan.	- Proposed functional organogram reviewed	- Approved organogram	- Proposed organogram may not be endorsed by PSC/PMO
	5.2.2 As part of the restructuring, structure such as the CCM should be established to the PS (chair), DPSs, PAS, Directors and others senior officers in the	- CMM established	- CCM membership list	- CCM not fully operational

	ministry (Heads of Units), Managing Directors and heads of satellite institutions.			
	5.2.3 Institutionalise quarterly meetings of the CCM by rotational basis among the institutions of the ministry and use the meetings to assess the policy/strategic plan/projects implementation status of the host institution through among others by conducting site visits.	- CCM meetings held quarterly	- CCM meeting reports	- CCM not fully functional - Inadequate resources to full operationalise the CCM structure
<b>Objective 5.3:</b> By September 2014, agree at the level of the SMT arrangements on modalities for each institution's development of its strategic plan within the sector's vision and mission and its coordination and monitoring of implementation.	5.3.1 Enhance the institutional effectiveness of the SMT by making it the policy clearing house for strategic plan development and the monitoring of their implementation, resource allocation to institutions and sectors and other policy supervision endeavours.	- SMT's effectiveness enhanced	- SMT meeting/implementation reports	- Irregular meeting of the SMT
	5.3.2 To achieve 5.3.1, undertake monthly meetings of the SMT and develop and operationalise system for reviews of all policies, plans and their implementation based on a well conceived M&E framework.	- SMT meets regularly	- SMT meeting reports - Reviewed policies and plans	- Lack of commitment of SMT members

# Ministry of Information and Communication Infrastructure - MOICI

## 4.2 Annual Strategic Budget

### 4.2.1 Consolidated Budget

Ref.	Cost Centers	Cost in GMD					Total
		2014	2015	2016	2017	2018	
1	Effective Information and Communication Infrastructure	100,000.00	5,600,000.00	0.00	0.00	0.00	5,700,000.00
2	Environment for Liberalised Information and Communication Market	300,000.00	0.00	0.00	0.00	0.00	300,000.00
3	Advocacy for Information and Communication Investment	100,000.00	900,000.00	100,000.00	100,000.00	100,000.00	1,300,000.00
4	Financing of Information and Communication Infrastructure	250,000.00	250,000.00	-	-	-	500,000.00
5	Organisational and Capacity Building	225,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,025,000.00
	<b>GRAND TOTAL IN GMD</b>	<b>975,000.00</b>	<b>6,950,000.00</b>	<b>300,000.00</b>	<b>300,000.00</b>	<b>300,000.00</b>	<b>8,825,000.00</b>

**Note:**

This is the cost of implementing the strategy at the centre and not of the infrastructure, which would be borne by satellite institutions in their strategic plans and budgets.

## 4.3 Cost of Components of the Strategic Plan

### 4.3.1 Effective Information and Communication Infrastructure

Objectives	Strategies Activities	Cost in GMD					Total
		2014	2015	2016	2017	2018	
Objective 1.1: By December 2015, MOICI would have completed reviewing the existing strategic plans and formulation of new ones for satellite institutions	1.1.1 1.1.1 To meet with GPPC and begin a process of their strategic/business plans review		500000				500,000.00
	1.1.2 Meet with GRTS, GAMPOST and the DOIS and commence the development of their strategic plans.		750000				750,000.00
	1.1.3 Engage GAMTEL/GAMCEL for the operationalisation/implementation or review of its strategic business plan.						-
	1.1.4 Engage ECOWAN and WARCIP, agree and implement a project implementation monitoring framework through the SMT and CCM. Project Managers should serve on both SMT and CCM by co-option.						-
							-
Objective 1.2: By December, 2014, would have put in place a mechanism for continuous engagement of private	1.2.1 Identify the major ICT providers in The Gambia.	50,000.00					50,000.00
	1.2.2 Establish and operationalise a platform at the level of MOICI to serve as a focal point to these institutions.	50,000.00					50,000.00



	2.1.3 Hire a consultant/s to undertake the review/s and formulation of new ones.	300,000.00					300,000.00
							-
Objective 2.2: By December 2015, to liberalize the TV broadcasting market.	2.2.1 Approach and engage the government on the socioeconomic development wisdom of liberalising the TV market.						-
<b>TOTAL</b>		<b>300,000.00</b>	-	-	-	-	<b>300,000.00</b>

#### 4.3.3 Advocacy for Information and Communication Investment

Objectives	Strategies Activities	Cost in GMD					Total
		2014	2015	2016	2017	2018	
Objective 3.1: By July 2014, to establish within the Ministry a structure on advocacy for sector investments in and utilisation of ICT in all their operations.	3.1.1 Establish an ICT investment advocacy function in the proposed Planning Directorate of MOICI to develop and implement a continuous ICT investment and utilisation advocacy policy programme.	100000	100000	100000	100000	100000	500,000.00
Objective 3.2 By June 2015, establish a universal service (basket of funds) initiative to enable the development of requisite ICT access to areas where it is not profitable for ICT firms to build and maintain an infrastructure for operation.	3.2.1 Develop a project proposal for the operationisation of the universal service initiative.		500000				500,000.00
	3.2.2 Through advocacy, package and sell the potential future profitability to private operators of the universal access investment.		200000				200,000.00
	3.2.3 Enter into agreement with the private sector operators for funding and implementation of the initiative.						-
	3.2.4 Secure private sector commitment for funding and implementation of the initiative		100,000.00				100,000.00
<b>TOTAL</b>		<b>100,000.00</b>	<b>900,000.00</b>	<b>100,000.00</b>	<b>100,000.00</b>	<b>100,000.00</b>	<b>1,300,000.00</b>

#### 4.3.4 Financing of Information and Communication Infrastructure

Objectives	Strategies Activities	Cost in GMD					
		2014	2015	2016	2017	2018	Total
Objective 4.1 By December 2014, develop operational guidelines, establish and operationalise the inter-sectoral financing committee to information and communication infrastructure.	4.1.1 Recruit a consultant to advice and propose a multisectoral financing mechanism/framework for the ICT sector.	250000					250000
	4.1.2 Upon review and acceptance of the framework, establish structures that will ensure continuous financing of the sector from the private, donor and public sectors.		250000				250000
<b>TOTAL</b>		<b>250,000.00</b>	<b>250,000.00</b>	-	-	-	<b>500,000.00</b>

#### 4.3.5 Organisational and Capacity Building

Objectives	Strategies Activities	Cost in GMD					
		2014	2015	2016	2017	2018	Total
Objective 5.1: By June 2014, to undertake together with the PMO/PSC a review of the institutional mandate and accompanying structures of MOICI and determine its resource requirements.	5.1.1 Put in place a committee constituting staff of MOICI and PMO/PSC to review MOICI's mandate and accompanying structures in view of its strategic plan requirements.	25,000.00					25,000.00
	5.1.2 Undertake a costing of the resource requirements of the new structures and agree mechanisms for its inclusion for financing from the national budget.						-
							-
Objective 5.2: By July 2014, to achieve the establishment of Coordination Committee Meetings (CCM) platform, agree and commence the implementation of operational	5.2.1 Review the proposed functional organogram in this strategic plan and utilise it for the required restructuring of MOICI to meet the requirements of the plan.						-

modalities.	5.2.2 As part of the restructuring, structure such as the CCM should be established to the PS (chair), DPSs, PAS, Directors and others senior officers in the ministry (Heads of Units), Managing Directors and heads of satellite institutions.						-
	5.2.3 Institutionalise quarterly meetings of the CCM by rotational basis among the institutions of the ministry and use the meetings to assess the policy/strategic plan/projects implementation status of the host institution through among others by conducting site visits.	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	1,000,000.00
							-
<b>Objective 5.3: By September 2014, agree at the level of the SMT arrangements on modalities for each institution's development of its strategic plan within the sector's vision and mission and its coordination and monitoring of implementation.</b>	5.3.1 Enhance the institutional effectiveness of the SMT by making it the policy clearing house for strategic plan development and the monitoring of their implementation, resource allocation to institutions and sectors and other policy supervision endeavours.						-
	5.3.2 To achieve 5.3.1, undertake monthly meetings of the SMT and develop and operationalise system for reviews of all policies, plans and their implementation based on a well conceived M&E framework.						
<b>TOTAL</b>		<b>225,000.00</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>1,025,000.00</b>

# Ministry of Information and Communication Infrastructure - MOICI

## 5.0 Section V: Appendices

### 5.1 Current Position Organogram of MOICI

