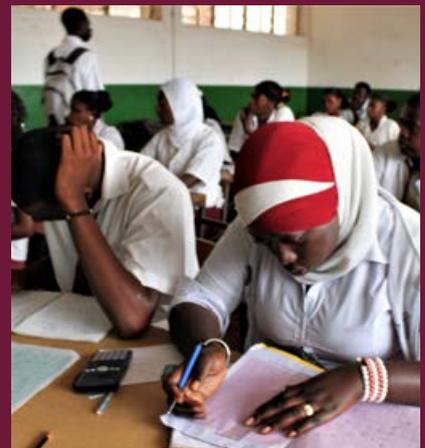


# Strategic Youth and Trade Development Roadmap of The Gambia

2018-2022



Republic of The Gambia



International  
Trade  
Centre

**STRATEGIC YOUTH AND TRADE DEVELOPMENT ROADMAP OF THE GAMBIA**  
2018-2022



Republic of The Gambia

This Strategic Youth and Trade Development Roadmap (SYTDR) was developed on the basis of the process, methodology and technical assistance of International Trade Centre (ITC) within the framework of its Trade Development Strategy programme.

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The Strategic Youth and Trade Development Roadmap (SYTDR) was developed under the aegis of The Republic of The Gambia, and the leadership of the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE) and support of the Ministry of Youth and Sports (MOYS). The strategy benefited from the contributions of sector stakeholders and youth associations, who played an important role in the consultative process. This roadmap was designed thanks to the technical assistance of the International Trade Centre (ITC) within the framework the Youth Empowerment Project (YEP) funded by the European Union (EU) Emergency Trust Fund for Africa.

This document reflects the ambitions of the public and private stakeholders who defined the future orientations for the country in view of developing economic opportunities for the youth.

The document benefited particularly from the inputs and guidance provided by the following institutions throughout the formulation of the roadmap, as listed below.

## Organization

Ministry of Trade, Industry, Regional Integration and Employment (MOTIE)

Ministry of Youth and Sports (MOYS)

Ministry of Higher Education Research Science and Technology (MOHERST)

National Youth Council (NYC)

Gambia Investment and Export Promotion Agency (GIEPA)

Gambia Chamber of Commerce and Industry (GCCCI)

National Accreditation and Quality Assurance Authority (NAQAA)

Gambia Technical Training Institute (GTTI)

Gambia Youth Chamber of Commerce (GYCC)

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Source: ITC



## FOREWORD

### H.E. MR. ADAMA BARROW PRESIDENT OF THE REPUBLIC OF THE GAMBIA

I am delighted to fully endorse the Youth and Trade Roadmap which is most timely and relevant. The roadmap recognizes the pressing issue of youth empowerment and skills development in The Gambia and provides a concrete framework to activate economic opportunities and create jobs. My government has inherited many challenges; the frustrations and lack of opportunities for our young people is the most urgent. It has driven thousands of our young people to undertake the risky journey across the Mediterranean Sea in search of a better future. The “backway” journey has brought loss of lives and great suffering and it has deprived the country of vital human capital and resources needed to fuel the growth for economic and social transformation of our society.

My government is committed and determined to turn the tide. Youth development has moved centre stage in our agenda. Our new National Development Plan 2018–2021 addresses the pressing social and economic challenges of the country. Youth empowerment is part of the eight key strategic priorities of the plan to ensure that no youth is left behind, and to transform the Gambia into a progressive, vibrant and all-inclusive society in which youth can realize their full potential. It also aims to foster an enabling environment where the private sector thrives and creates decent jobs, especially for young people.

The Youth and Trade Roadmap prepared under the Youth Empowerment Project, with the technical support of the International Trade Centre, is a crucial initiative to help us move this agenda forward. The roadmap’s plan of action provides a set of concrete and realistic activities to increase youth self-employment and entrepreneurship, aligning education with the needs of the private sector, while bridging policy and institutional gaps at the national level. The roadmap also identifies priority sectors with high potential to drive growth and economic opportunities for the youth.

The development of the roadmap followed a very inclusive process with the participation of youth representatives from Banjul to Basse, the voices of young men and women, inputs from the public and private sector as well as the civil society. Ultimately, the success of this roadmap will also depend on our ability to work together and activate these opportunities. I call upon all Gambian youth with the full support of their elders to make this Youth and Trade Roadmap their plan, to question themselves on how best they might engage in its realization and most importantly to challenge us when we fall short, in a constructive and positive spirit of national building. I also would like to urge development partners to ensure the cohesion and alignment of their future interventions with the roadmap. I look forward to the timely and successful implementation of the plan of action by relevant stakeholders to achieve market-led inclusive economic growth and youth employment.

I thank the International Trade Centre for its technical assistance and expert guidance, which have contributed to the successful design of the Youth and Trade Roadmap. I would like to extend my profound appreciation to the European Union (EU), which provided the financial support to the Youth Empowerment Project. My government is fully committed to lead and facilitate the implementation of the roadmap.

Together, we can create The Gambia of tomorrow where everybody has the opportunity to pursue his or her dreams and have a decent living. A Gambia where no young person would even think about taking the back way. A new Gambia where young motivated entrepreneurs can grow their businesses and provide for their families.



Source: ITC



## FOREWORD

### HON. DR ISATOU TOURAY MINISTER OF TRADE, INDUSTRY, REGIONAL INTEGRATION AND EMPLOYMENT OF THE GAMBIA

It is with pleasure that we launch the Republic of The Gambia's Youth and Trade Roadmap 2018–2022 as we strive to bolster competitiveness in our country and create income and quality jobs for youths in The Gambia.

The roadmap serves as a blueprint for the joint implementation of strategic priorities identified in our nation's new National Development Plan (NDP). Particularly two of the NDP's strategic priorities address the pressing need to reconcile our youth and trade sector: reaping the demographic dividend through an empowered youth, and making the private sector the engine of growth, transformation and job creation. Simultaneously, the NDP aims to modernize agriculture, to promote culture and tourism and to invest in people. Information and communication technologies (ICT) has been identified as one of the critical enablers for the NDP's success.

In full synergy with these objectives, the roadmap prioritizes agriculture, light manufacturing, tourism and creative industries, constructions, transportation and logistics as the economic sectors with potential to reconcile our youth and trade sector in support of employment and market growth. The sectors represent inherent success potential for micro, small and medium-sized enterprises willing to engage in them and will ultimately generate much-needed jobs for our youth in The Gambia. The roadmap outlines a plan to activate economic opportunities through four pillars that are related to skills development, entrepreneurship and self-employment, market-led value chain development and sector coordination.

The roadmap also provides comprehensive, market-based blueprints for increasing productive capacities and enhancing competitiveness for three priority sectors: tourism, nuts and agroprocessing and ICT. The Gambia needs to undergo a transformation in these sectors in order to reconcile youth and trade opportunities. Development of more inclusive tourism products through the strengthening of cultural and community based tourism services

upriver, associated with revamped services in the coastal area, will help diversify the tourism offering and bring greater benefits to the youth population.

In parallel, transition to higher value services such as ICT can help the country to retain and build on its reputation as a regional trade hub. In addition, being the largest employer for the youth, agriculture offers untapped growth potential in agroprocessing. By moving from subsistence agriculture to a more formally structured agricultural production and commercialization with transformation capacities, youth will have a greater chance to engage in the local agro value chains. Finally, cross-sector synergies and market linkages between private sector actors of the tourism, agriculture and ICT industries will put the development wheels in motion.

I am therefore very pleased that the development of the roadmap followed an all-encompassing process with the inclusion of youth representatives, the public and private sector and the public society. The success of this roadmap will depend on our ability to work together to realize these opportunities. Together, we can build The Gambia of tomorrow where no youth would think about taking the back way and everybody has the opportunity to pursue their dreams and provide a decent living for their families.

I would like to thank our partners, the International Trade Centre and the European Union, for the support provided at this important time to help us create and seize these opportunities for our young population. I look forward to an intensive collaboration and the support of all concerned ministries, agencies, international partners, multilateral institutions, the private sector and other stakeholders to play precise roles in the relevant areas indicated in the plan of action and contribute to achieving the Youth and Trade Roadmap's objectives. The Republic of The Gambia is committed to playing a constructive and facilitative role for the implementation of this roadmap with a view to realizing its vision and strategic objectives.



Source: ITC



## FOREWORD

**HON. HENRY GOMEZ**  
**MINISTER OF YOUTH AND SPORTS**  
**OF THE GAMBIA**

The Ministry of Youth and Sports of The Gambia takes immense pleasure in launching the Youth and Trade Roadmap and its detailed plan of action.

The roadmap, in essence, depicts the promotion of a youth-centred and youth-driven trade development agenda and comes in complete alignment with our new National Development Plan (NDP), which puts youth empowerment at the centre stage in the new Gambia. Developing our nation means investing in our youth and our NDP has made youth empowerment one specific strategic goal.

More than two-thirds of our population are young Gambians and several of them cannot find a job or are underemployed. Many young Gambians are migrating to urban centres in pursuit of jobs; others have decided to leave our country through the perilous back way journey and are seeking opportunities elsewhere, particularly in Europe.

If we want to stem this emigration, we need to implement strategies to tackle the root causes of illegal migration of Gambian youths. It is not enough to tell our sons and daughters that the back way journey is risky or that the opportunities in Europe do not exist. If we want to keep Gambians at home, we need to create concrete economic opportunities that provide perspectives and allow our youth to have a decent livelihood. I am therefore very pleased that we now have a roadmap that looks at both the interests of youth and the economic opportunities that are available.

To activate these opportunities, the Youth and Trade Roadmap has a number of key levers that will have a positive impact on the integration of young people in our economy: 1) it fosters self-employment and entrepreneurship: the young generation needs to be equipped with a new mind-set with a business development attitude and entrepreneurial skills to become their own engine for growth; 2) it enhances skills development: training institutions are an essential catalyst that should equip young people with skills that are the most required by the priority

sectors. We need to ensure that graduates have acquired relevant skills. However, it is equally important that the quality of skills training is in keeping with best international standards; 3) it fosters employment generation: the private sector plays an essential role in this endeavour. We need to create more partnerships and improve productive capacities and efficiencies in our value chains. If Gambian companies, particularly micro, small and medium-sized enterprises, become more competitive, they will grow and create more jobs; and 4) it promotes pro-youth policies to create and sustain all of these areas of action and provide an anchor for further assistance. The needs, aspirations and ideas of young Gambians need to find their way into the design and implementation of development strategies, both in the public and private sectors.

The Youth and Trade Roadmap provides a framework to activate these four levers. The Youth Empowerment Project (YEP) will use these roadmaps as the blueprint to implement activities to reinforce youth skills, foster entrepreneurship and create employment opportunities for youth along selected value chains. I also encourage other development partners to adopt this framework to ensure all efforts maximize the benefits for our youths. Most importantly, I call on all Gambians to make this roadmap their own. The plans have been developed through an inclusive consultative process that involved all stakeholders. Equally, the result will depend on our ability to work together and to make it a reality.

In conclusion, on behalf of the Ministry of Youth and Sports and on my own behalf, I express our full support to make this a success. I also want to sincerely thank the Youth Empowerment Project team, the International Trade Centre and our partner, the Ministry of Trade, Industry, Regional Integration and Employment, for this initiative and the progress so far. My special gratitude goes to the European Union for the generous funding support.



Source: ITC



## FOREWORD

**ARANCHA GONZÁLEZ**  
EXECUTIVE DIRECTOR  
ITC

In 2017, The Gambia celebrated when a new, democratically elected government led by President Adama Barrow took power. The peaceful transition opened an important window of opportunity for political and economic reforms to consolidate democratic institutions and processes, increase growth and jobs, and use international trade and investment to expand economic prospects at home.

The Gambia's new government has made trade an important part of its plans for growth, job creation and democratic consolidation. One key challenge is to reconnect The Gambia with regional and international markets to help the young entrepreneurs tap into the opportunities that these markets represent.

With a growing number of youth entering a labour market that offers limited job opportunities, unemployment and disengagement could threaten both sustainable development and social stability, and cause people to migrate in search of jobs. Globally speaking, forecasts on youth employment suggest Africa will need to create 450 million new jobs by 2035, while it is on track to generate only 100 million.

Responding to these challenges demands action at the local, national and global levels. The International Trade Centre (ITC) is supporting The Gambia's efforts to develop trade capacity for inclusive economic growth, with a focus on creating jobs for youth and women. This Youth and Trade Roadmap is part of The Gambia Youth Empowerment Project (YEP), a four-year European Union-funded initiative to build skills, enable value addition and foster market connections in job-rich sectors such as tourism and agribusiness.

The Youth and Trade Roadmap will serve as a guiding compass for the government to bolster competitiveness and develop economic opportunities for young people. The initiative, which directly supports the country's National Development Plan to empower youth, focuses on building market-oriented skills and value chain development. The roadmap sets out an action agenda to use trade to create opportunities for youth by improving productivity and quality, technical and vocational skills, market reach and diversification, and to facilitate youth entrepreneurship. It also identifies activities to foster value addition in three priority sectors that would create business opportunities for young people: nuts and agroprocessing, tourism, and information and communication technologies.

ITC is proud to accompany The Gambia to empower youth. The Roadmap does not belong to any specific institution. It is a national undertaking where young people play a leading role. Conveying youth's aspirations and transforming trade potential into job opportunities for the youth requires coordinated efforts by policymakers, institutions, businesses, and development agencies. Extensive consultations among them during the design of the roadmap sparked momentum for concerted action. This momentum needs to be sustained. The success of the Roadmap will depend on how thoroughly it is put into effect.

The ITC is committed to continue collaborating with The Gambia on its journey towards "progress, peace and prosperity" – and to do so in line with the priorities established by President Barrow's government.

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Source: ITC

# ACRONYMS

The following abbreviations are used:

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<b>BOP</b>	Balance of payment	<b>NACCUG</b>	National Association of Cooperative Credit Unions of The Gambia
<b>DTIS</b>	Diagnostic Trade Integration Study	<b>NACOFAG</b>	National Coordinating Organization for Farmer Association in The Gambia
<b>ECOWAS</b>	Economic Community of West African States	<b>NDP</b>	National Development Plan
<b>EIF</b>	Enhanced Integrated Framework	<b>NEDI</b>	National Enterprise Development Initiative
<b>EU</b>	European Union	<b>NEP</b>	National Entrepreneurship Policy
<b>FAO</b>	Food and Agriculture Organization	<b>NYC</b>	National Youth Council
<b>FSQA</b>	Food Safety and Quality Authority of The Gambia	<b>NYP</b>	National Youth Policy
<b>FTS</b>	Food Technology Services	<b>NYSS</b>	National Youth Service Scheme
<b>FDI</b>	Foreign direct investment	<b>NGO</b>	Non-governmental organization
<b>GCCI</b>	Gambia Chamber of Commerce and Industry	<b>PAGE</b>	Programme for Accelerated Growth and Employment
<b>GIEPA</b>	Gambia Investment and Export Promotion Agency	<b>PoA</b>	Plan of action
<b>GSQF</b>	Gambia Skills Qualifications Framework	<b>PRSP</b>	Poverty Reduction Strategy Paper
<b>GSJ</b>	Gambia Songhai Initiative	<b>PIA</b>	President's International Award
<b>GTTI</b>	Gambia Technical Training Institute	<b>QIT</b>	QuantumNET Institute of Technology
<b>GTHI</b>	Gambia Tourism and Hospitality Institute	<b>RPL</b>	Recognition of prior learning
<b>GYCC</b>	Gambia Youth Chamber of Commerce	<b>SMECS</b>	ITC SME Competitiveness Survey
<b>GHFA</b>	Golden Hands Foundation Academy	<b>SMEs</b>	Small and medium-sized enterprises
<b>GDP</b>	Gross domestic product	<b>SIG</b>	Startup Incubator Gambia
<b>HACCP</b>	Hazard Analysis and Critical Control Points	<b>SYTDR</b>	Strategic Youth and Trade Development Roadmap
<b>ILO</b>	International Labour Organization	<b>TVET</b>	Technical and vocational education and training
<b>ITToG</b>	Institute of Travel and Tourism of The Gambia	<b>TGSB</b>	The Gambia Standards Bureau
<b>LFS</b>	Labour Force Survey	<b>TISIs</b>	Trade and investment support institutions
<b>LGA</b>	Local government area	<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>MDI</b>	Management Development Institute	<b>UNDP</b>	United Nations Development Programme
<b>MSMEs</b>	Micro, small and medium-sized enterprises	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>MoA</b>	Ministry of Agriculture	<b>UTG</b>	University of The Gambia
<b>MoBSE</b>	Ministry of Basic and Secondary Education	<b>WB</b>	World Bank
<b>MoFEA</b>	Ministry of Finance and Economic Affairs	<b>WTO</b>	World Trade Organization
<b>MoHERST</b>	Ministry of Higher Education, Research, Science and Technology	<b>YEP</b>	Youth Empowerment Project
<b>MoLRG</b>	Ministry of Lands & Regional Government	<b>YMCA</b>	Young Men's Christian Association
<b>MoTIE</b>	Ministry of Trade, Industry, Regional Integration and Employment		
<b>MOYS</b>	Ministry of Youth and Sports		
<b>NAQAA</b>	National Accreditation and Quality Assurance Authority		



# EXECUTIVE SUMMARY

**The Republic of The Gambia's recent historic democratic change has brought new hope for better governance and strengthening of fundamental freedoms.**

The country is now entering a new chapter as it tries to emerge from a very difficult economic and social situation. The economy is hindered by several shocks, among which are a weak agricultural output, an electricity crisis, limited growth in tourism and stagnant undiversified exports. Past efforts to reduce poverty have proven ineffective, leading to rising rural poverty and a growing gap between rural and urban areas. Economic deterioration and high unemployment due to competitiveness issues at the company level have fuelled migration, particularly among youths. Thousands of young Gambians have indeed taken the 'back way' in search of a more promising future in Europe.

**Against this background, the government has developed a new National Development Plan (NDP) 2018–2021** setting out the path for serious economic reforms to restore economic growth. One of this plan's priorities is to urgently address the youth's economic despair while strengthening evidence-based policy, planning and decision-making. In order to reconcile youth and trade opportunities, there is a need to rethink The Gambia's economic sectors based on a market-led approach, skills development and prioritization of actions. However, it is vital that the country listens closely to its young population in order to plan this transition.

**The Youth and Trade Roadmap provides a blueprint that aims to tackle the root causes of irregular migration through increased job opportunities and income prospects for youth.** In order to achieve this, the roadmap prioritizes those sectors that have the highest potential to generate decent jobs, but that are also appealing to today's youth aspirations. The roadmap provides a vision for the country underpinned by concrete actions at both the national and the sector level, encapsulated in a series of three sector-specific strategies. These plans have been elaborated through a highly inclusive and participatory process involving a broad range of public, private and youth stakeholders. The main document, the Strategic Youth and Trade Roadmap (SYTDR), lays down the overarching rationale and strategic framework for the complete Youth and Trade Roadmap.

**Fostering sustainable economic opportunities  
for the youth in The Gambia.**



Source: ITC, Youth Forum Picture

The SYTDR's vision is to foster sustainable economic opportunities for youth in The Gambia, especially for the youth inclined to migration or returnees. The vision is delineated in four strategic objectives defined in a prioritized development framework. The four pillars are:

- **Self-employment and entrepreneurship:** The young generation needs to be equipped with a new mindset with a business development attitude and entrepreneurial skills to become their own engine for growth.
- **Skills development:** Training institutions are an essential catalyst that should equip young people with skills that are the most required within the priority sectors.
- **Youth representation in public and private sectors:** There is a need to convey the aspirations and ideas of the youth in the design and implementation of the sector development strategies, both in the public and private sectors.
- **Policies:** The policies in place need to sustain all of these areas of action and provide an anchor for all external assistance, in order to orient it in the same direction and avoid dispersion of efforts.

The plan of action (PoA) responds to the vision by addressing youth economic problems in a comprehensive manner. The four strategic objectives and their corresponding operational objectives can be defined as follows.

The vision set up for the SYTDR is delineated in four strategic objectives built around the key success factors identified where action is required to reinforce the country's competitiveness over the next four years. The plan of action (PoA) will respond to this vision by addressing youth economic problems in a comprehensive manner. The strategic objectives and their corresponding operational objectives can be defined as follows.

<p><b>Strategic objective 1:</b> Reinforce youth skills through vocational training and TVET strengthening</p>	<ul style="list-style-type: none"><li>1.1. Strengthen coordination framework to a demand-driven TVET system responsive to labour market needs.</li><li>1.2. Reinforce training and learning resources for promising value chains with youth employment opportunities.</li><li>1.3. Improve access to skills development programmes in rural areas.</li><li>1.4 Increase labour market monitoring through industry advisory arrangements.</li></ul>
<p><b>Strategic objective 2:</b> Foster youth entrepreneurship, cross-sector collaboration and access to pro-youth financial services</p>	<ul style="list-style-type: none"><li>2.1. Strengthen existing entrepreneurship education in TVET and university programmes.</li><li>2.2. Develop sector-specific entrepreneurship and mentoring programme.</li><li>2.3. Build up local networks of young entrepreneurs and foster linkages with international networks.</li><li>2.4 Improve financial services access to youth entrepreneurs and youth-owned businesses.</li></ul>
<p><b>Strategic objective 3:</b> Develop priority value chains and cross-sector synergies</p>	<ul style="list-style-type: none"><li>3.1. Enhance MSMEs' productive capacities in priority value chains.</li><li>3.2. Improve quality and compliance of Gambian products to international standards and market requirements.</li><li>3.3. Activate market linkages.</li></ul>
<p><b>Strategic objective 4:</b> Improve youth coordination and sector development</p>	<ul style="list-style-type: none"><li>4.1. Support youth entrepreneurship advocacy, policy review and programme coordination.</li><li>4.2. Strengthen sector development coordination.</li></ul>

## Market-led approach of the Youth and Trade Roadmap

The roadmap has identified limited export potential opportunities providing economic opportunities for the youth with a short-term perspective. Employment opportunities for the youth are concentrated in the national market where value addition in various sectors provides the greatest prospective.

Being the largest employer of youth, agriculture offers untapped growth potential in **agroprocessing**. By moving from subsistence agriculture to a more formally structured agricultural production and commercialization with transformation capacities, youth will have a greater chance to engage in the local agricultural value chains.

**The development of more inclusive tourism products** through the strengthening of cultural and community-based tourism services upriver, associated with revamped services in the coastal areas, will help diversify the tourism offer and bring greater economic benefits to the youth population.

In parallel, transition to higher-value services and improvement of digital skills can help the country to develop **new ICT-enabled services** in different sectors to benefit from digital innovations.

Finally, **cross-sector synergies** and market linkages between public and private sector actors in tourism, agriculture, construction and logistics with **e-entrepreneurs** will put in motion the development wheels.

In the medium term, The Gambia should concentrate on building its reputation and capacities as a **regional trade hub**. The Port of Banjul, the river access throughout the country, the liberal trade policies and the advantageous position towards the surrounding land-linked countries are significant competitive advantages that the country should use to pursue its efforts to transform its trade basis.

## Implementation of the roadmap

The roadmap caters for the necessary governance structures to ensure the correct implementation of the plan of action over the next five years. The governance of the roadmap is entrusted to a central public–private governance body that coordinates activities under the leadership of the Ministry of Trade, Regional Integration and Employment with the support of agencies from across The Gambia's entire trade support network. Moreover, the roadmap provides for the establishment and operationalization of sector-specific implementation and coordination arrangements among actors. By aligning national and sector-level coordination and implementation structures, the roadmap ensures that all implementing partners and stakeholders gear jointly towards an effective and coherent implementation of The Gambia's Youth and Trade Roadmap.

# BACKGROUND

This Youth and Trade Roadmap was developed under The Gambia Youth Empowerment Project (YEP) funded by the European Union (EU). The main project partners –among private sector enterprises and training institutions– are the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE), the Ministry of Youth and Sports (MOYS), the National Youth Council, The Gambia Investment and Export Promotion Agency (GIEPA), The Gambia Chamber of Commerce and Industry (GCC) and Gambia Youth Chamber of Commerce (GYCC). The overall objective of this four-year project is to tackle the economic root causes of irregular migration through increased job opportunities and income prospects for youth. The project will improve skills, foster entrepreneurship and create employment for youth along selected value chains.

The YEP will directly support the development of the local economy by (i) Enhancing employability and self-employment opportunities for youth, with a focus on vocational training and the creation of micro and small-sized enterprises, and (ii) Creating and improving employment opportunities in selected sectors through value addition and internationalization. The project will offer possibilities for those youths who might be interested to move into the commercial agriculture, service business or tourism sectors.

The design of the Youth and Trade Roadmap took place during the inception phase of the project between February and March 2017. Within the context of the project, the objective of the Youth and Trade Roadmap is to assess business opportunities to foster youth employment and to identify potential skill gaps. The Youth and Trade Roadmap provides a strategic implementation framework for the duration of the YEP project.

The Youth and Trade Roadmap encompasses four main documents. The present document contains the overarching national-level analysis. It serves to assess all key cross-cutting national themes for youth empowerment, namely MSME competitiveness, technical and vocational education and training (TVET) effectiveness, policies' relevance and implementation, and institutional capacities. The results are consolidated into one national Strategic Plan of Action (SPoA) at the end of this document. In addition, three sector-specific roadmaps stem from this SYTDR and assess selected key sectors: nuts and agroprocessing, tourism, and ICT. These three sector roadmaps also integrate a set of sector-specific action plans.

## Youth and Trade Roadmap





# YOUTH AND TRADE FOLLOW SEPARATE ROADS IN THE GAMBIA

## TRADE PERFORMANCE STILL DEPENDS ON TRADITIONAL ENTREPOT TRADE AND BASIC SERVICES EXPORTS

The Gambia is a small, open economy that has gained a high reputation for acting as a re-export hub, with an average export of one hundred million a year. A history of liberal trade policies and the opportunities offered by the Port of Banjul and by river transportation have allowed the country to develop as re-export hub in the West African region. It has been a member of the World Trade Organization (WTO) since 1996, and is a signatory of numerous free trade agreements, notably the Economic Community of West African States (ECOWAS) market of 350 million people. As a least developed country (LDC), it also benefits from preferential duty-free access to the European Union (EU) under the Everything but Arms scheme, and, as a member of ECOWAS, it is a party to the Economic Partnership Agreement (EPA) with the EU. The Gambia also benefited from preferential access under the African Growth and Opportunity Act (AGOA) until it was suspended in 2015. These market access conditions, coupled with port infrastructure, make The Gambia a potential regional production platform and raise the potential to attract export-oriented

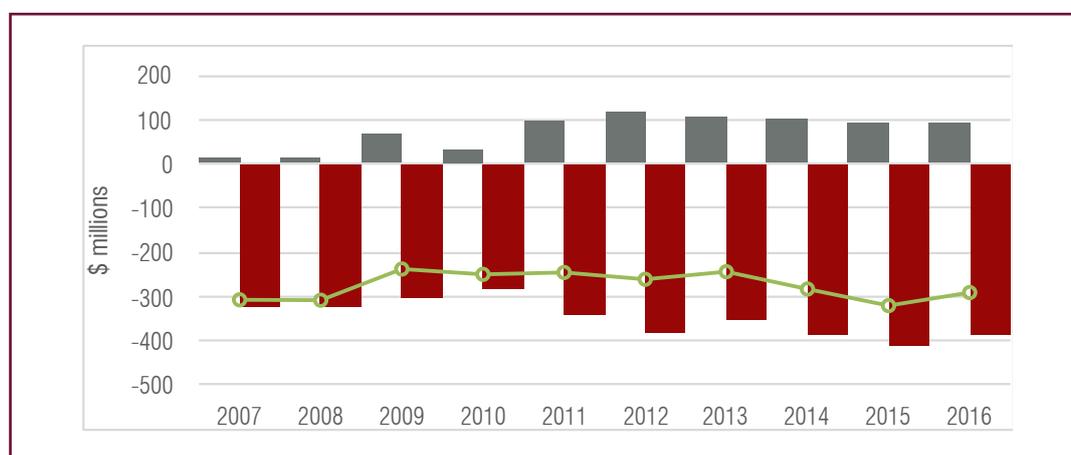
foreign direct investment (FDI). However, the country faces competitiveness challenges that impede its potential to become a regional trading hub.

Trade in The Gambia is characterized by a recurring trade deficit, with exports accounting for approximately 32% of total trade in 2016. The predominance of imports is due to the limited production base of The Gambia, requiring the country to import most of the commodities and foods it needs. Limited exports of goods are also due to the fact that The Gambian production is mostly agro-related and the majority of it is absorbed by the local market or exported informally.

Over the years, the country's trade performance has been uneven, with important fluctuations in total trade,<sup>1</sup> imports and exports. Whilst total trade has increased in the last 10 years, exports have tended to be more erratic over the same period, with intermittent periods of increase and decrease.

1.– It is to be noted that strong data discrepancies between direct and reported trade data require one to analyze trade information with caution.

Figure 1: Trade balance (goods only), The Gambia, 2007–2016



Source: UN Comtrade.

Entrepot trade remains the major component of The Gambia's exports. Entrepot trade is described as external trade in which imported goods are re-exported without additional processing or repacking. Direct exports only account for approximately 18% of total exports, according to the data from the Trade Information Centre of the Ministry of Trade, Industry and Employment. The Gambia's competitive advantage stemming from its liberal trade system and availability of the Port of Banjul has naturally contributed to reinforcing this activity. When compared with more protectionist and interventionist policies in Senegal used to protect the local industrial base, The Gambia has distinguished itself by removing trade barriers. This initiative was made easier given the limited local production. The resulting re-export activity has thus contributed to establish The Gambia as a regional trade hub since the early twentieth century.<sup>2</sup> When comparing data on imported and exported products with the country's production base, some of the main re-exported products appear to be sugars and sugar confectionery,

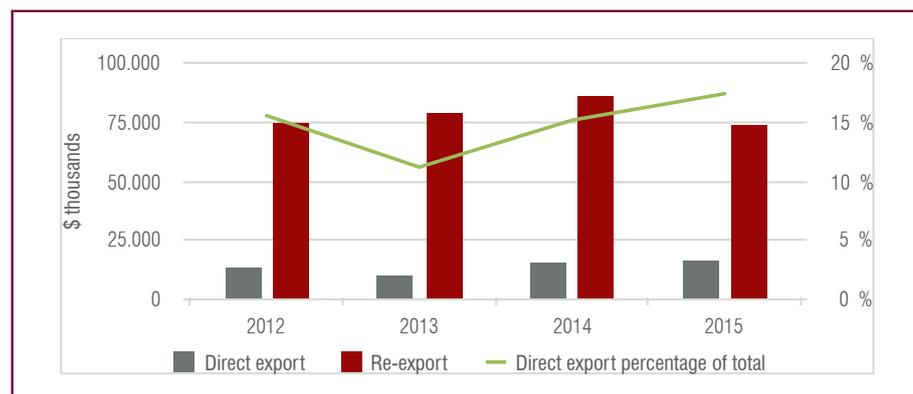
vehicles and their parts, electrical machinery and equipment, and man-made fibres and second-hand clothing.

Together with tourism, re-exports remain a major part of the country's foreign exchange earnings. Re-exports also contribute to government revenues, because imported goods intended for re-export generally face import duties when entering the country and are then smuggled out.

Exports of goods from The Gambia appear to be heading mostly towards the subregion, with 82% of total exports to the Republic of Guinea-Bissau, the Republic of Senegal, the Republic of Mali and the Republic of Guinea. However, this data is to be taken with caution, as the People's Republic of China and the Republic of India both report respectively \$89 and \$42 million imports from The Gambia, which strongly differs from The Gambian-reported exports. Gambian-reported exports to Asia are mostly to the Socialist Republic of Viet Nam (\$11 million), and China and India only represent \$1.7 million and \$1.5 million respectively. The reason for this discrepancy could be found in irregular recording at customs, lowering exported values and potentially indicating final destination instead of the intermediary.

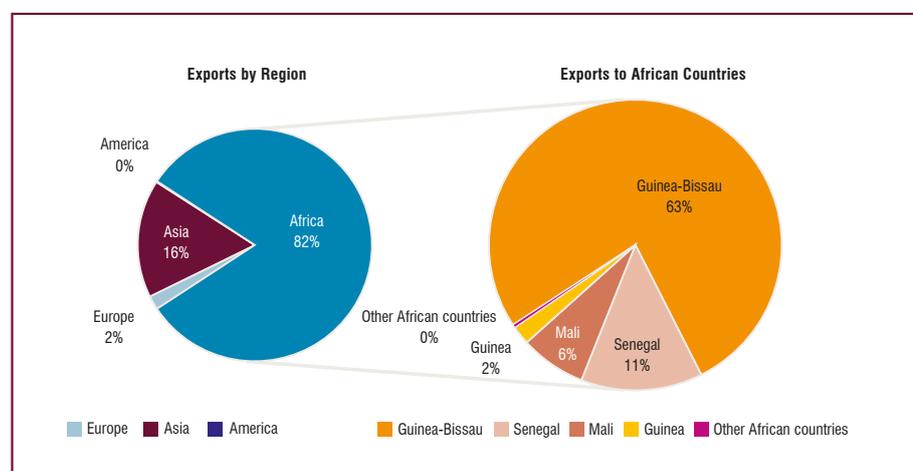
2.– The Gambia DTIS, From Entrepot to Exporter and Eco-tourism, 2007.

Figure 2: Direct exports and re-exports, 2012–2015



Source: MoTIE Trade Information Centre.

Figure 3: Export destinations, The Gambia, direct data, 2016



Source: UN Comtrade.

Locally produced exported goods are dominated by groundnuts and cashews, and a few other agricultural fresh and processed products. Groundnuts and cashews, which are the two traditional Gambian cash crops, represent 11% and 2% respectively of total exports in 2016. The supply-side constraints hamper the export capabilities. It is difficult to precisely assess the share of other Gambian products

within the re-exports. Two companies are exporting fresh vegetables to the UK by air freight. As described in the table below, the main re-exported products are second-hand clothing, milk and cream, woven fabrics and pasta. Finally, the other important export sector is fisheries, which represents approximately 3% of total exports, but does not appear in the table.

**Table 1: Main exported products by The Gambia, \$1,000, 2012–2016**

Ranking	Exported products	2012	2013	2014	2015	2016	Share	Growth rate 2012–2015 (CAGR)
	Total exports	118 848	106 204	103 937	92 908	94 015	100%	-6%
1	Groundnuts, whether or not shelled or broken –(HS-1202)	1 636	2 582	499	4 682	10 403	11%	59%
2	Second-hand clothing and clothing accessories (HS-6309)*	5 134	1 261	1 262	802	8 762	9%	14%
3	Milk and cream, not concentrated (HS-401)*	481	88	400	347	7 511	8%	99%
4	Woven fabrics of artificial filament yarn (HS-5408)*	58 313	67 327	60 868	65 060	7 074	8%	-41%
5	Pasta, whether or not cooked, or stuffed (with meat or other substances), or otherwise prepared (HS-1902)*	355	153	558	521	6 820	7%	109%
6	Linseed oil and fractions (HS-1515)*	1 766	1 995	684	233	5 758	6%	34%
7	Preparations for sauces and prepared sauces and mixed seasonings (HS-2103)*	2 015	591	247	661	5 438	6%	28%
8	Tea, whether or not flavoured (HS-0902)*	1 809	1 392	970	279	4 081	4%	23%
9	Sugar confectionery, chewing gum (HS1704)*	356	148	134	43	4 069	4%	84%
10	Cane or beet sugar in solid form (HS-1701)*	1 783	3 254	988	36	3 631	4%	19%
11	Primary batteries (HS-8506)*	992	493	360	163	3 098	3%	33%
12	Biscuits (HS-1905)*	973	169	292	205	2 949	3%	32%
13	Fresh or dried cashew nuts, in shell (HS-0801)	3 000	5 347	4 889	3 067	2 347	2%	-6%
14	Fuel wood in chips or particles (HS-4401)	418	73	7 489	3 224	2 310	2%	53%
15	Waters, incl. mineral waters (HS-2202)	116	98	63	34	2 050	2%	105%

**Source:** ITC Trade Map.

**Note:** Evidence suggests that products marked with an (\*) are mostly re-exported, as there is no production in The Gambia.

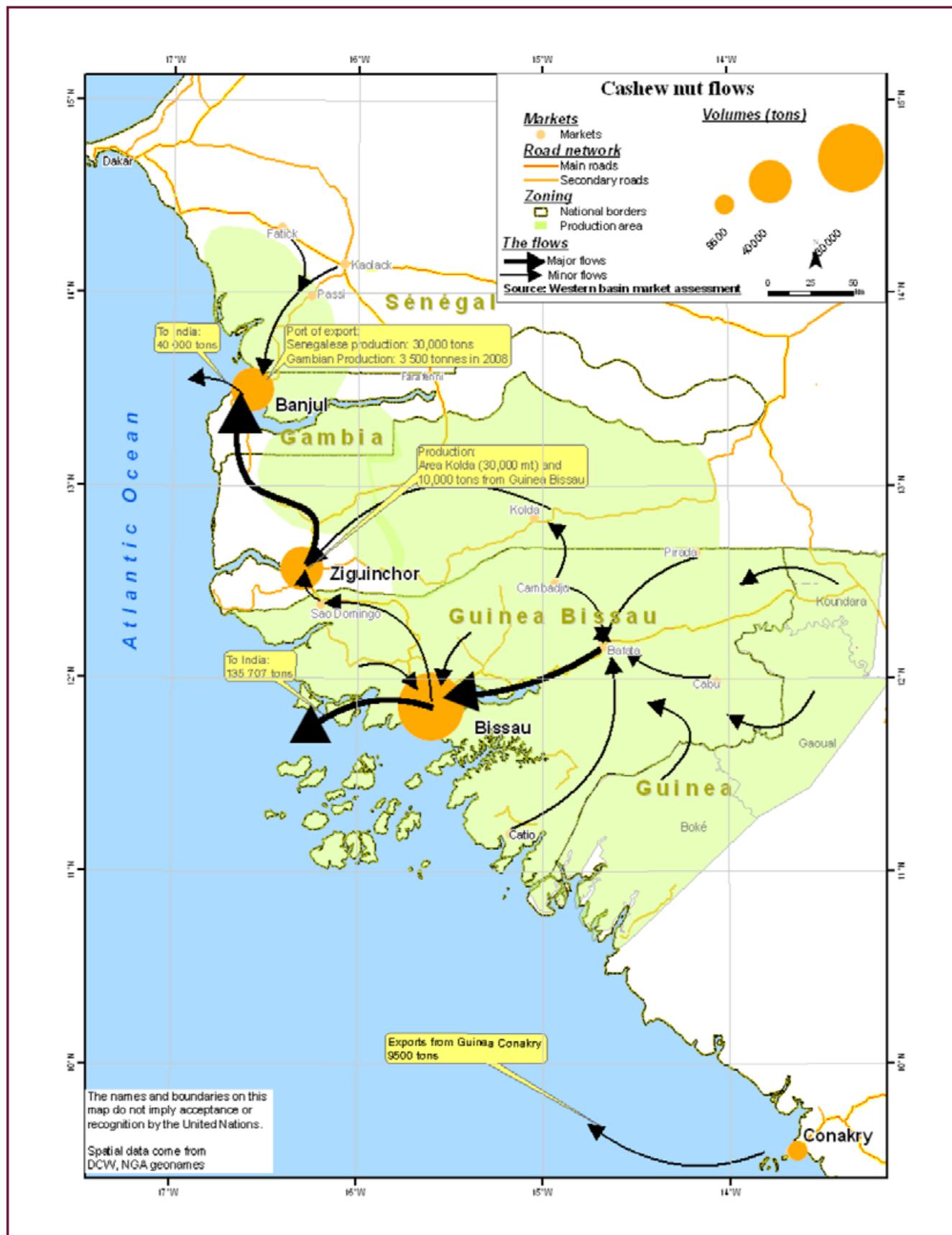
An important part of the cross-border trade with Senegal is characterized by informality, which makes it difficult to precisely record trade flows. This informal trade concerns all types of products and is especially prevalent in the most remote regions of the country. In these regions, exporting to Senegal through informal channels is more convenient than using formal transport to Banjul for export. Due to the concentration of control on major routes, the borders are porous, which facilitates these transactions. Examples of informal trade are groundnut and cashew exports: the amplitude of the informal flow is governed by prices on both of these products.<sup>3</sup>

When prices are lower, informal trade is privileged in order to avoid official export-related costs and procedures. The map in figure 4 demonstrates the trade routes in the area for cashew. It clearly shows the importance of intraregional informal trade corridors, re-exports and the role of the Port of Banjul as a major node for re-export activities. In addition, recurrent border closures have had significant negative impact on trade. Land border closures between The Gambia and Senegal have occurred more than a dozen times in the past 16 years, initiated unpredictably by one of the two countries.<sup>4</sup>

3.– Information provided during sector consultations.

4.– Investment Policy Review, The Gambia, 2017.

Figure 4: Regional re-export hub, example of regional trade flows for cashew nuts



Source: FAO, Cross-border Trade and Food Security in West Africa, 2010.

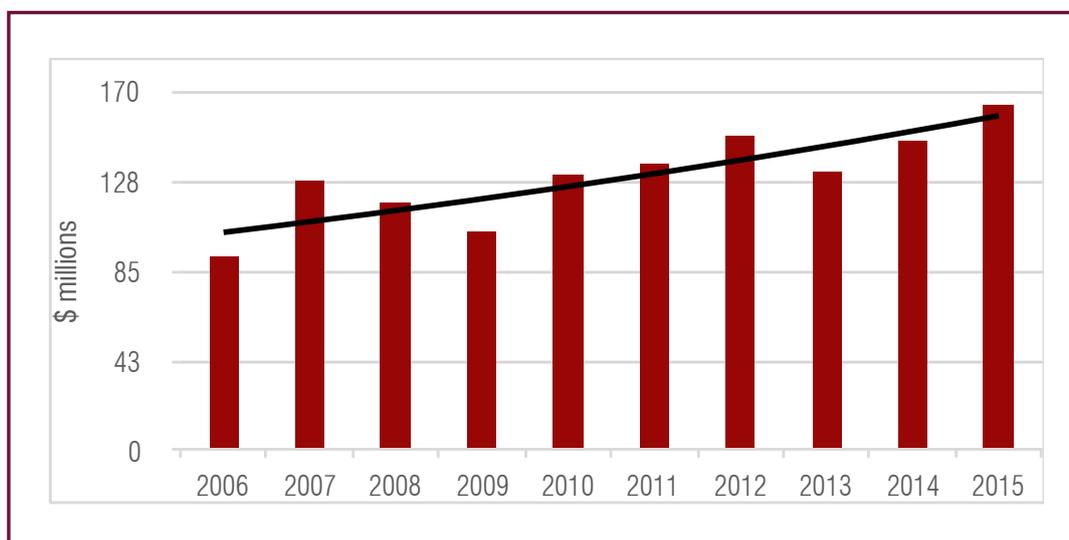


Source: ITC

Services exports exceed those of goods and have shown a sensible progression over the past 10 years, fuelled by the tourism sector, which is the leading foreign exchange earning sector. Services already represent the major economic sector in The Gambia, having contributed 64% to the national gross domestic product (GDP). Data suggests that travel and transportation services are the main areas of exports, obviously in connection with the tourism sector. However, the tourism sector has shown a downturn in 2014 and 2015, caused by the Ebola outbreak, followed by the political turmoil between December 2016 and March 2017. Recovery is only expected to begin in 2018.

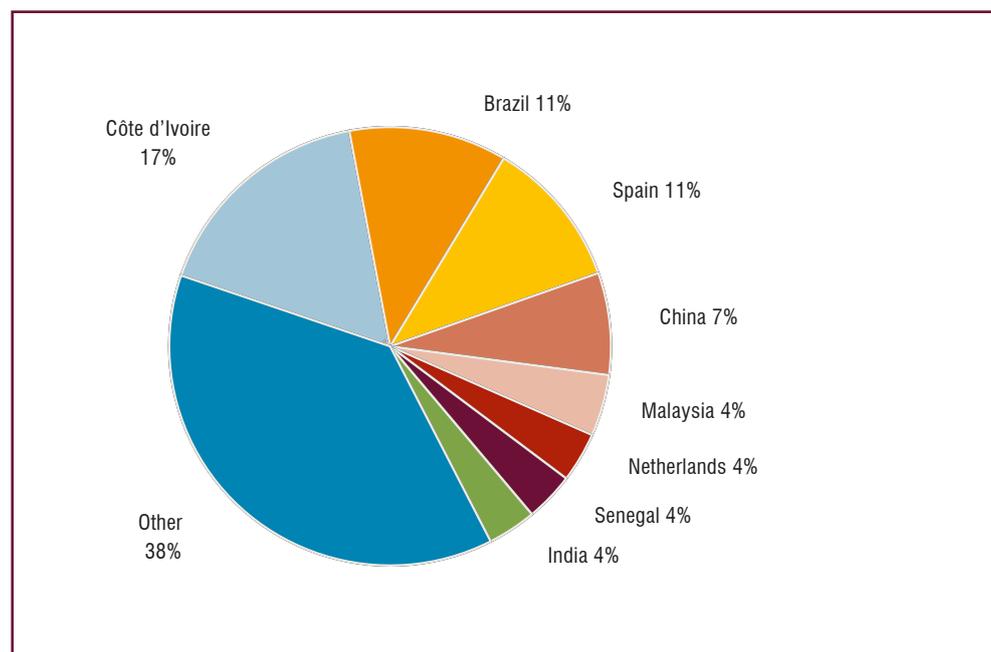
The Gambia's limited product base requires the country to rely on imports for major primary resources and manufactured goods. Imports mostly originate from the Republic of Côte d'Ivoire (22%), the Federative Republic of Brazil (15%), the Kingdom of Spain (14%) and China (10%). As with export data, there are important variances between direct and reported import values. This difference particularly affects values for imports from China and Senegal, which report that their exports to The Gambia value \$319 million and \$85.8 million respectively, which would represent 39% and 10% respectively of Gambia's total imports. The Gambia imports commodities (mineral fuels and cereals) and various agricultural products. As already mentioned, a large proportion imported goods are intended to be re-exported.

Figure 5: Export of services, The Gambia, \$ millions, 2006–2015



Source: ITC, UNCTAD, WTO joint dataset.

Figure 6: Import origin countries and products imported by The Gambia, \$1,000, 2012–2016



Product label (HS-2)	2012	2013	2014	2015	2016	Share of total exports 2016	CAGR 5 years
All products	380 028	350 246	387 202	413 652	<b>385 241</b>	100%	0.3%
Mineral fuels, mineral oils and products of their distillation...	102 753	83 188	82 351	78 074	<b>66 859</b>	17.4%	-10.2%
Cereals	44 186	36 892	71 934	56 852	<b>45 709</b>	11.9%	0.9%
Animal or vegetable fats and oils and their cleavage products... (*)	18 899	17 530	28 142	22 153	<b>41 061</b>	10.7%	21.4%
Sugars and sugar confectionery (*)	17 067	27 545	27 129	31 301	<b>29 723</b>	7.7%	14.9%
Vehicles other than railway or tramway rolling stock... (*)	27 862	34 448	21 741	27 411	<b>25 316</b>	6.6%	-2.4%
Salt; sulphur; earths and stone; plastering materials, lime and cement	14 630	12 092	14 184	51 478	<b>20 576</b>	5.3%	8.9%
Electrical machinery and equipment and parts thereof... (*)	16 961	12 027	21 596	12 342	<b>16 402</b>	4.3%	-0.8%

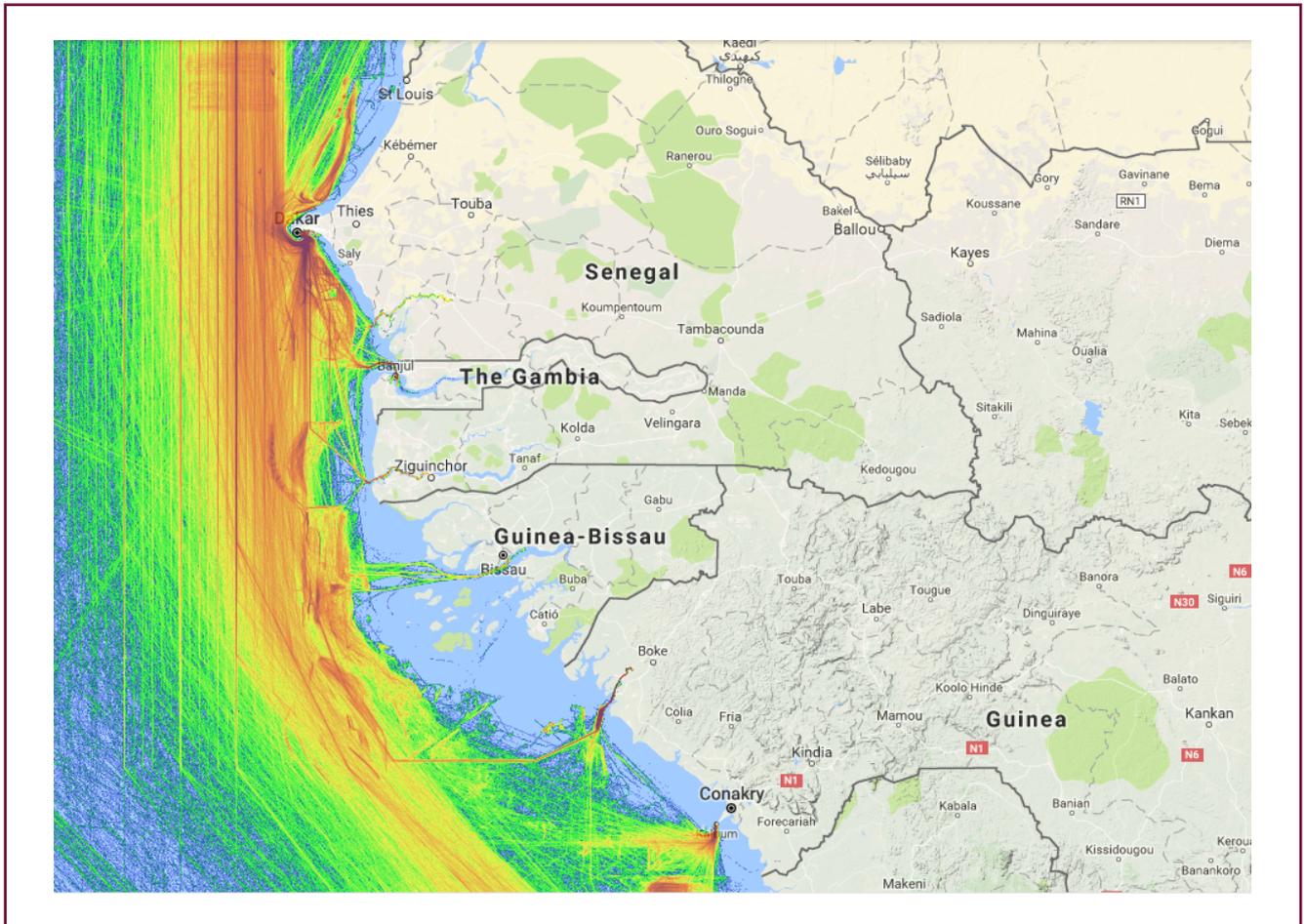
Source: UN Comtrade.

Note: Evidence suggests that products marked with an (\*) are mostly re-exported.

Today, The Gambia faces important challenges to become a competitive regional trading hub. The competition from its direct neighbours becomes increasingly severe. Neighbouring countries are also investing to improve their port facilities, liberalize their regional trade and remove internal trade barriers. This has an impact on the domestic

market. As shown in the map of marine traffic, other ports in the subregion are capturing a part of the traffic. The low import costs and the competitive prices of goods from neighbouring countries create strong competition with local products. This is particularly the case with Senegalese imports in the local market.

Figure 7: Marine traffic in the subregion



Source: MarineTraffic.com

### Box 1: Snapshot of The Gambia as a potential competitive regional trading hub

The Gambia has built itself the reputation of a trade and re-export hub for the subregion, particularly through Banjul Port. The country is indeed well suited for trade, owing to its access to the sea, the river access throughout the country, its liberal trade policies and its advantageous position towards the surrounding land-linked countries. Favourable market access conditions, coupled with port infrastructure and access to the 350 million inhabitants of the ECOWAS market, make The Gambia a potential regional production platform and raises its potential to attract export-oriented foreign direct investment (FDI).

However, the country has stopped actively working towards advancement over the past 10 years and did not pursue efforts to transform

its export portfolio. Today, this is demonstrated by the stagnation of the trade performance and export concentration on few agricultural products, groundnuts and cashew, and services with the tourism industry.

It seems clear that, in order to remain competitive and embark on a new development path, The Gambia needs to reshuffle its focus on new trade areas, and increase value addition and innovation to its current offering. This is especially the case with re-exports and the tourism sector, which will need to undergo a transformation. Transition to higher value services can help the country to retain and build on its reputation as a regional trade hub.

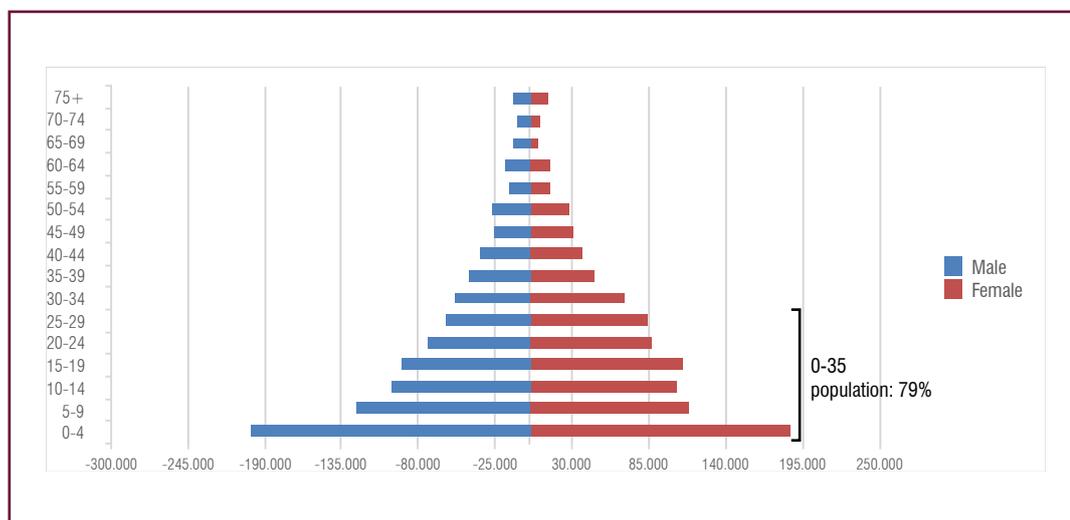
# YOUTH AS AN UNUSED NATIONAL STRENGTH

The age pyramid of the country, much like many others in Sub-Saharan Africa, illustrates a major youth bulge. Most of Gambia's population is composed of young people, with 79% of the population below 35. This is a commonly known phenomenon resulting from a development transition. Gambia succeeded in reducing infant mortality, but the fertility rate drop due to the development-induced societal transition has not yet occurred. As a result, an important

share of the population is comprised of children and young adults, which will contribute to the increase of the working age individuals. These will need to be absorbed by the labour market in order to become a national strength.<sup>5</sup>

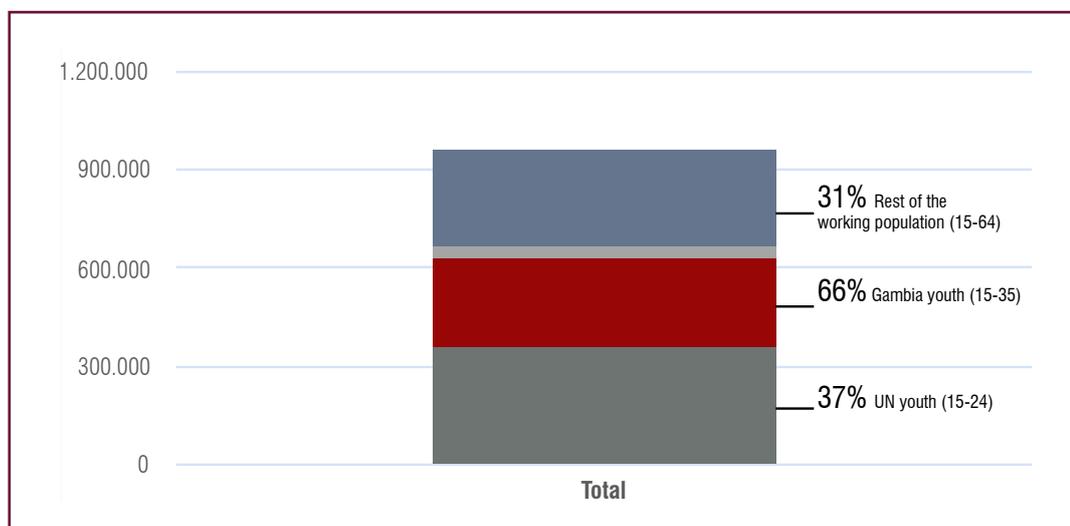
5. – WB 'Let's talk development' blog, *Youth Bulge: A Demographic Dividend or a Demographic Bomb in Developing Countries?*, 2012, available from: <http://blogs.worldbank.org/developmenttalk/youth-bulge-a-demographic-dividend-or-a-demographic-bomb-in-developing-countries>.

Figure 8: The Gambia's age pyramid, 2012



Source: LFS, 2012.

Figure 9: Active youth as a percentage of the total working age population, 2012



Source: LFS, 2012.

Youth also represents the majority of the working age population in the country. When narrowing down to the working age group, which is usually defined from 15 to 64, young people represent major shares, although the proportion varies depending on the definition that is used. Three definitions apply: the national definition of youth takes the age bracket of 15–35 years, the United Nations identifies the young as aged 15–24 and the African Union defines youths as persons aged 15–35 years. Using the national and AU definitions, the youth represents the majority of the working population with 66% and 69% respectively.

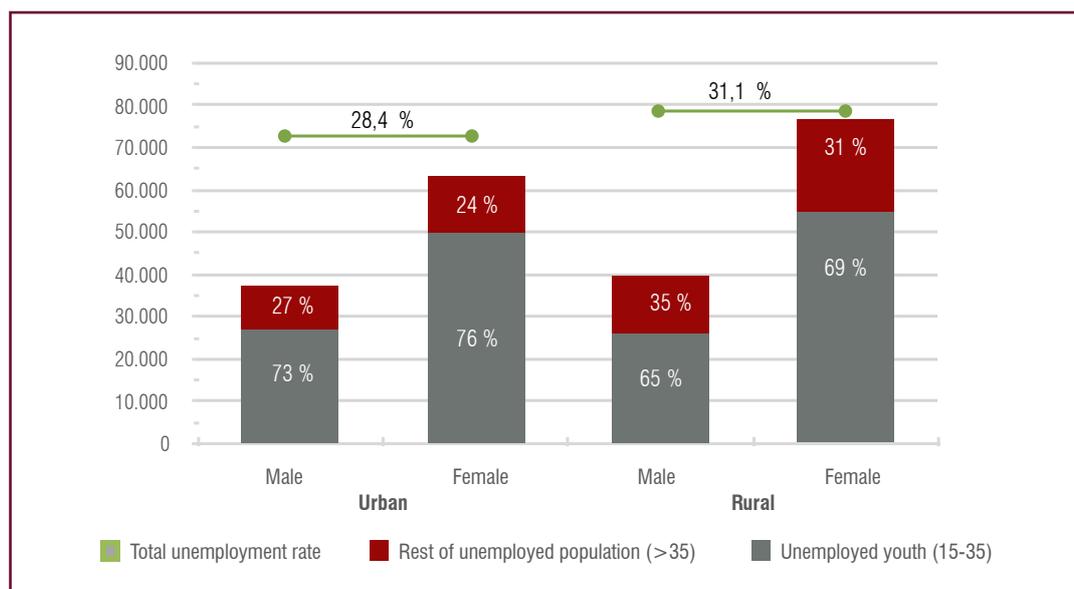
The Gambia thus faces an important challenge in order to turn this youth bulge into a demographic dividend instead of a demographic challenge and address the skills mismatch. Up until now, it appears that The Gambia has failed to create growth and jobs for the youth. Youth unemployment and underemployment are major barriers to socioeconomic development. Not only does young peoples' exclusion from the labour force perpetuate generational cycles of poverty, it also breaks down social cohesion and can be associated with higher levels of youth crime and delinquency. Figure 9 describes the unemployment situation in The Gambia in 2012. Overall unemployment is at 29.8% in The Gambia, which places the country among the highest unemployment rates in SSA together with the Republic of Djibouti, the Democratic Republic of the Congo (DRC) and the Republic of Namibia. This unemployment is also the highest among the 15–34-year-olds, with 36% of young people unemployed overall. This represents

157,598 economically active<sup>6</sup> and unemployed people between 15 and 34 years old. According to projections of the International Labour Organization (ILO) done in 2012, this figure has not evolved much since the Labour Force Survey (LFS). Although the unemployment rate is relatively higher in rural areas (31.1%) compared to urban areas (28.4%), when looking solely at the young population, unemployment tends to be higher in the urban areas. This is due to the exodus of rural educated young population to the cities in search of a secondary or tertiary sector job. However, these sectors currently fail to offer sufficient entry jobs. This phenomenon is supported by the National Youth Profile Study 2010, which shows that unemployment rates are generally higher among the more educated and the highest is among youths with secondary education (approximately 15%), whilst the lowest is found in those without schooling (4%), who are mostly self-employed as farmers, labourers and petty traders. This illustrates a pressing need to bridge the skills mismatch and to reconcile youth education with the existing job offers in order to avoid demographic challenges in the future.

The female population is particularly affected by unemployment. It appears very clearly in figure 9. Although it is the case for all categories, the strongest divide appears in rural areas, where women represent approximately 66% of total unemployed and 69% of the unemployed youth.

6.– As opposed to economically inactive, which includes, among others, the sick or disabled persons, homemakers, students and the income recipients.

Figure 10: Unemployed population breakdown, sex and habitation area, 2012



Source: LFS, 2012.

Among all economic sectors, agriculture remains the main employer of Gambian youth. Looking at the overall workforce employment by sector in The Gambia, it reflects the main economic sectors. Wholesale and agriculture both employ approximately 32% of the total workforce, representing its majority. Other areas include manufacturing (8%), construction (5%), transportation and storage (4%) and administrative services (4%). Among the 350,000 persons in employment in 2012,<sup>7</sup> 63% were employed informally. Figure 10 illustrates the employment breakdown by sector and indicates the proportion of informality in the sectors with largest employment.

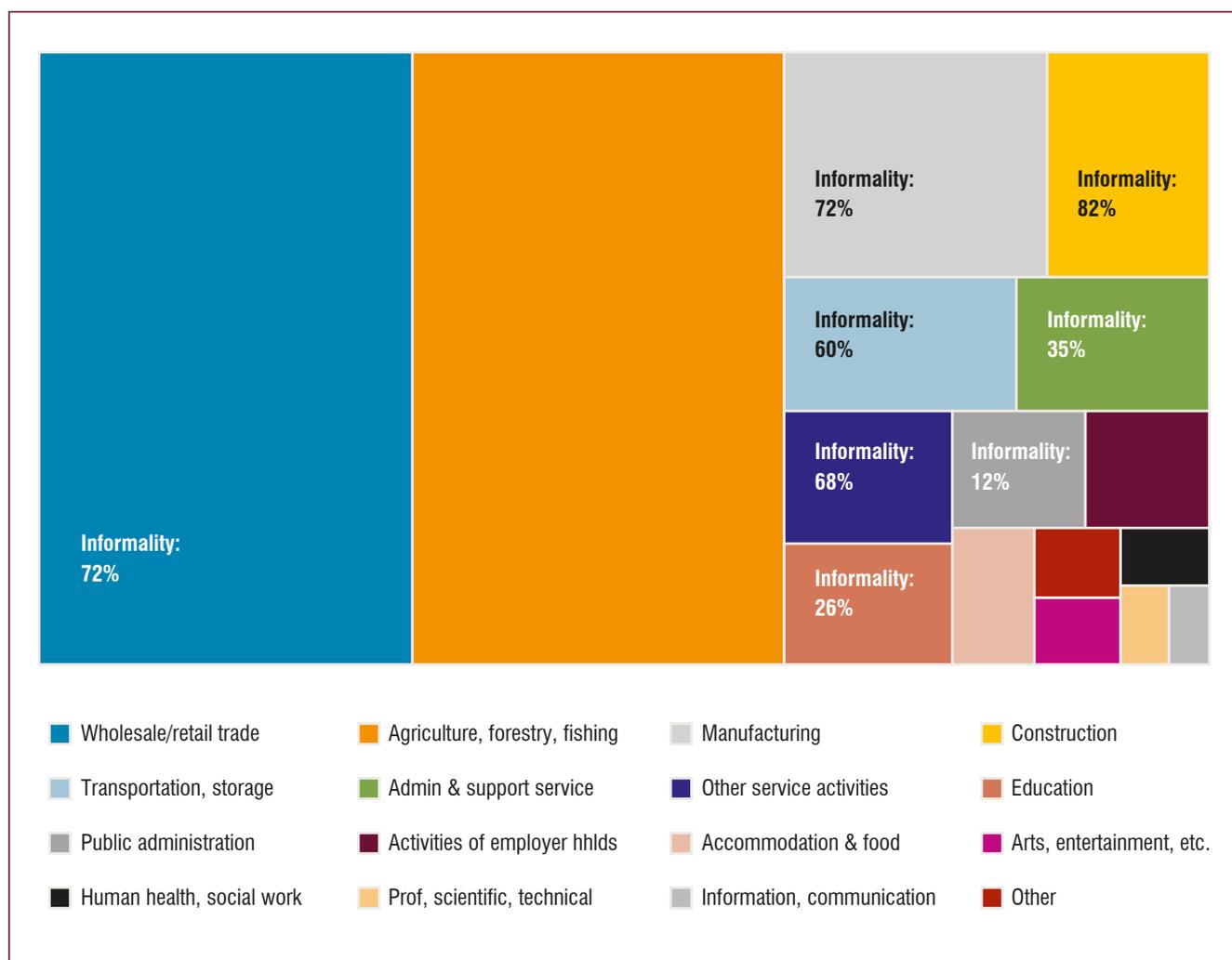
However, when comparing with the young population's major areas of employment, it clearly illustrates that wholesale does not employ youth in the same proportion as agriculture does. Wholesale trade only employs approximately 17%

7.– Not counting the agricultural sector, as the ILO definition of informal sector employment does not encompass the agricultural sector.

of youth overall and stands at the same level as community, social and personal services.<sup>8</sup> Agriculture is thus the main employer for young populations, sometimes by default, especially in the rural areas. Approximately 47,500 young people are currently employed in agricultural activities, 31,064 in retail and 17,807 in manufacturing. Since most agro-based production is consumed in the local market, export-ready sectors are only employing Gambian youth to a limited extent. For young people aiming at secondary or tertiary economic sectors, the only possibility remains to travel to the urban areas in search of a job.

8.– According to the United Nations Statistic Division (UNSD), this category includes the following job areas: 91 – Public administration and other services provided to the community as a whole; compulsory social security services; 92 – Education services; 93 – Human health and social care services; 94 – Sewage and waste collection, treatment and disposal and other environmental protection services; 95 – Services of membership organizations; 96 – Recreational, cultural and sporting services; 97 – Other services; 98 – Domestic services; and 99 – Services provided by extraterritorial organizations and bodies.

Figure 11: Gambian workforce employment, 2012

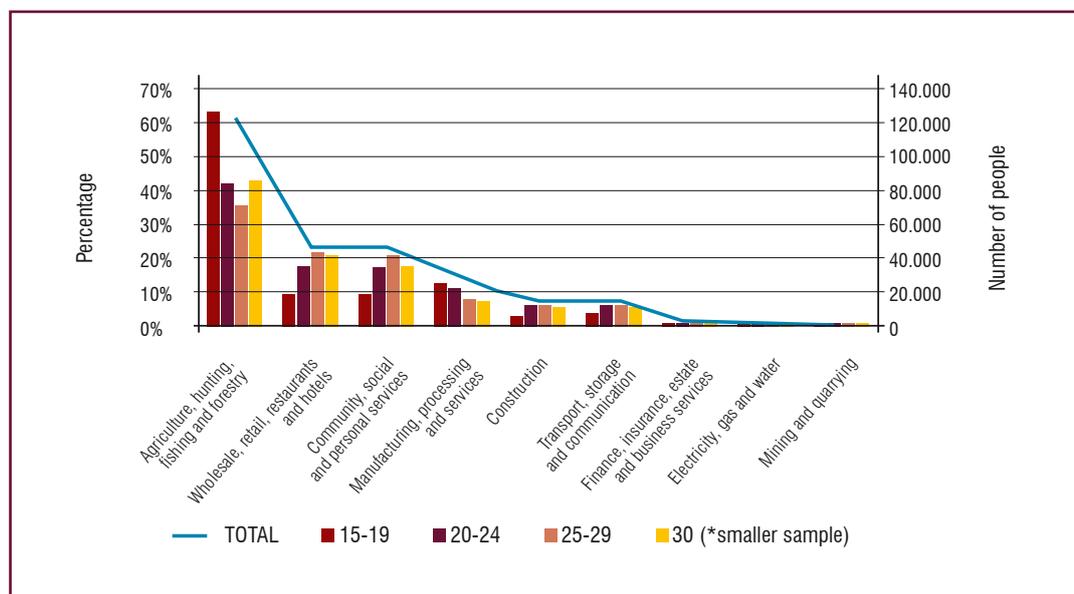


Employment of young people is limited by certain cultural stigmas. Rural societies generally perceive that the role of young people is to work for the community, mostly in the agricultural sector and often for free. To earn respect from their peers, young people are expected to follow these traditions. Young people also do not have access to the land on their own. Youth is often associated with inexperience and is not valued culturally. The Youth Employment Forum<sup>9</sup> held

in rural areas has also witnessed a major limitation of young people in their ability to express themselves freely in front of their seniors. Young people were intimidated and avoided expressing their aspirations in front of their seniors, because they were reluctant to let them speak. This cultural stigma is also one of the factors limiting entrepreneurship behaviour among young people, as society does not necessarily instil in them the needed self-confidence and assurance. This tendency has been recognized in the National Youth Policy 2009–2018, which states that, in the current context of power relations, in which older people are given priority in decision-making, youth has a limited influence on the development agenda.

9.– The Youth Employment Forum is an event organized by ITC in the context of the YEP project, aiming to include public and private organizations to review opportunities for youth employment and to assess the existing skills gap.

Figure 12: Employment of young population, 2013



Source: Gambia Bureau of Statistics, census 2013.

Figure 13: Poverty headcount by district in The Gambia

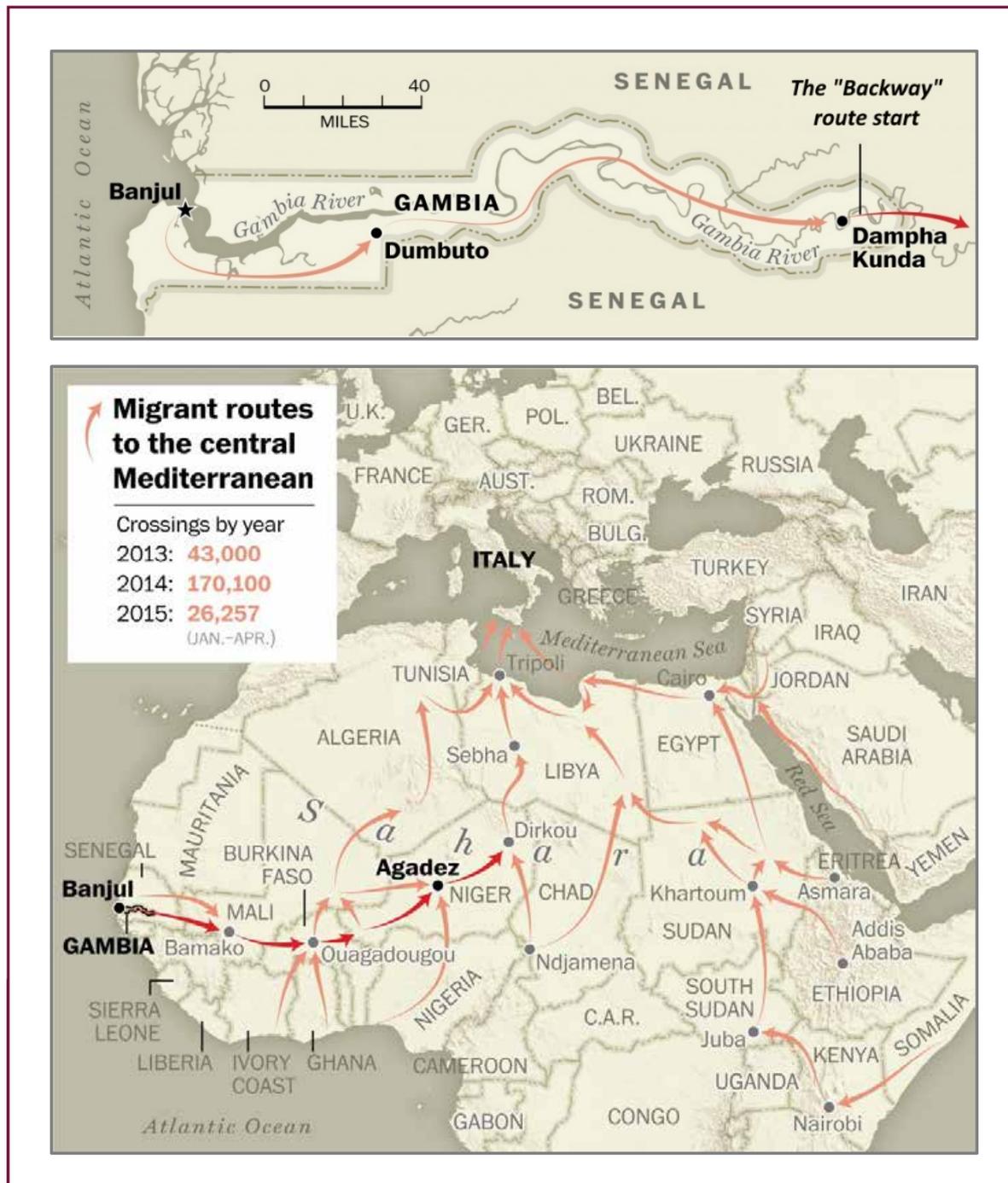


Source: National Development Plan, based on the Integrated Household Survey (IHS) 2015/16.

Increasing poverty in rural areas reinforces the appeal of urban centres for young people. Rural areas, where most young people are employed when considering the agricultural sector, are also the poorest. This urban-rural divide has tended to grow over the last five years. Banjul and Kanifing Local Government Areas (LGAs) have experienced a reduction of poverty of 4.7% and 6.6% respectively, while rural areas experienced an average increase of 5.3%. The poorest

rural areas are located in Kuntaur, Janjanbureh, Basse and Mansa Konko LGAs. Low performance of the agricultural sector, exacerbated by increasing unpredictability of the climate, have been major factors causing this rural-urban divide. This tendency naturally reinforces appeal for urban areas for young people, confronted by a difficult environment and traditional social barriers limiting their empowerment capacity.

Figure 14: The 'back way', the migration routes from The Gambia to Europe



Source: Frontex.

Urban centres are unable to generate appealing employment opportunities for the youth, who are required to take the 'back way' to find these opportunities elsewhere. During the period between 1993 and 2014, population in the urban areas increased from 37% to approximately 59%, largely driven by young Gambians in rural areas migrating to urban areas in search of work. The inability of industries in the urban areas to provide the required entry job offers to young people, especially those with basic or higher education, has resulted in increased emigration among the young. Compounded by a series of economic- and climate-related shocks, this has not only triggered a significant growth in rural-urban migration, but has also created an upsurge in irregular migration to Europe over land via Libya and other crossing points. Indeed, in 2014, The Gambia had the 3rd-highest number of asylum seekers in the Republic of Italy, approximately 0.5% of the population. The majority of migrants are male youths, between the ages of 18 and 47. In Italy, approximately 73% of asylum seekers from The Gambia are rejected and returned to their country of origin.

In 2015, there were approximately 89,634 Gambians abroad,<sup>10</sup> which shows that the proportion of emigrants to the total population (roughly 4.3%) is quite limited compared to neighbouring countries that present an average of 5.2% (with an average of 575,000 emigrants). However, the proportion of tertiary educated among this number is quite important, but tends to decline (63% in 2000 and 28.2% in 2010/2011). Emigration of the highly educated is still ranked among the top 20 worldwide and the 5th-highest among African countries.<sup>11</sup>

Remittances contribute significantly to the country's development, representing close on 22% of GDP in 2016. Emigrants from The Gambia have sent close on \$207 million in 2016 according to an International Fund for Agricultural Development (IFAD) report.<sup>12</sup> However, historically, the

contributions of The Gambian diaspora have not been recognized by The Gambian Government. In recent years, however, The Gambian Government has begun to reach out to its citizens abroad, who mainly reside in Spain, the United Kingdom of Great Britain and Northern Ireland, the United States of America, the Federal Republic of Nigeria, the Kingdom of Sweden, Senegal, the Federal Republic of Germany, the Republic of Sierra Leone, the French Republic and Guinea-Bissau.

The recent election of a new government has prompted a phenomenon of emigrant returnees. Many young Gambians who engaged in the 'back way' journey started turning back on their road to Europe since the start of 2017, encouraged by the political changes and a hope for improvement. For most of them, the return initiative was initiated from Libya. Other considerations also contribute to reinforce the 'returnees' phenomenon. Among these are the risks and high costs associated with crossing the Mediterranean Sea. In addition, in Libya, migrants face other risks, including illegal detention, trafficking and the menace of ISIS. While a positive trend, the returnees' hopes should not be deceived and only increase the need to adopt measures for entry job creation.

*The Gambia has reached a critical time in its demographic development where there will be a need to address the challenges faced by its numerous young people. They need full attention from the country's government and local industries. The country's economic success largely depends on this. Developing trading sectors and MSMEs represent one possible pathway to generate the required jobs for young people.*

10.– International Organization for Migration (IOM) database, accessible through: <http://www.iom.int/world-migration>.

11.– WB, Migration and remittances Factbook, 2016.

12.– IFAD – Sending Money Home: Contributing to the Sustainable Development Goals (SDGs), one family at a time, and World Bank data.

## GAMBIA'S ECONOMY CALLS FOR DIVERSIFICATION

The Gambia's economy is undiversified and limited by a small internal market. It relies primarily on tourism, agriculture and remittances. Services accounted for 68.8% of GDP in 2016, reflecting the growing importance of entrepot trade and tourism. Agriculture accounts for approximately 17.8% of GDP and more than 70% of employment, but production is mostly directed at the national market. Unlike many of its neighbours in West Africa, The Gambia's economy is not supported by export of natural resources, which makes the country more reliant on the productivity of its labour force to

generate revenues.<sup>13</sup> However, most sectors in The Gambia have extremely low labour productivity. A large segment of The Gambia's population is working in the informal services sector. Low-productivity sectors combined with a high fertility rate will keep the population in poverty unless the structure of the economy is changed; workers need to move from low-paying, low-productivity sectors to higher productivity

13.– The Gambia Youth Employment and Skills Development Study, World Bank, August 2010.

sectors, or the productivity in the underperforming sectors needs to be improved. The Trans-Gambia Bridge, part of the Trans-Gambia Road Transport Corridor that connects the northern and southern parts of The Gambia and Senegal, is an important factor that will support economic diversification upon its completion in 2018.<sup>14</sup>

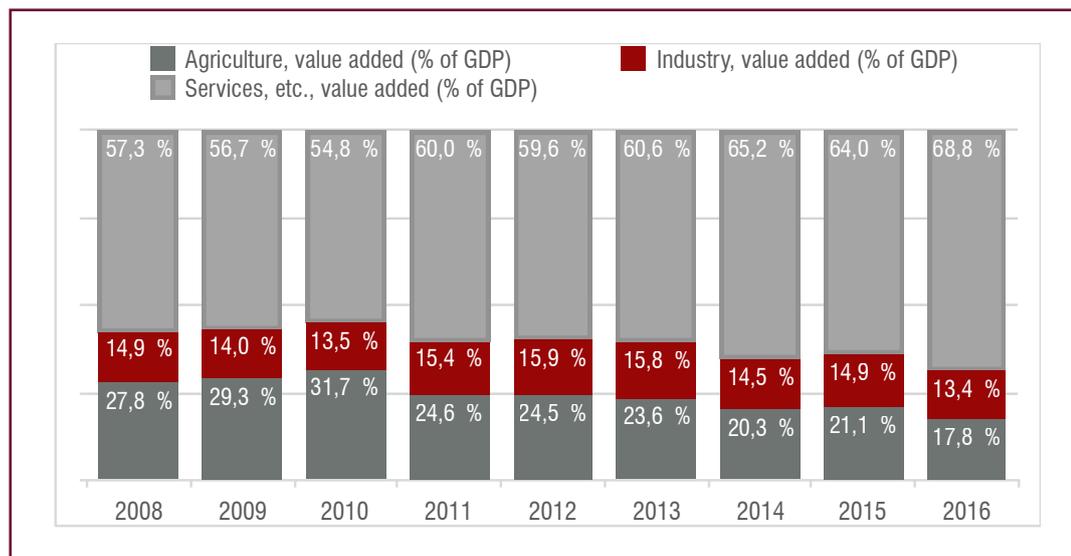
The industrial sector has lagged and remains relatively weak. Its contribution to GDP, which stands at 13.4%, has

also stagnated in the past decade. Manufacturing contributes to approximately 6% of industrial output, dominated by a few agroprocessing activities, including groundnut and fruit processing, and, recently, processed seafood. In addition, some light manufacturing products, such as candy, snack foods, cosmetics, soaps and bricks, are produced by a few companies (see figure below<sup>15</sup>).

14.– Economist Intelligence Unit (EIU), The Gambia profile, 2017.

15.– Investment Policy Review, The Gambia – UNCTAD.

Figure 15: Economic structure of The Gambia, 2008–2016



Source: WDI, 2017.

The low level of diversification implies a very low resilience to shocks. This vulnerability is illustrated most recently by the West Africa Ebola crisis, the poor harvest in 2014 and the political turmoil during the last elections. As a result, real GDP growth stagnated at 0.9% in 2014<sup>16</sup> and saw the start of an economic contraction in 2016, which is expected to continue in 2017. The slowdown in the tourism sector is the main reason for this, and is strongly affected by the Ebola epidemic and the recent political crisis that is expected to affect tourist arrivals during the 2017 winter season.<sup>17</sup>

High debt and the crowding out of public and private investment generates an important threat of debt distress. Although The Gambia's external public debt is relatively moderate (59% of GDP in 2015), it also has high-cost, short-term domestic debt, currently estimated at 46% of GDP. This indebtedness has a negative impact on the financial sector's stability. This tendency appears to be increasing, as the total debt went from 84% of GDP in 2013 to more than 100% in 2014 and 2015. The payment of interests is expected to

increase to close on 50% of total revenues in 2016 from 40% in 2015.<sup>18</sup>

The country's performance in attracting FDI has been affected by several factors: public and private investors' perception of the unpredictability and lack of transparency of the business climate, vulnerability to exogenous shocks, and regulatory and institutional constraints. The policy approach to facilitate a conducive business climate has been characterized by frequent interventions from the government that sometimes lack a comprehensive approach to competitiveness.<sup>19</sup>

Balance of Payment (BOP) has deteriorated due to exchange rate overvaluation policies on The Gambian dalasi and the strongly negative trade balance. The Central Bank's official foreign reserves have dropped due to the periodic imposition of currency control measures as of 2013 and an overvaluation of 30% against the dollar. The lifting of currency controls since January 2016 should help rebuild the foreign exchange reserves in the long run. However, other

16.– <http://www.worldbank.org/en/country/gambia/overview>.

17.– EIU, The Gambia profile, 2017.

18.– <http://www.worldbank.org/en/country/gambia/overview>.

19.– Investment Policy Review (UNCTAD, 2017).



Source: (cc) wikimedia commons, Serekunda market

administrative currency controls remain in place, including shipment controls on US dollars, British pounds sterling and euros.<sup>20</sup> On the trade balance side, whilst re-exports and tourism earnings, along with overseas remittances, have tended to help with the net balance in BOP, the level of oil imports and consumption have contributed to result in deterioration in the BOP to a greater extent.

20. – <http://www.worldbank.org/en/country/gambia/overview>.

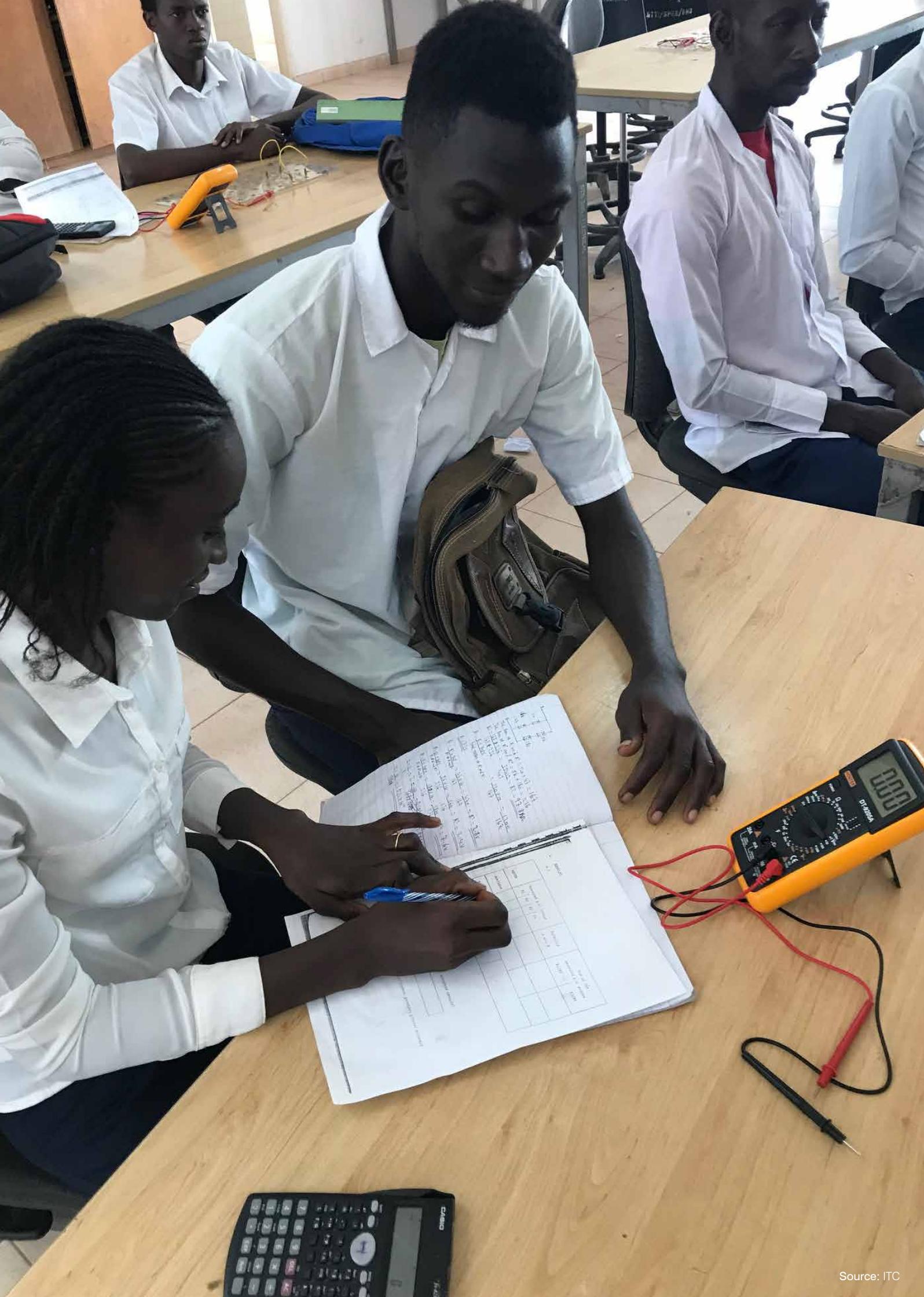
The Gambian economy's recent performance has not been favourable for the creation of job and employment opportunities. Even though progress has been made, poverty rates are still very high in the country (declining from 58% in 2003 to 48.4% in 2010). As seen previously, high unemployment rates, especially among youth, and the resulting migration are demonstrating that the country fails to renew its economic model to fit with the demographic transition it is experiencing.

## Box 2: Snapshot of SYTDR key action levers to reconcile youth and trade

The Gambia's economic fragility is reinforced by its long-term concentration on traditional, yet declining, comparative advantages, which, in turn, limits the creation of new jobs for the abundant young population. The negative BOP calls for diversification through trade. However, it is vital that the country listens closely to its young population in order to organize this diversification, prioritizing those sectors that have the most potential to generate a large number of accessible well-paid jobs that are also appealing to today's youth.

This roadmap will attempt to reconcile trade and youth through a number of key logical levers that will have a positive impact on the integration of young people in the economy:

1. **Self-employment and entrepreneurship:** the industry must renew itself and generate a sense of purpose for young people in the country in order to become an engine for growth and create the jobs that are expected for youth.
2. **Education:** TVET is an essential catalyser that should equip young people with those skills that are the most required by the industry.
3. **Policies:** the policies in place need to sustain all of these areas of action and provide an anchor for all external assistance, in order to orient it in the same direction and avoid dispersion of efforts.
4. **Institutions:** there needs to be a proper representation of youth among public and private sectors for its voice to be heard.



Handwritten notes and a table from a notebook:

Notes:  
1. The circuit is a series circuit.  
2. The current is the same in all parts of the circuit.  
3. The voltage is shared among the components.  
4. The total resistance is the sum of the individual resistances.  
5. The total voltage is the sum of the individual voltages.  
6. The total current is the same as the current in any one part of the circuit.

Component	Resistance (Ω)	Voltage (V)	Current (A)
R1	10	1.0	0.1
R2	20	2.0	0.1
R3	30	3.0	0.1
Total	60	6.0	0.1

# THE KEY ACTION LEVERS TO RECONCILE YOUTH AND TRADE

## MSME AS AN ENGINE FOR GROWTH AND YOUTH EMPLOYMENT

Micro, small and medium-sized enterprises (MSMEs) play a key role in society. Globally, they tend to employ a large share of the most vulnerable segments of the workforce, namely less experienced and less educated workers belonging to poorer households, women and young people.<sup>21</sup> Thus, the quality and robustness of the MSME environment has a central role to integrate youth in the economy. First, it has to be innovative and dynamic, to be able to generate motivation and to create a sense of purpose among youth. This is vital to create a genuine interest among young people to seek employment nationally and not turn to emigration fostered by the promises of the 'European dream'. The 2nd criteria to attract youth is to ensure financial stability and prospects for personal growth. To be able to do that, MSMEs must be competitive and operate in an environment that allows them to prosper.

This section looks at the current MSME landscape in The Gambia and identifies the major factors constraining SME competitiveness shortcomings using previous reports and ITC SME Competitiveness Survey (SMECS). The objective of the SYTDR is to address these constraints in order for MSMEs to become the engine for growth and create the jobs that are expected for the youth.

### THE MSME LANDSCAPE

**MSMEs are becoming the most coveted employment generator in the current context.** The public sector is unable to generate employment opportunities and agriculture-related jobs are limited due to patriarchal family ownership of farms and recent weather-related shocks. More and more Gambians are turning to the MSME sector for employment and livelihood opportunities. This is illustrated by the recent thriving of the MSME sector, contributing an estimated 20% to GDP.<sup>22</sup> The MSME sector employs the largest share (60%)

of the active labour force (15 to 64 years), of which 70% are self-employed.<sup>23</sup>

**However, for the majority of rural and urban residents with no formally paid employment, the drive into self-employment is more a matter of survival than choice.** In 2013, the MSME mapping study counted 88,940 MSMEs, 70% of which are unregistered and the majority described as micro and small enterprises operating in the informal sector, providing the main source of income for the urban and rural poor, with typically weak compliance to labour legislation.<sup>24</sup> The ILO considers self-employment to be 'vulnerable employment', and this is indeed the case for an important portion of MSMEs in The Gambia, especially in the informal sector, as shown in figure 16.

**The largest age segment of MSME owners is the 18–35 years age group, representing 41%**, followed by the middle-aged population (36–54 years) with 38%. Enterprises countrywide are predominantly owned by men (66%), whilst female owners account for 34%. Yet, despite the predominantly youthful and middle-aged segments of population actively engaged in entrepreneurial activity, the MSME mapping study found that only 34.4% of enterprise owners had any formal business training.<sup>25</sup>

**In terms of spatial distribution, the Brikama and Kanifing Local Government Areas (LGAs) have the largest share of enterprises**, with a total of 62,055, accounting for more than 70% of all Gambian MSMEs. Kuntaur has the lowest estimated number of enterprises (1,983). In terms of age distribution, Brikama is also the LGA that counts the highest number of young entrepreneurs, with approximately 30% of entrepreneurs being between 15 and 30 years old.

21.– ITC, 2015, SME Competitiveness Outlook; [www.intracen.org/SMEOutlook](http://www.intracen.org/SMEOutlook).

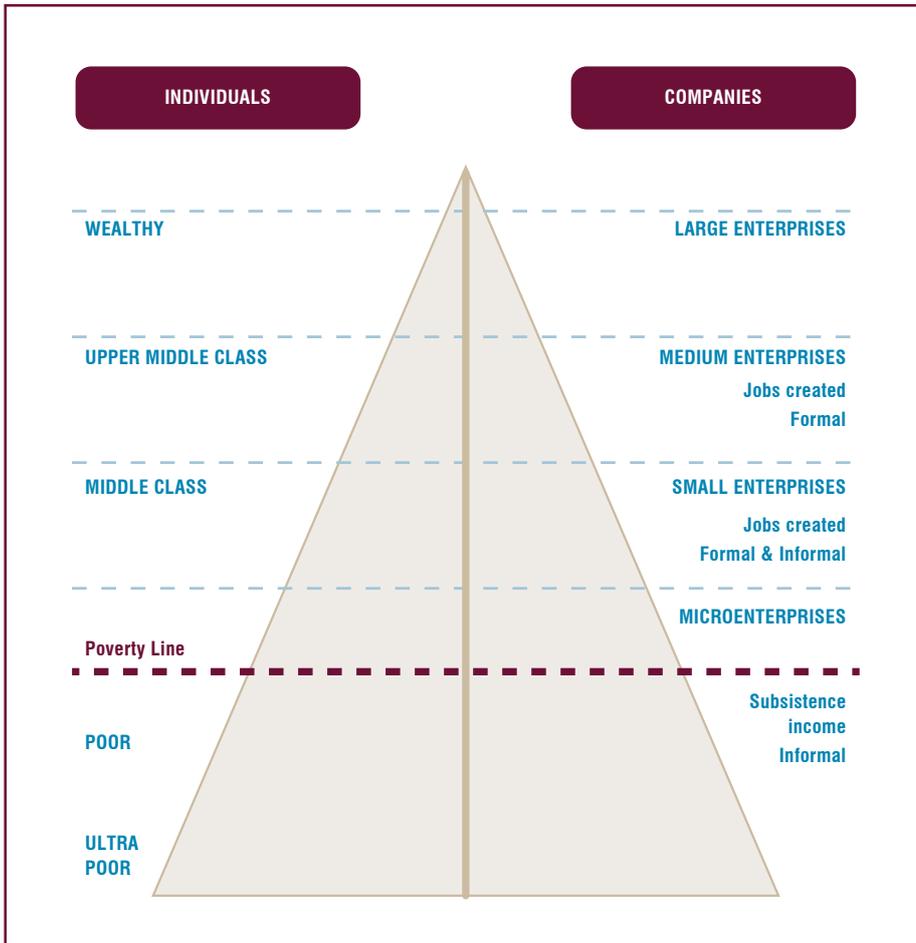
22.– MSME mapping study, 2013.

23.– National Entrepreneurship Policy (NEP), Gambia, 2016.

24.– MSME mapping study, 2013.

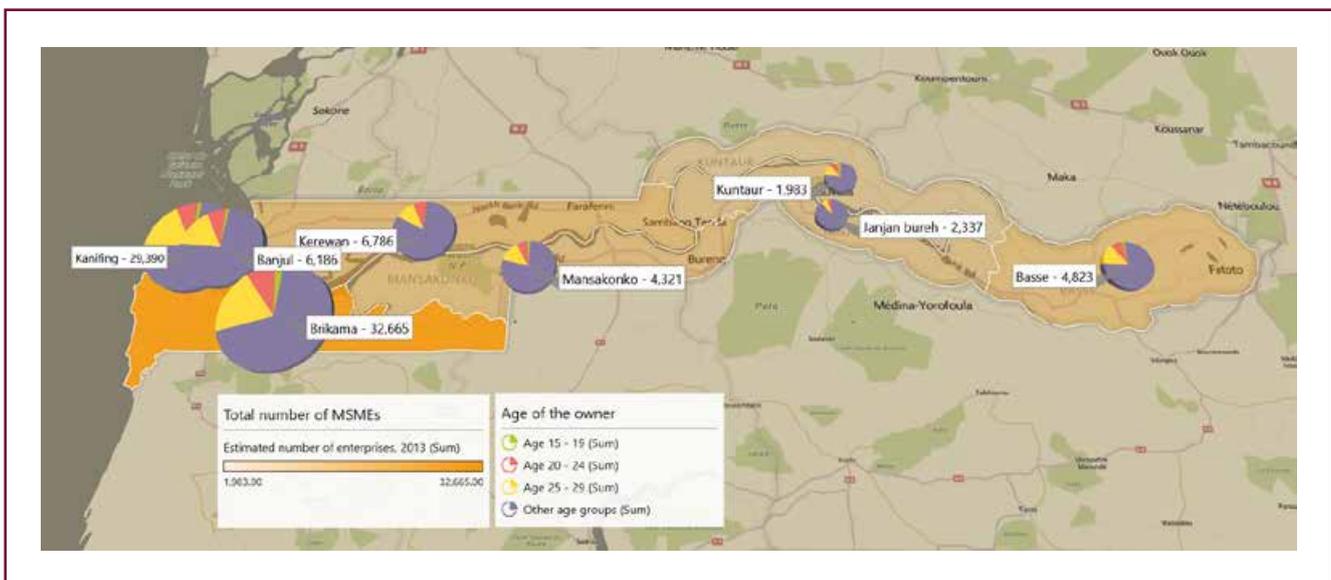
25.– MSME mapping study 2013.

Figure 16: MSME distribution and poverty levels



Source: National MSME policy, 2013.

Figure 17: MSME mapping by concentration and by age of the owner



Source: MSME mapping study, 2013.



Source: ITC

By official classification, it is to be noted that the size of an enterprise in The Gambia is determined by the number of persons employed and size of investment: microenterprises have a working capital of less than GMD 75,000 (\$1,500) and are typically self-employed. Enterprises classified as 'small' employ up to five workers and have an average investment of less than GMD 150,000 (\$3,000). Medium-sized enterprises employ more than five workers, with an average investment of more than GMD 150,000.

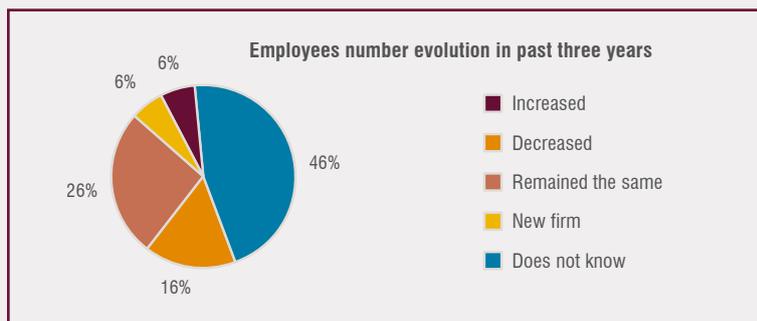
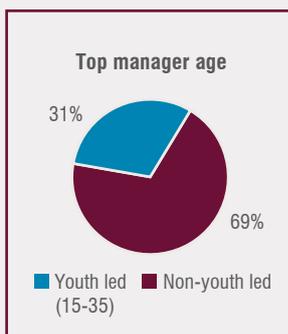
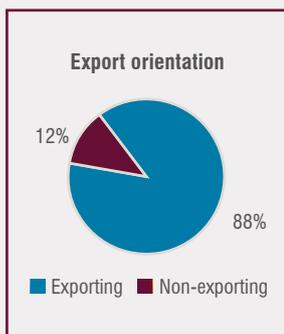
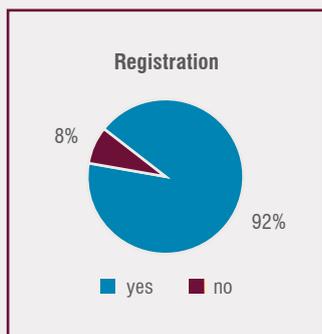
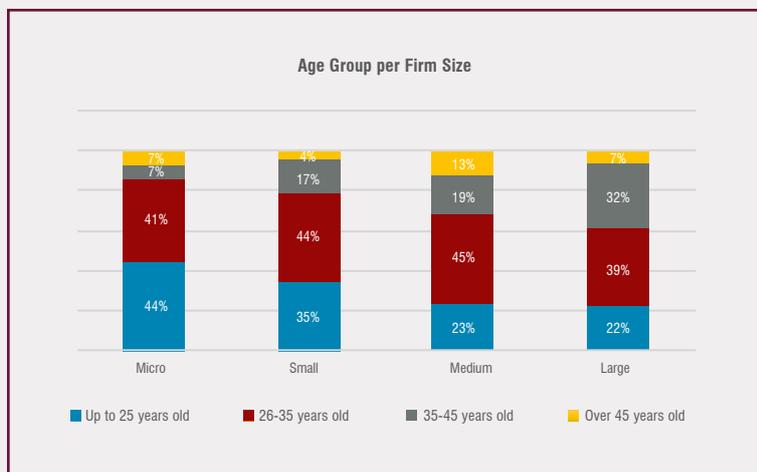
## MSME COMPETITIVENESS ASSESSMENT

To support the competitiveness assessment of MSMEs in The Gambia, ITC carried out the SME Competitiveness Survey focussing on three sectors: agriculture, tourism

and ICT. The data was collected with the help of Gambia Investment and Export Promotion Agency (GIEPA). The survey sample is composed of 110 firms of different sizes, sectors and export orientation. Firm sizes are defined according to the following thresholds: micro (less than five employees), small (five to 19 employees), medium (20 to 99 employees) and large (100 or more employees) (see annex 2). The composition of the sample reflects the national tendencies of MSME subdivision. Small firms represent the largest share with 52% of the surveyed enterprises while large firms make up the smaller share and account for approximately 8% of the sample. The survey focussed on the three following sectors: 37% of companies operate in agriculture, 30% in ICT and 33% in tourism. Furthermore, 10% of firms are exporters and approximately 30% are led by young entrepreneurs between 15 and 35 years old.

### Box 3: Snapshot of the surveyed MSME sample

Age per firm size	<ul style="list-style-type: none"> <li>Youth (employees below 35 years old) represent 80% of the employees in micro and small companies.</li> <li>A large proportion of employees in micro and small sized companies are less than 25 years old. The proportion is almost half in medium and large companies.</li> </ul>
Registration	<ul style="list-style-type: none"> <li>Almost all of the surveyed firms (92%) are currently registered.</li> </ul>
Export orientation	<ul style="list-style-type: none"> <li>88% of the surveyed firms are not exporting, but some of them have an interest in exporting.</li> <li>12% of firms export either regularly or in an intermittent manner.</li> </ul>
Top manager age	<ul style="list-style-type: none"> <li>12% of firms export either regularly or in an intermittent manner.</li> </ul>
Top manager gender	<ul style="list-style-type: none"> <li>The majority of establishments' top managers (88%) are men.</li> <li>Only 12% of firms surveyed are led by women.</li> </ul>
Employees' number evolution in the past three years	<ul style="list-style-type: none"> <li>In the last three years, 46% of the number of employees of the firms surveyed increased, 26% remained the same and 16% decreased; 6% belong to a new firm that was not in operation three years ago and 6% do not know if the number of employees changed.</li> </ul>





Source: ITC

ITC's SME Competitiveness Survey assesses the strengths and weaknesses of firms, the wider business ecosystem, and the national environment to help identify what bottlenecks to growth firms are currently facing. The survey is split into three key pillars:

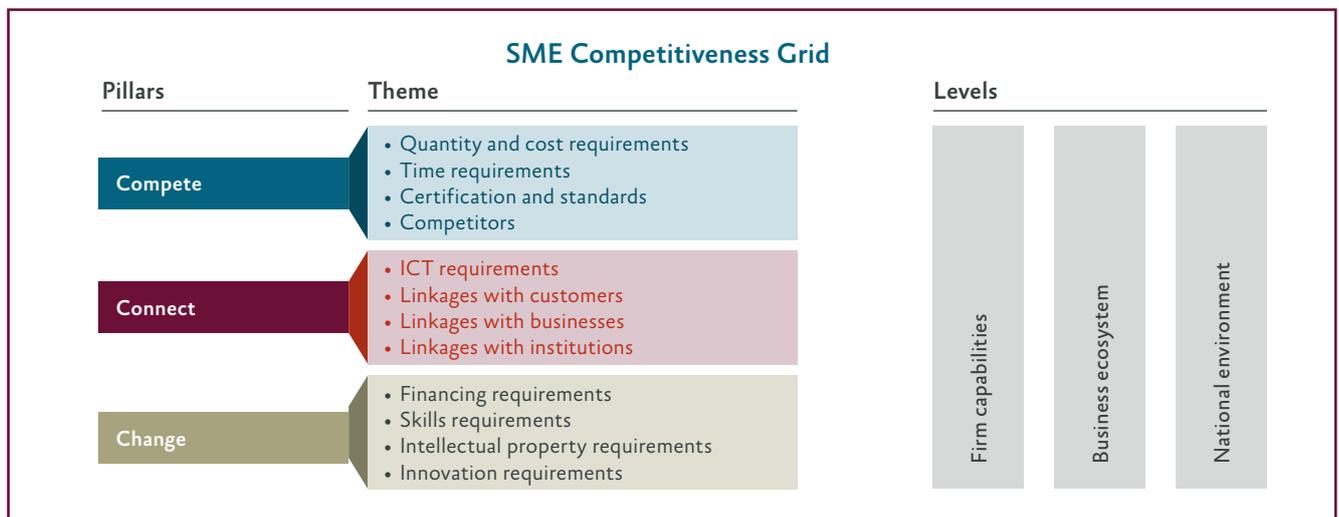
- **Capacity to compete** is the static dimension of competitiveness. It assesses whether current production is efficient and meets market requirements.
- **Capacity to connect** is the connectivity dimension of competitiveness. To be competitive, firms must link to customers, businesses and institutions, and be literate in information and communications technology.
- **Capacity to change** is the dynamic dimension of competitiveness. It assesses whether firms have the capacity to make human and financial investments to adapt to fast-changing markets.

The pillars are further subdivided into two levels:

- **Firm capabilities** assesses whether firms can manage resources under their control.
- **The business ecosystem** is made up of support institutions that supply enterprises with the resources or competences they need to be competitive.

Figure 18 shows how the pillars and levels fit together.

Figure 18: SME competitiveness grid



The following two sections will present an overview of the results on the two levels, the firm capabilities and the business ecosystem. Each level is then analysed, focussing on the theme showing the lowest performance.

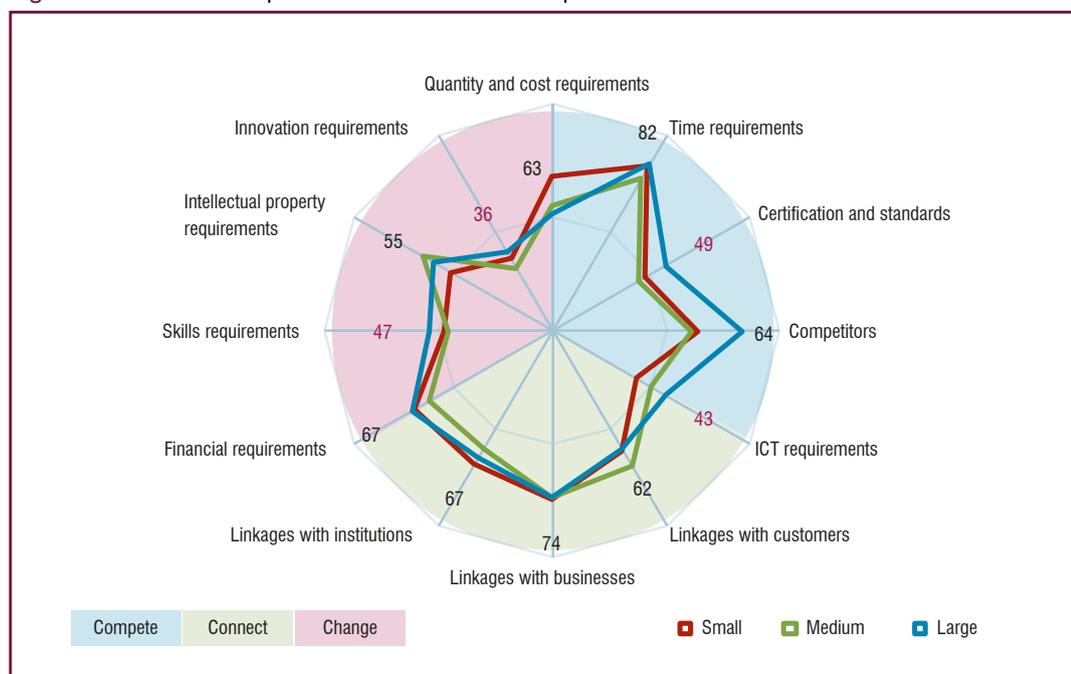
#### Assessment of firm-level capabilities using SME Competitiveness Survey results

This firm level refers to determinants that are internal to the firm and thus, in principle, under its control. The World Economic Forum (WEF, 2008) views this layer in terms of the sophistication of companies' operations and strategies. This layer also reflects the strength of the firm's management.

Figure 19 presents the overall scores on each indicator at the firm capabilities level. It appears that responses among different companies' sizes remain consistent and follow the same trends. When looking at the average results, it is also visible that firms face more difficulties in their ability to change; i.e. evolving and adapting to align with new market needs. However, the results also shed light on some gaps in their capacity to compete and to connect (to a lesser extent). Among all indicators, the ones ranging below average (below the 50 circle in figure 18) are:

- Certification and standards
- ICT requirements
- Skills and innovation requirements.

Figure 19: Firm-level capabilities assessment Competitors



Source: ITC SMECS, The Gambia, 2017.

Note: The rankings are always presented in a score between 0 and 100, 100–80 scoring as 'excellent', 80–60 as 'good', 60–40 as 'satisfactory', 40–20 as 'poor' and 20–0 'very poor'.<sup>26</sup>

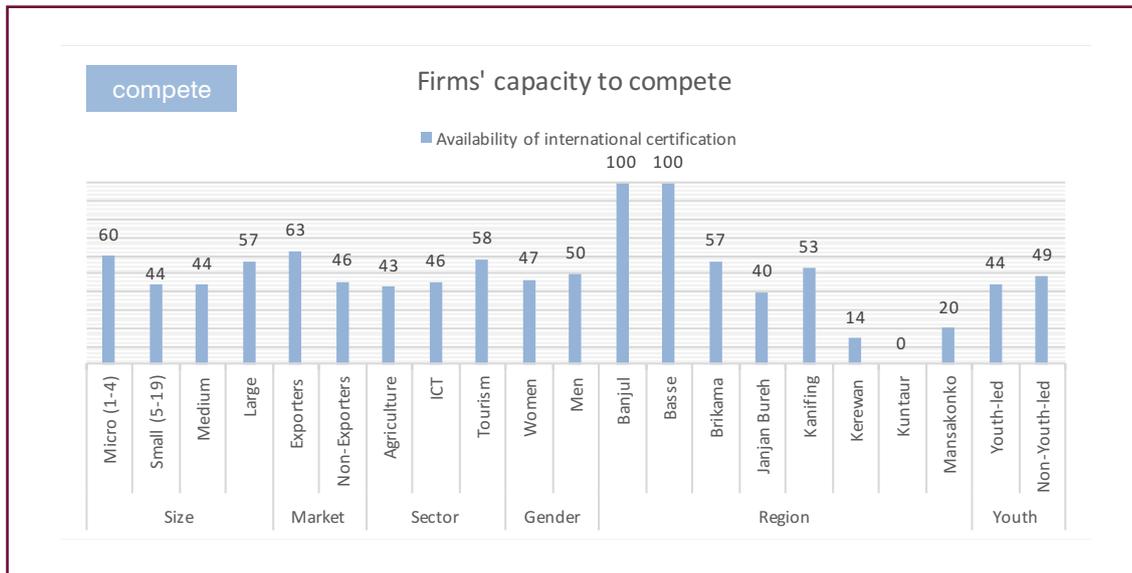
26.– For more details on ITC SME Competitiveness Survey, visit: <http://www.intracen.org/SMECS/>

Below is the decomposition of these lowest performances.

**Firms' ability to compete is mostly hindered by the low level of compliance with international standards.** This is shown by the relatively low scores registered for that particular question, especially when comparing them to the other indicators under the compete pillar. The enterprises that are the most affected by this are medium and small-sized enterprises (the most numerous), mostly in the agricultural sector.

The issue affects non-exporting companies, which face certification as a major hurdle to engage in export. Women and youth-led enterprises tend to face this issue more than others and the issue is the most pressing in poorer rural areas such as Janjanbureh, Kerewan, Mansa Konko and Kuntaur LGAs.

Figure 20: Availability of international certification



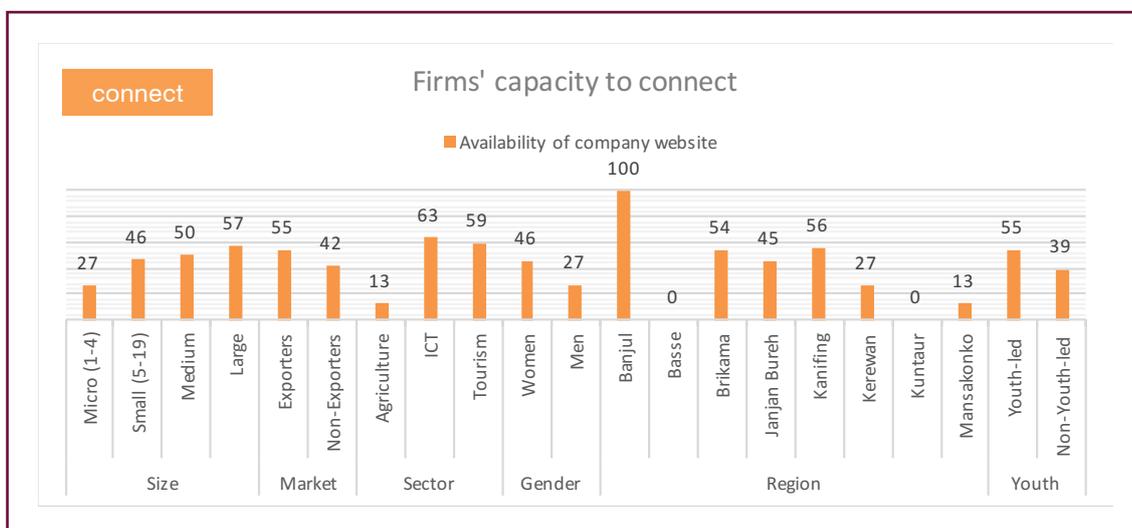
Source: ITC SMECS, The Gambia, 2017.

**Note:** The results presented on the axis are segmented by category: firm size (micro: one to four employees; small: five to 19 employees; medium: 20–50 employees; and large: 50 and more), market orientation (exporters when the company does export and non-exporters when the company only supplies the local market), sector (agriculture, ICT and tourism), gender (gender of the top manager), region (the eight districts of The Gambia), and youth (youth-led means the manager is less than 35 years old and non-youth-led means the manager is older than 35).

Firms' ability to connect with suppliers and customers is mostly hindered by the absence of company websites. It concerns mostly micro-level and non-exporting enterprises, although it is surprising to see exporters scoring low. Agricultural companies are the most affected compared to

the two other sectors. Youth-led companies tend to be more aware of the necessity to have a company website. In terms of regional distribution, Kerewan, Kuntaur and Mansa Konko LGAs, the poorer regions with limited access to Internet, are without doubt the most affected.

Figure 21: Availability of a company website



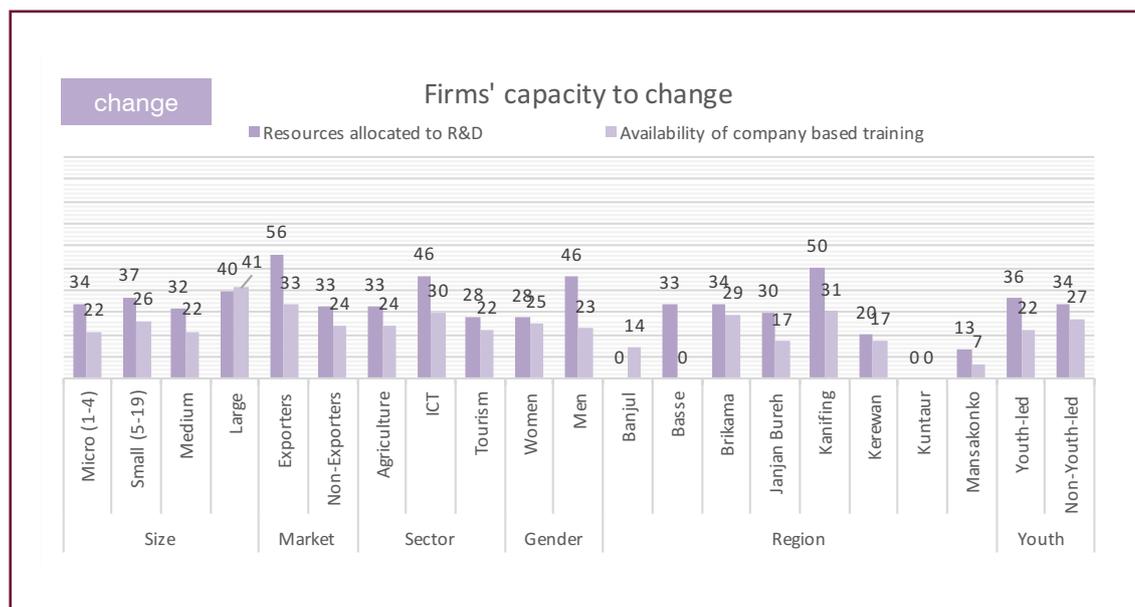
Source: ITC SMECS, The Gambia, 2017.

Firms' capacity to evolve according to market needs is the lowest and is mostly limited by their lack of investment in employees' skills and R&D. The survey asked companies if they had an available training activity to overcome the lack of skills and to rate resources secured for R&D. Figure 20 presents the resulting scores and shows particularly low scores for both. The low performance appears across all categories of companies. The only companies appearing to invest more in both training and R&D are larger firms, which have superior financial capacity. Exporters also tend to invest in R&D as a necessity to remain competitive in the international and regional markets.



Source: ITC

Figure 22: Resources on training and R&D



Source: ITC SMECS, The Gambia, 2017.

**Assessment of the business ecosystem using SME Competitiveness Survey (SMECS) results**

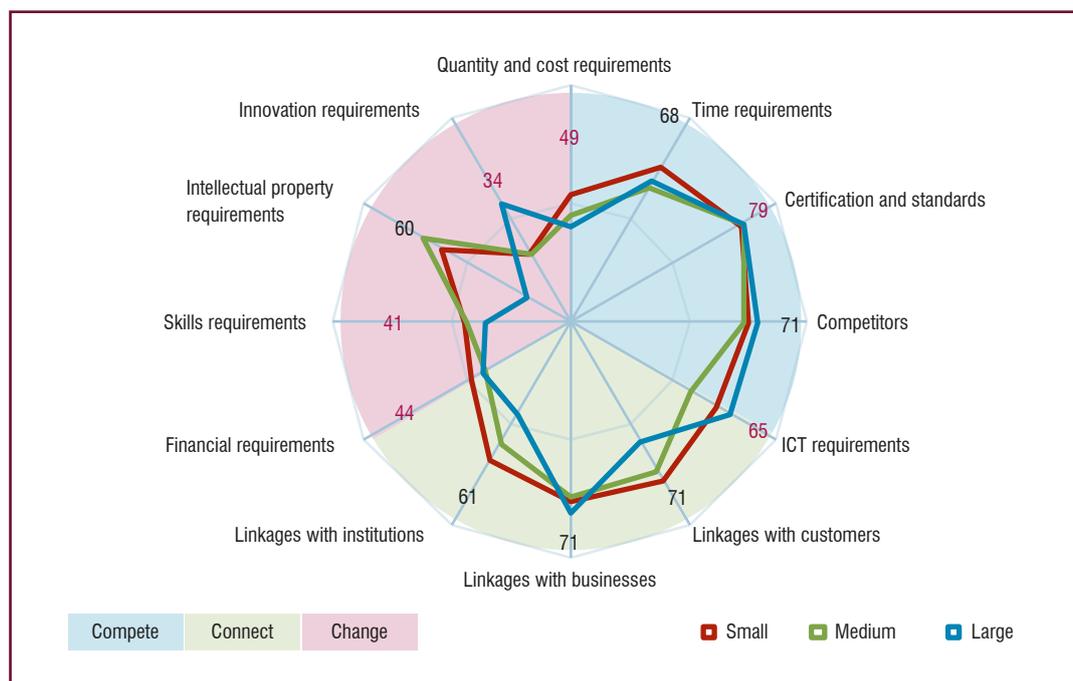
The term business ecosystem, as used in this report, refers to factors that are external to the firm, but within its micro-environment. While many external factors affecting firms' capacity to compete are determined at the national level and affect the overall economy, conventional wisdom is that a firm's level of competitiveness is also shaped by its micro-environment. As Porter puts it: 'It is hard to concoct a logic in which the nature of the arena in which firms compete would not be important to performance outcomes.' (Porter, 1998)

For SMEs, the business ecosystem is particularly crucial, because it is mainly determined by external factors.

In contrast, large firms are often in a position to shape their business ecosystem. Lead firms often set value chain-specific standards and facilitate access to machinery, training and even trade finance. The business ecosystem of SME participants in the chain thus becomes conducive for internationalization. (SMECO, 2015)

The business ecosystem includes factors that are local or industry related, but that are external to the firm and influence its capacity to compete, connect and change. Typically, these factors take one of the following three forms: private sector services suppliers or accessible services platforms, local or industry specific institutions and associations, and local or industry specific infrastructure.

Figure 23: Business ecosystem assessment



Source: ITC SMECS, The Gambia, 2017.

Figure 23 presents the assessment results for the business ecosystem in which firms operate. The overall results show that the **capacity to change is the most affected once again**. There is, however, more variation between small, medium and large firms and how these external factors affect them, compared to the situation at the firm-level capabilities previously analysed. A very interesting example is the intellectual property requirements, which clearly become a problem only for larger firms. This demonstrates that these types of preoccupations start to be noticed by the entrepreneurs only after they were able to overcome hurdles to develop a well-established product and not at the early stages of the firm's life. The results also show that there are areas in which the business ecosystem tends to impede firms' ability to compete and to connect (to a lesser extent). Among all indicators, the ones ranging the lowest in each category are:

- Quantity and cost requirements
- Financial requirements
- Skills and innovation requirements.

Below is the analysis of each category with the lowest performances.

**The main external issue affecting companies' price competitiveness is access to electricity.** This issue is rated by all types of companies as much more pressing than access to water. It is to be noted that, even though this affects all types of companies, large firms report this to be a major problem for them. Power outages or power cuts occur almost daily across the country. Most businesses have

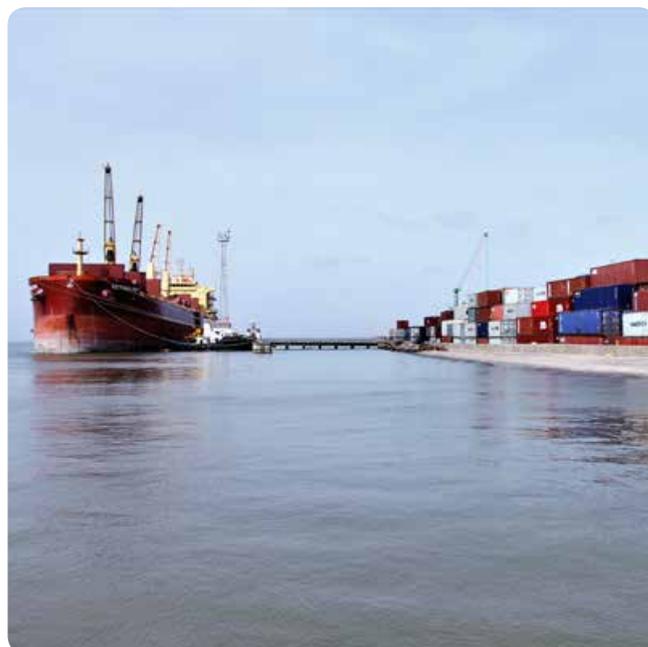
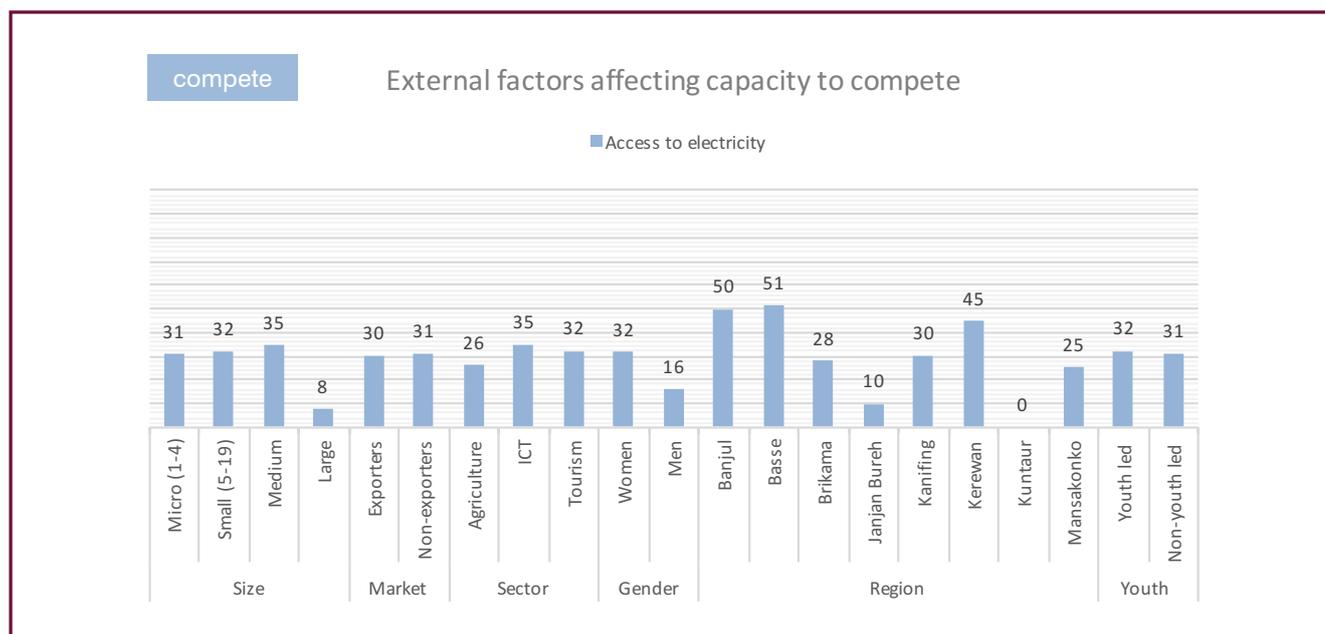


Photo: ITC

generators, but the high cost of fuel to power them limits the development of processing in the agriculture and ICT sectors. In terms of regional distribution, the access to electricity is particularly limited in all rural areas, but specifically in Brikama, Janjanbureh, Kanifing, Kuntaur and Mansa Konko LGAs. The rural areas have yet to benefit fully from the Rural Electrification Project.

Figure 24: Access to electricity

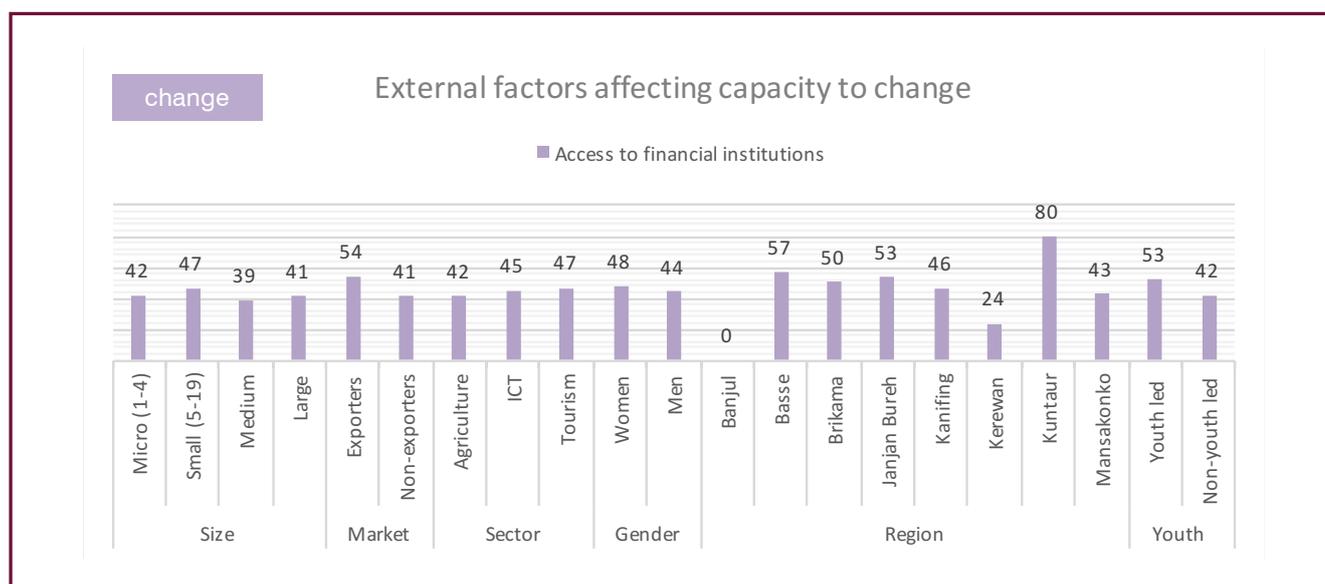


Source: ITC SMECS, The Gambia, 2017.

Access to financial institutions is a major obstacle to the current operations of MSMEs, negatively impacting their capacities to change. Results show (see figure 23) that medium and large firms particularly lack access to appropriate financial services to develop their operations further. This is particularly true for non-exporting companies. Through various consultations and during the Youth Employment Forum organized in the context of the Youth and Trade Roadmap,

it appears that commercial banks are unwilling to give up on their traditional lending instruments to accommodate the financing needs of low-income groups. As it appears, the agricultural sector seems to face greater issues in accessing finance. Poor rural farmers are unable to access financial services, because they are unable to meet their capital contributions and provide collaterals.

Figure 25: Access to financial institutions

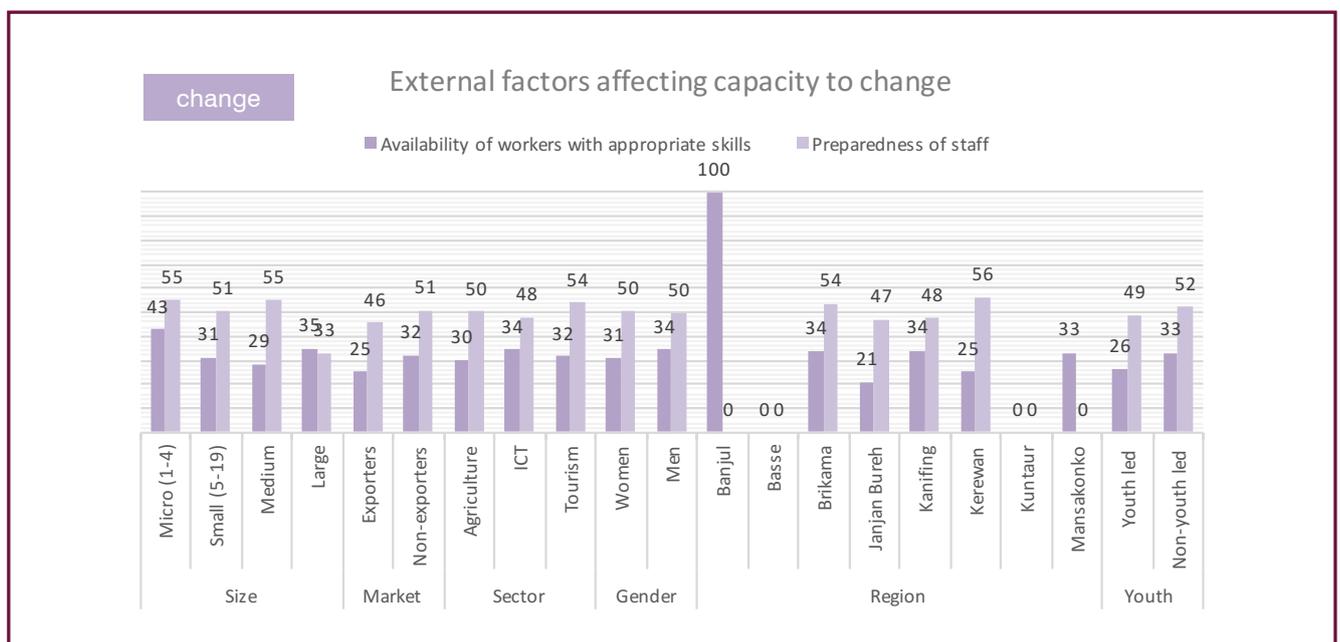


Source: ITC SMECS, The Gambia, 2017.

**Skills mismatch is a major factor affecting the capacity of firms to change and remain competitive.** Figure 25 presents a breakdown of results related to the quality of the education system by assessing the employees that firms are hiring from the local workforce. Two particular aspects are assessed: the difficulty to find appropriate skills and the level of employees' preparedness to integrate with the work environment (which is linked to the worker's previous experience, in apprenticeships or internships, for instance). The overall results show a very high difficulty to find appropriate

skills in the workforce. This is especially the case for small, medium and large companies, both exporting and non-exporting. Basse, Janjanbureh, Kerewan, and Kuntaur LGAs are particularly affected by this skills mismatch. Preparedness of staff has a comparatively higher score, but is still particularly problematic for large companies. The next chapter focuses on the skills gap analysis across the three sectors of agriculture, tourism and ICT to provide a better understanding of the root causes of the skills mismatch.

Figure 26: Quality of the workforce and education



Source: ITC SMECS, The Gambia, 2017.

Note: When score indicates 0, no data was reported.

#### Box 4: Snapshot of SME competitiveness main constraints

In line with the trade, social and macroeconomic analysis, the SME competitiveness analysis shows that the major problem faced by firms is their capacity to change and to evolve in line with their markets' dynamics. This issue originates both at the firms' level and also from the business environment in which they operate. *The skills mismatch and the lack of investment in ICT are among the*

*main two bottlenecks for all firms.* The overall business environment is hampered by frequent power cuts and difficult access to finance.

These competitiveness constraints are the root causes of a vicious circle impeding the development of MSMEs, which leads to a long-term concentration on traditional sectors and absence of value addition. These factors prevent the creation of new jobs for the abundant young population.

## SKILLS GAP ANALYSIS

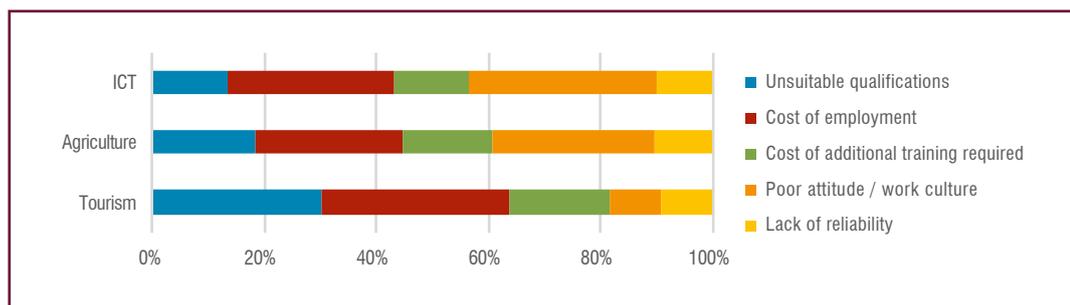
One of the two main challenges facing The Gambia's economy, as also suggested in figure 26, is the low level of skills of the workforce and the skills mismatch between the needs of the private sector and the current job seekers. Close to 60% of the labour force has no formal education. According to the 2012 Gambia Labour Force Survey, 10.9% of the population of 15 years and older had received some vocational training qualification. The adult literacy rate is 51%. Another challenge is that technical and vocational skills development suffers from weak links with the market. Even after graduating, the youth might still lack the appropriate skills needed by the private sector. Often, the youth prefer academic education to technical skills acquisition; this is due to a negative social perception of vocational skills, as well as the weak linkage between vocational training and market needs. Equipping young people with the skills needed to meet market demand is critical for building a strong human capital base and developing MSMEs' competitiveness.

To support the skills gap assessment done during the design phase of the Youth and Trade Roadmap, ITC added a specific module to its SME Competitiveness Survey. The results of the skills gap analysis presented below provide a greater understanding of the issues related to youth recruitment and the occupational skills gap in the three sectors: agriculture, tourism and ICT. Additionally, the survey results help to identify the most-needed occupations and the types of training, internship and mentoring currently provided by MSMEs in the three sectors.

### Youth recruitment across sectors and level of competency

Enterprises in different sectors face different barriers in employing young people. Those in the tourism sector claim unsuitable qualifications to be the greatest barrier. In ICT and agriculture, cost of employment and poor attitude/work culture seem to pose the greatest challenges.

Figure 27: Overview of barriers in employing young people by sector

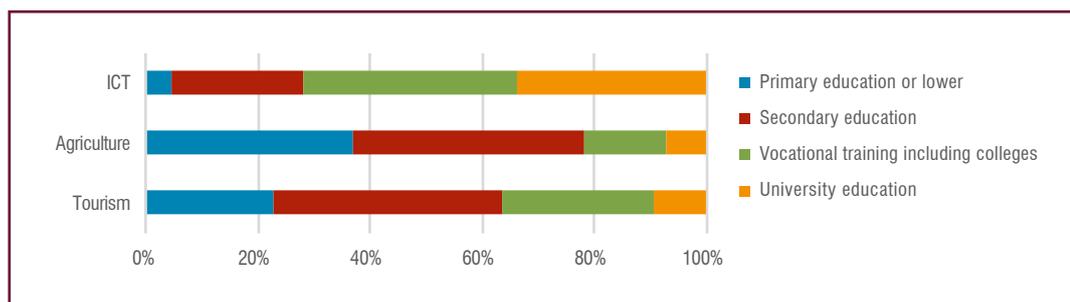


Source: ITC SMECS, The Gambia, 2017.

The pattern on employees' level of education varies across sectors. Secondary education or lower seems to dominate the tourism and agriculture sector (accounting for more than 60%), but more so for the latter. The share of employees with

vocational training and university education is the highest in the ICT sector. Notice that, in agriculture, the share of firms hiring employees with vocational training represents only 14%.

Figure 28: Level of education of employees by sector

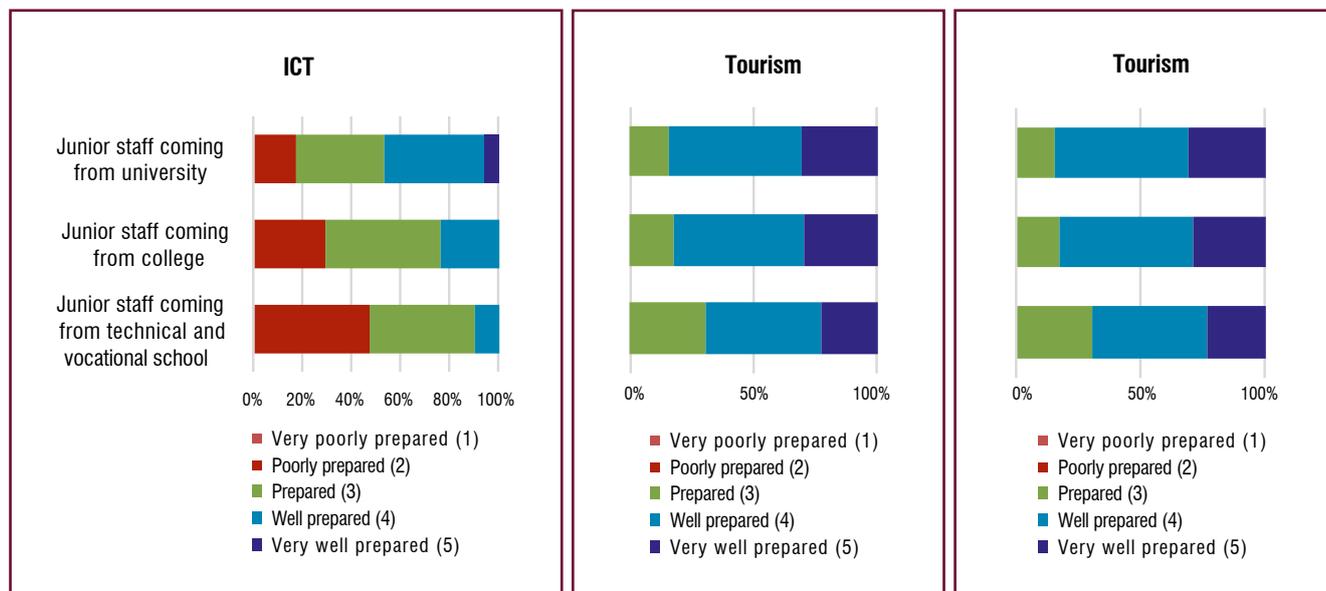


Source: ITC SMECS, The Gambia, 2017.

The general trend shows that junior staff coming from university are better prepared to perform successfully in their jobs than those coming from colleges or vocational and technical schools. Employees in the ICT sector are the least

prepared compared to all other sectors. This may be explained by the fact that the expectations and the level of skills and education needed to be competitive in the ICT sector are higher than that in tourism or agriculture.

Figure 29: Preparedness of staff by level of education (blue shades indicate higher level of preparation)



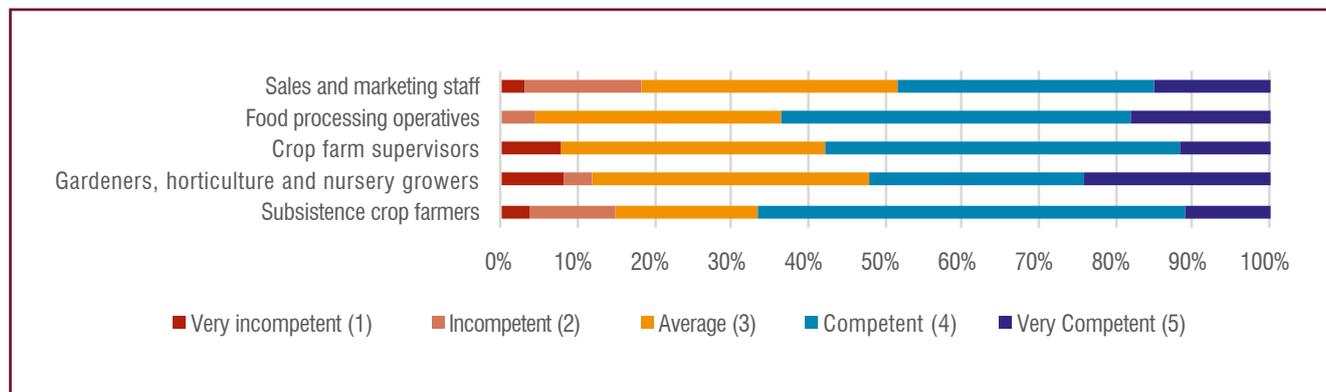
Source: ITC SMECS, The Gambia, 2017.

### Occupational skills gap at the sector level

The competency of employees in different occupations within the sector also varies. In agriculture, an occupation that involves simple tasks employs fairly competent employees, with more than 60% of subsistence crop farmers rated competent. The level of competency decreases in occupations that involve a higher level of complexity or business skills.

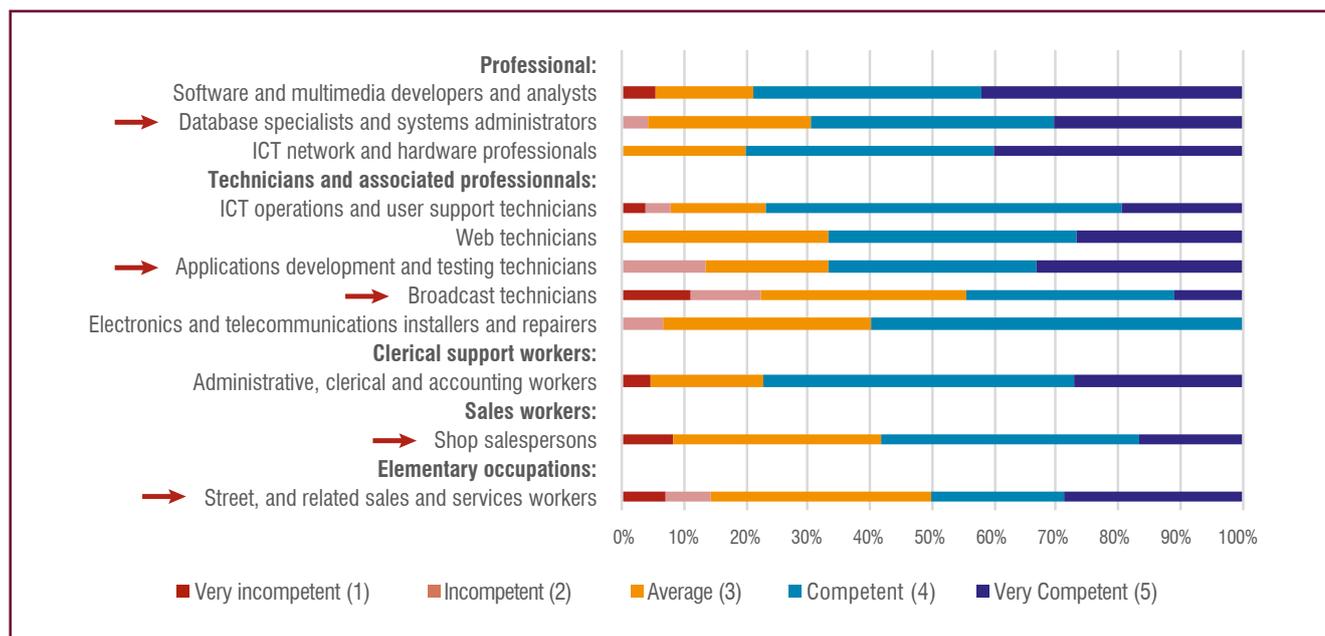
In ICT, this is not necessarily the case. Professionals whose occupations involve a higher level of task complexity are rated competent, with 80% of respondents claiming software and ICT network and hardware professionals to be competent. Meanwhile, lower-level occupations such as broadcast technicians or elementary occupations such as street and related sales and services workers are considered to face competency level problems.

Figure 30: Level of competencies – agriculture



Source: ITC SMECS, The Gambia, 2017.

Figure 31 : Level of competencies – ICT

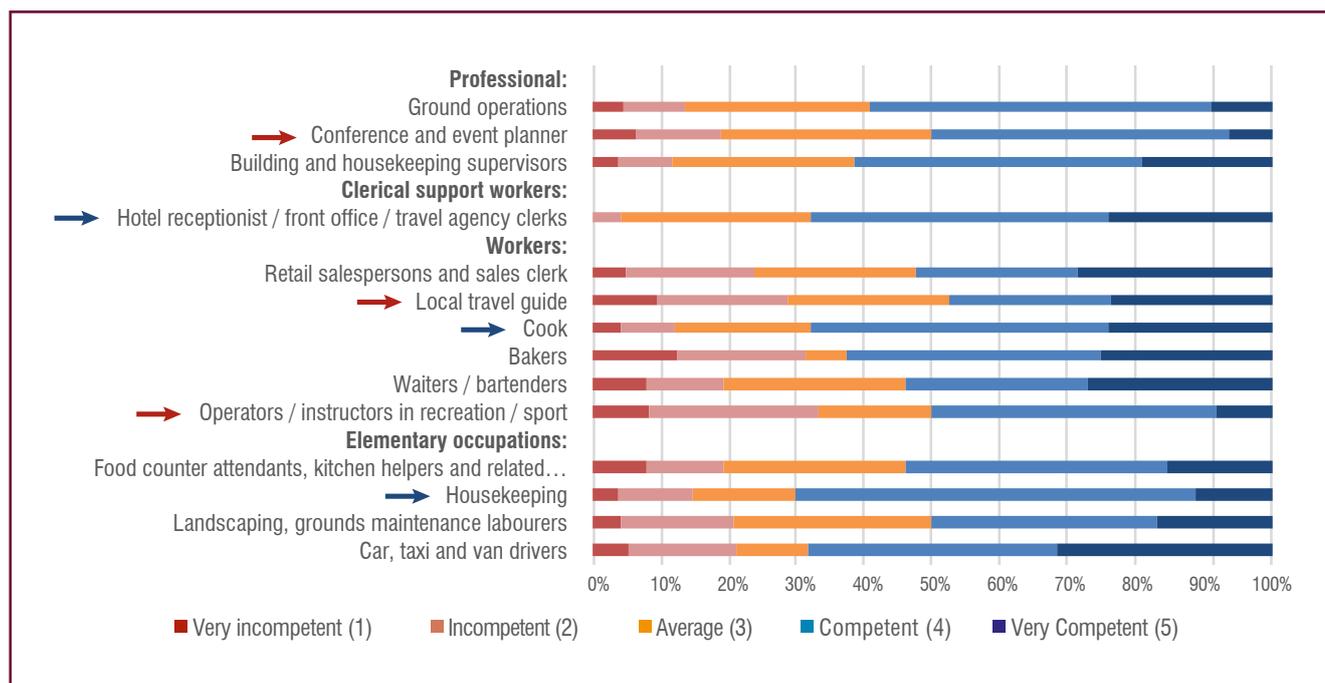


Source: ITC SMECS, The Gambia, 2017.

In tourism, the competency level is relatively mixed across the type of occupations and their complexity. It is important to note that the overall competency level is lower than the other sectors. This might be due to the fact that the sector is facing direct feedback from European tourists on the quality of the services level. There are three occupations

that seem to present a clear lower competency level: operators and instructors in recreation and sports, conference and event planners, and local travel guides. Additionally, professions such as bakers present a relatively high level of incompetency.

Figure 32: Level of competencies – tourism



Source: ITC SMECS, The Gambia, 2017.



Source: ITC

### Most-needed occupations at the sector level

The following occupations in the three sectors, agriculture, ICT and tourism, are sorted based on the magnitude of the skill gap, which is measured by the frequency of that occupation appearing on the most-needed list of respondents and the level of difficulty of finding a person with appropriate skills that match the job description.

### Most-needed occupations in agriculture

The top five occupations needed in agriculture are: food processing operatives and growers, gardeners, horticulture and nursery growers, food processing operatives, sales and marketing staff and agronomist/farming advisers.

These occupations are mostly mid-level and management positions that require either specific education in agronomy or agribusiness. As described previously, the general education in agriculture is relatively low, which explains the need for qualified positions with technical or business skills.

**Table 2: Most-needed occupations in agriculture**

Occupations	Score
Food processing operatives	26
Crop farm supervisors and growers, gardeners, horticulture and nursery growers	21
Sales and marketing staff	20
Agronomist/farming advisers	11
Subsistence crop farmers	6
Food and related products, machine operators (packaging)	4
Agricultural technicians (production)	4
Administrative, clerical and accounting workers	3
Production manager	3
Agricultural labourers	1

Source: ITC SMECS, The Gambia, 2017. (Partial results displayed. Complete list available upon request.)<sup>27</sup>

27.– The score is the sum of points accumulated by its occupations based on the number of occurrences and position given by the respondent for the three most-needed occupations (1<sup>st</sup> place: three points; 2<sup>nd</sup> place: two points; and 3<sup>rd</sup> place: one point).

### Most-needed occupations in ICT

The most-needed occupations in ICT with the largest skill gaps are: software and multimedia developers and analysts, applications development, ICT network and hardware professionals, web technicians, database specialists and systems administrators. The wide disparity between staffing

needs and qualified applicants, particularly in those occupations that require highly technical or specialized skills, indicates a shortage in skilled workers. While finding a promising candidate to fill such positions has proven difficult (perhaps because of the specificity of the skills needed), those who succeeded to secure the positions are typically competent (shown in the previous chart).

**Table 3: Most-needed occupations in ICT**

Occupations	Score
Software and multimedia developers and analysts	19
Applications development and testing technicians	13
ICT network and hardware professionals	10
Web technicians	9
Database specialists and systems administrators	9
Information technology and telecommunications directors	6
Sales and marketing	5
Shop salespersons	5
Electronics and telecommunications installers and repairers	3
Personal services workers	3

*Source:* ITC SMECS, The Gambia, 2017. (Partial results displayed. Complete list available upon request.)

### Most-needed occupations in tourism

The most-need occupations in the tourism sector with the largest skill gaps are: cooks, housekeeping, waiters and bartenders, and hotel managers. The wide disparity between staffing needs and qualified applicants, particularly

in those occupations that require highly technical or specialized skills, indicates a shortage in skilled workers. While finding a promising candidate to fill such positions has proven difficult (perhaps because of the specificity of the skills needed), those who succeed to secure the positions are typically competent (shown in the previous chart).

**Table 4: Most-needed occupations in tourism**

Occupations	Score
Cook	24
Housekeeping	10
Waiters/bartenders	7
Hotel manager	6
Retail salespersons and sales clerks	5
Restaurant and food service managers	2
Tour guides	1

*Source:* ITC SMECS, The Gambia, 2017. (Partial results displayed. Complete list available upon request.)

## Types of training, internship and mentoring provided to overcome the current skills gap

The majority of the companies report that they provide on-the-job training to overcome the skills gap. The most common method used by companies to upgrade their

employees' skills is to use experienced staff (92%) to deliver the training, and more than 50% use experts and 30% use foreign experts. Only 30% of the companies provide training through vocational schools. The delivery of training through online training represents 20%, but it is actually only present in the ICT sector.

Figure 33: Types of training and mentoring provided



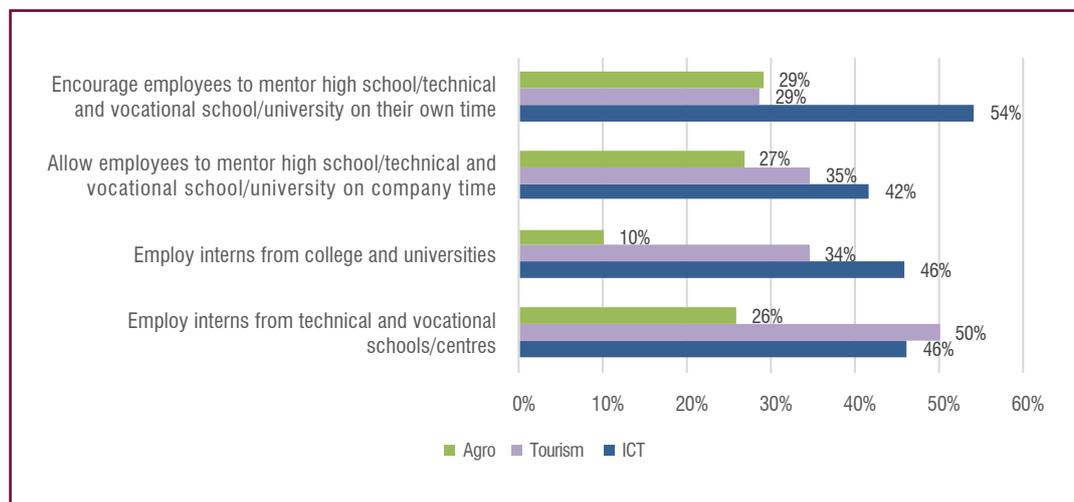
Source: ITC SMECS, The Gambia, 2017.

Less than half of the companies employ interns and only a few companies facilitate mentorship, with the exception of the ICT sector.

Our findings earlier reveal that employees in the ICT sector are the least prepared compared to those in all other sectors, and employers in the ICT sector are, in fact, the most active in youth training. The share of enterprises in ICT that encourage employees to mentor high school/technical and vocational school/university interns in their own time is more than twice as high as that in agriculture and three times as high as that in tourism.

The share of enterprises employing interns from colleges and universities in agriculture is considerably small compared to that in tourism and ICT. As explained earlier, this is not surprising; enterprises in agriculture employ staff with a lower level of education compared to enterprises in ICT and tourism. This is attributed to the fact that a higher level of skills or education is needed to be competitive in the ICT and tourism sectors. On the contrary, it is very surprising to see that only 40% of companies in the tourism sector employ interns from TVET, where it should be integrated as part of the curriculum.

Figure 34: Facilitation of mentorship or internship by firms in key sectors



Source: ITC SMECS, The Gambia, 2017. Results present a positive answer.

## TVET AS A CATALYSER OF YOUTH INTEGRATION

The overall employment rate of TVET graduates differs from one year to another and it is difficult to provide a realistic estimation given the scarcity of data. The NYSS and GTTI Tracer Study supported by the United Nations Development Programme (UNDP) found that, in 2009, the employment rate of TVET graduates was 44.6%, but declined during the years 2010 and 2011 to reach 34.7% in 2013. Despite the strong demand for TVET, lack of investment and low capacity of the training institutions constrain success. Also, several studies point out that the training content is not relevant to the market and that better labour market information is needed for adequate identification of skills gaps. There is still a significant disconnect between labour market demand and labour supply. This is mainly due to a very limited and ad hoc interaction between the TVET and the private sector as well as a low curriculum review frequency.

According to the tracer study, 20% of TVET graduates work in jobs that are not the same as the one for which they were trained. The sector also suffers from overall poor coordination and insufficient monitoring, outdated curricula, low teachers' qualifications and obsolete equipment and facilities. Furthermore, training services are not evenly available in the country. According to the 2007–2015 Poverty Reduction Strategy Paper II (PRSP II), the lack of skills development centres and access to training services in rural areas is a challenge that needs to be addressed.

Integrating the young population in the main sectors of the economy obviously goes through a qualification and educational system that is in line with the needs of these sectors. An Asian Development Bank report into Good Practice in TVET notes: *'The most important factor in TVET is the relationship of training outputs to employers and the job market.'*<sup>28</sup> The TVET structure and efficiency plays the role of a catalyser in this regard and is the effective first step to conciliate young populations with trade-related sectors' needs. As such, skills development and TVET provider strengthening is the first lever of action on which the SYTDR will concentrate. The following assessment will serve as a basis to develop concrete actions to improve TVET delivery and ensure it is aligned with the skills requirements of Gambian business community.

This section will describe and assess the current TVET system in order to identify required adjustments for it to provide those skills that are the most needed by the private sector.

### THE GOVERNANCE OF THE TVET SYSTEM

The Ministry of Basic and Secondary Education (MoBSE), the Ministry of Higher Education, Research, Science and Technology (MoHERST) and the Ministry of Trade, Industry, Regional Integration and Employment (MoTIE) are the governing institutions for vocational training. MoBSE and MoHERST are responsible for different levels of vocational training qualification, whereas the MoTIE is mandated to convey the private sector's needs and interests in the design of curricula.

In 2015, the **National Accreditation and Quality Assurance Authority (NAQAA)** replaced the National Training Authority (NTA) as the statutory institution that regulates, supervises and monitors all public and private training institutions. NAQAA is responsible for quality assurance and accreditation of all tertiary and higher education institutions and programmes. This quality assurance is coupled with monitoring exercises to promote compliance at tertiary and higher education institutions. NAQAA's mandate also includes conducting training needs assessments in order to ensure swift readjustment of the TVET system to the economic reality.

The **Gambia Skills Qualifications Framework (GSQF)** was developed in 2002 to support this process as well. The GSQF is a national system of skills standards and qualifications. This is a qualification framework covering technical, vocational and literacy skills. The GSQF includes provisions on formal and informal learning of skills, post-school college or institution-based, on-the-job learning, and full-time and part-time learning. The development of the GSQF policy document recognizes the need for an accreditation of prior experiential learning (APEL) system, which would allow full recognition of informal training for entering tertiary education. However, the quality assessment guidelines have not been developed to this day and the GSQF encounters challenges for its implementation. It has been unable to create a culture where qualifications are only awarded to those who have met the performance criteria set by the skill standards, thus ensuring that the awards are valued and respected.<sup>29</sup>

The Gambian Government finances public TVET providers through an annual subvention mechanism. Private TVET institutions are financially autonomous and use tuition fees and/or donor funding as main sources of financing.

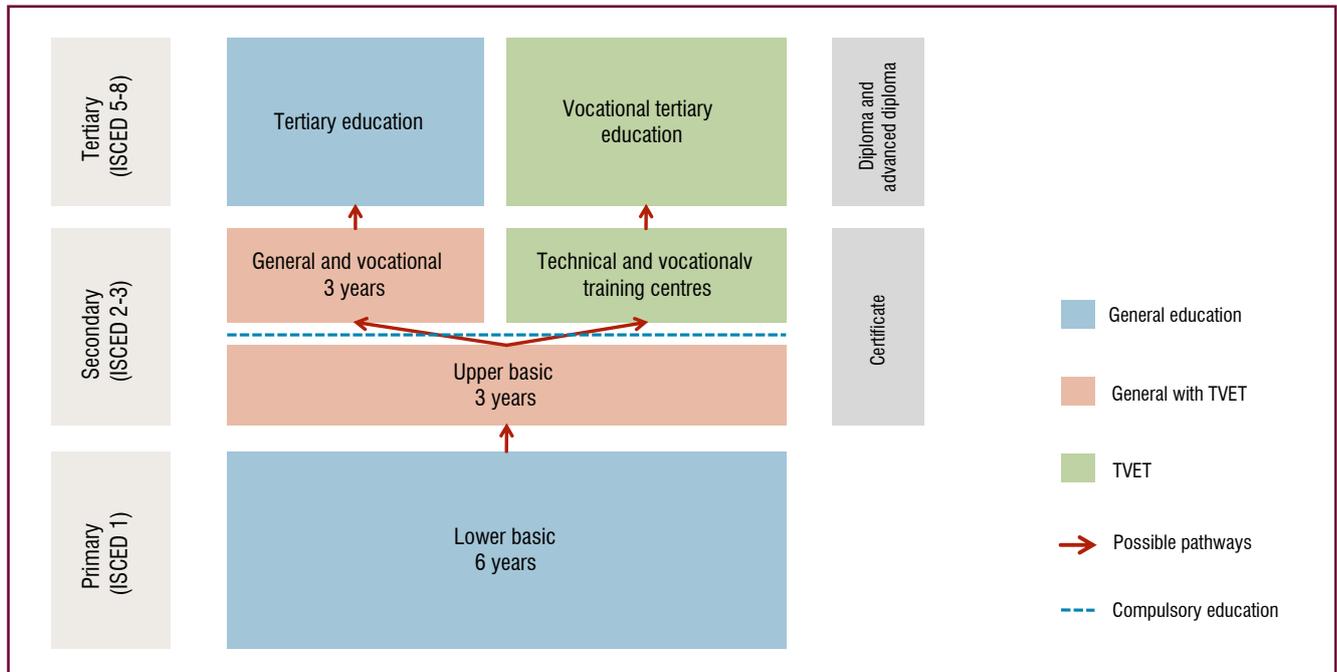
28.– ADB. 2009. *Focus on Education. Good Practice in Technical and Vocational Education and Training*. Manila: ADB p.3.

29.– Linking Recognition Practices and National Qualifications Frameworks, UNESCO Institute of Lifelong Learning, 2013.

## THE TVET EDUCATION STRUCTURE

TVET is currently comprised of 110 tertiary institutions, with 68 licensed and accredited providers by NAQAA.<sup>30</sup>

Figure 35: TVET education structure in The Gambia



Source: World TVET database – The Gambia, UNESCO-UNEVOC, 2015.

The TVET education starts to be provided upon completion of the primary education, which takes six years (lower basic). The mandatory upper basic education starting at the secondary level integrates some first elements of TVET. At this level, the curriculum is composed of both general subjects (languages, mathematics, science and social and environmental studies) and more specialized subjects that include, among others, an introduction to vocational subjects such as agricultural science, arts and crafts, music, metal work, woodwork, home economics, information and communications technology (ICT), technical drawing, and technology and engineering.

Once the mandatory education is completed, the senior secondary level offers the choice between specialized TVET programmes at TVET institutions or a more general education mostly aiming to prepare students for university. However, those senior secondary schools also integrate vocational subjects such as technical drawing, metal work, woodwork, electricity, and motor mechanics. English and mathematics remain compulsory subjects.

Tertiary-level TVET programmes are provided by institutions such as The Gambia Technical Training Institute (GTTI) and typically last between one (for certificate level) and four years (for diploma level). Subjects at this level include skills demanding high qualifications such as motor mechanics, metal machining, welding, metal fabrication, refrigeration and air conditioning, electrical installation, motor vehicle body works, carpentry and joinery, bricklaying, plastering and tiling, and building construction.

In parallel to this formal vocational education, non-formal TVET also exists. The main two delivery modes are through enterprise-level training or traditional apprenticeships. These forms of training are poorly regulated and difficult to track. They are mostly conducted in sectors such as motor mechanics, welding, masonry, jewellery, carving, sewing, and commercial vehicle driving. As mentioned, the GSQF recognizes these types of vocational training, but has not yet developed an accreditation of prior experiential learning (APEL) system for young people to meet entry requirements of higher-education institutions based on their informal trainings.<sup>31</sup>

30.– Source: list provided by NAQAA in April 2017.

31.– World TVET database – The Gambia, UNESCO-UNEVOC International Centre for Technical and Vocational Education and Training, October 2015.

## THE QUALIFICATION FRAMEWORK AND QUALITY ASSURANCE

As mentioned, the GSQF is currently administrated by NAQAA. The GSQF integrates standards, coherent levels, qualifications and processes. These are reviewed constantly in order to ensure quality consistency.

All training and assessments of students carried out by TVET institutions are subjected to an additional external assessment by NAQAA. Certificates and diplomas are only delivered once NAQAA accomplishes its external assessment. Other institutions involved in the quality assurance include relevant public institutions for specific sectors such as the National Water and Electricity Company and The Gambia Ports Authority.

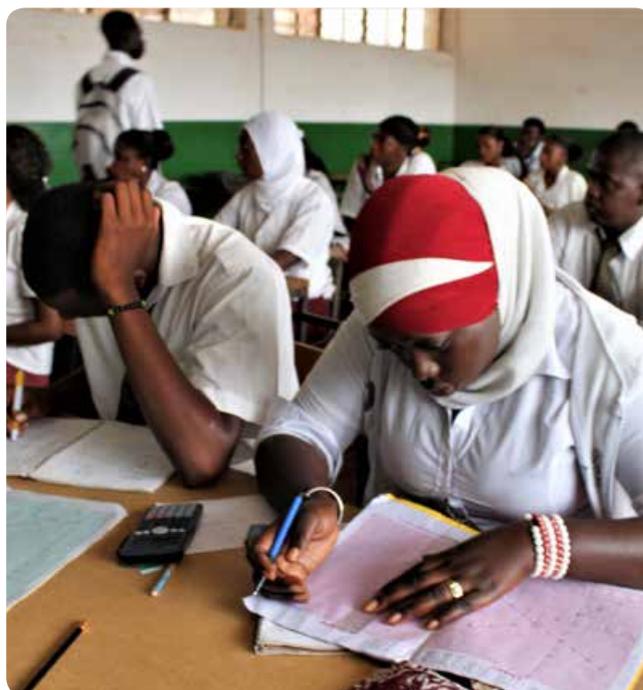
The Gambia Technical Training Institute (GTTI) and The Gambia College are responsible for TVET teachers and trainers capacity building. Training courses are a combination of classroom-based work and field experience through work placement. Teachers are awarded the Higher Teachers' Certificate (HTC) and the Further and Adult Education teachers' certificate (FAETC) once they complete these programmes.

## TVET MAPPING

The TVET landscape in The Gambia comprises public and non-state training institutions. **The public TVET institutions registered by NAQAA** include The Gambia Technical Training Institute (GTTI), Gambia Tourism and Hospitality Institute (GTHI), Management Development Institute (MDI), Gambia Telecommunications and Multimedia Institute (GTMI), and The Gambia College, the Rural Development Institute (RDI) in Mansa Konko, (which includes a skills training facility of GTTI), Gambia Press Union School of Journalism, School for enrolled nurses and midwives and West African Insurance Institute. Most tertiary institutions offer courses both at certificate level and diploma. There are seven higher education institutions in the country, of which University of The Gambia is the most important.<sup>32</sup>

The Ministry of Youth and Sports further coordinates tertiary training centres such as the President's International Award (PIA), The Gambia Songhai Initiative (GSI) and the National Youth Service Scheme (NYSS). According to the forthcoming National Development Plan of The Gambia 2018–2021 and the revised Education Sector Policy, the long-term objective is to transform GTTI into a technical university.

When looking at the spread of the 68 NAQAA-licensed TVET institutions through the country, an acute geographical concentration emerges. Approximately 70% of licensed TVET providers are located in Banjul and Kanifing LGAs.



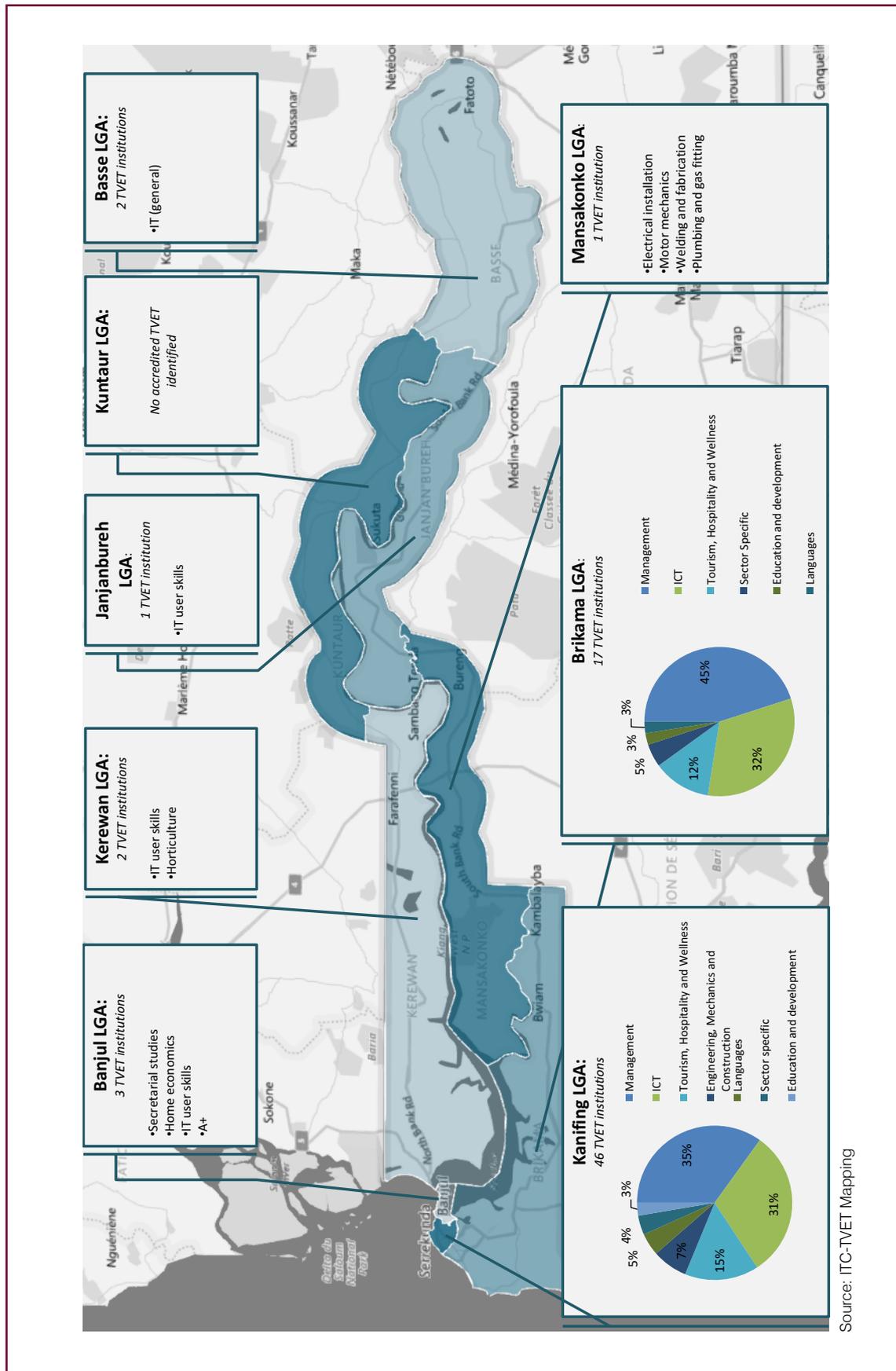
Source: ITC

Another 23% of TVET institutions are located in the Brikama LGA, which is adjacent to Kanifing LGA. In the rest of the country, two institutions operate in Kerewan LGA (and, in future, in Slikenni Computer Training Centre and Njawara Agricultural Training Centre), one in Mansa Konko (GTTI's Rural Skills Training Centre – RSTC), one in the Janjanbureh LGA (Janjanbureh Training Centre) and two in Basse LGA (Gambia Telecommunications and Multimedia Institute and GTTI's Julangel Skills Training Centre). No accredited TVET institutions operate in the Kuntaur LGA. In line with MoHERST's plans to establish modern skills training centres in rural areas, GTTI is currently revamping two new rural annexes: Ndemban Skills Training Centre in the West Coast Region and Julangel Skills Training Centre in the Upper River Region.

**Programmes covered by training institutions are concentrated in two regions: Kanifing and Brikama.** Kanifing LGA provides the full scope of programmes provided by TVET in The Gambia, whereas Brikama includes all of the same areas, except for engineering, mechanics and construction. This concentration is in line with the concentration of the population and economic activity around the coastal area. In Kerewan LGA, the Njawara Agricultural Training Centre provides horticulture-related training. In Banjul LGA, the primary topics are management-related. **In the rest of the country, licensed institutions cover only ICT-related topics and heavily concentrate on IT user skills, which provides basic computer literacy.** It is important to stress the absence of registered TVET institutions in the fields of agriculture or manufacturing and processing in the LGAs upriver, besides The Gambia Songhai Initiative (GSI) and Njawara Agricultural Training Centre in Kerewan.

32.– Feasibility Study on Inactive Youth and Interventions, Draft report, April 2017 – World Bank and MoHERST

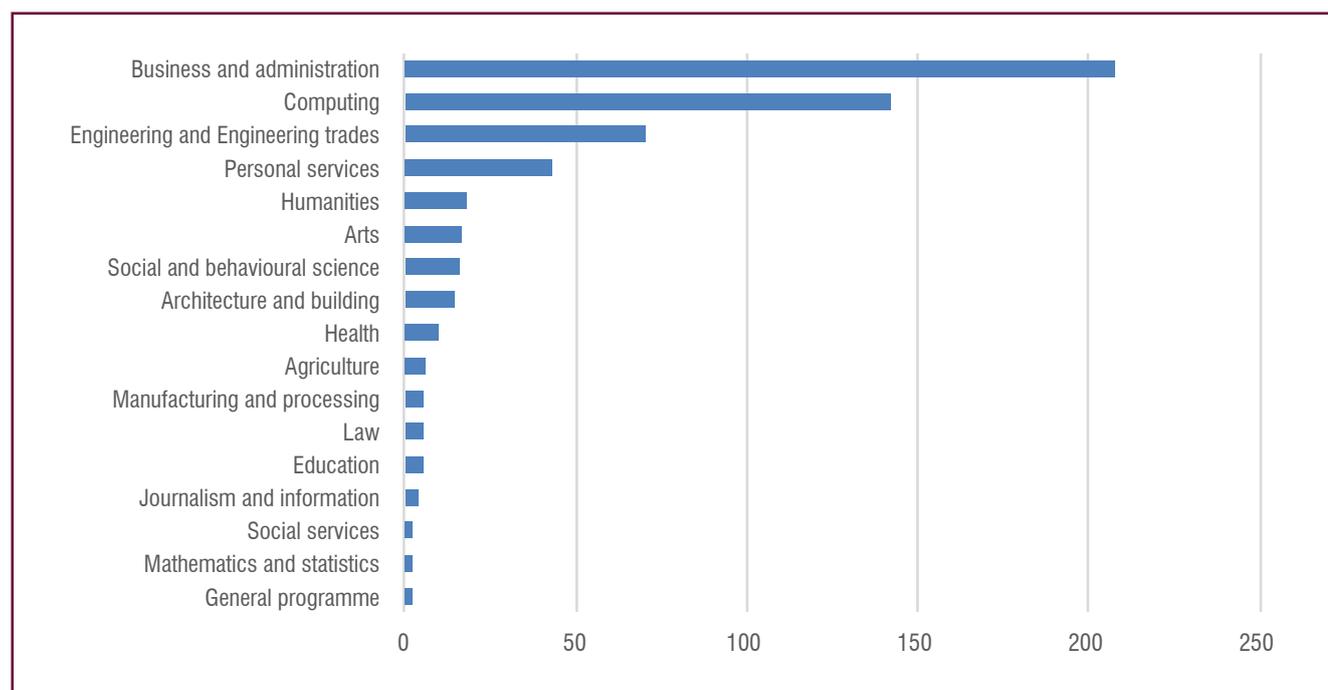
Figure 36: NAQAA-registered TVET institutions mapping, clear gap between the coastal area and other LGAs



The programmes offered by the TVET providers are concentrated on business and administration (37%), computing (25%) and engineering (12%). It is again important to

note that only six programmes on agriculture and five on manufacturing and processing are available across the 68 licensed TVET providers.

**Figure 37: Distribution of programmes offered by tertiary (TVET) institutions by field of education**



Source: NAQAA, field based on ISCED, December 2016.

## TVET ASSESSMENT

During the consultative process that led to the design of the SYTDR, a survey was carried out among TVET institutions in order to identify bottlenecks faced by these institutions and to assess the overall performance of the TVET system. The survey covered a sample of 25 TVET providers and the University of The Gambia (see detailed results in Annex III).

### Surveyed TVET profile

Most of the surveyed TVET providers are private and fee based, and the majority concentrate on senior secondary and tertiary levels. Among the surveyed sample, the most supported youth-intensive industries are ICT and agriculture. The largest TVET providers in the sample are GTTI, Quantum NET Institute of Technology (QIT), MDI and the National Coordinating Organization for Farmer Association in The Gambia (NACOFAG), with a combined total of 11,837 students in 2016. In comparison, the University of The Gambia has 2,052 students and the QuantumNET Institute of Technology has 2,000 students for GTTI.

When comparing the total number of students to the number of teachers employed by the institutions, QIT, the Njawara Agricultural Training Centre, Young Men's Christian Association (YMCA) and NACOFAG appear to be understaffed. Among these institutions, three use e-learning and mobile learning tools. However, the Njawara Agricultural Training Centre and Empretec count approximately 132 and 44 students respectively for one teacher and do not use e-learning.

Among surveyed institutions that provided information about their enrolment breakdown by gender, half appear to have a majority of males and half a majority of female students. This reflects the findings of the 2010 World Bank study, stating that female trainees represented almost half the enrolments. A particular majority of female students can be identified at the Golden Hands Foundation Academy (GHFA), and the Saas Cosmetology and Skills Academy, where females represent 98% and 100% respectively of the trainees.

## Achievements to build upon

The survey highlights progress in a number of areas, compared to the previous assessments carried out in 2010, notably by the World Bank. These areas of improvement are concentrated on a better integration of youth-specific services and roles within the mandates and delivery of the institutions, an improved quality assurance system, continued efforts to integrate entrepreneurship and mentorship courses, and increased awareness of the need to better connect with the private sector and among other TVET institutions. However, additional efforts are still required in all of those areas. Among these points, two are of specific interest.

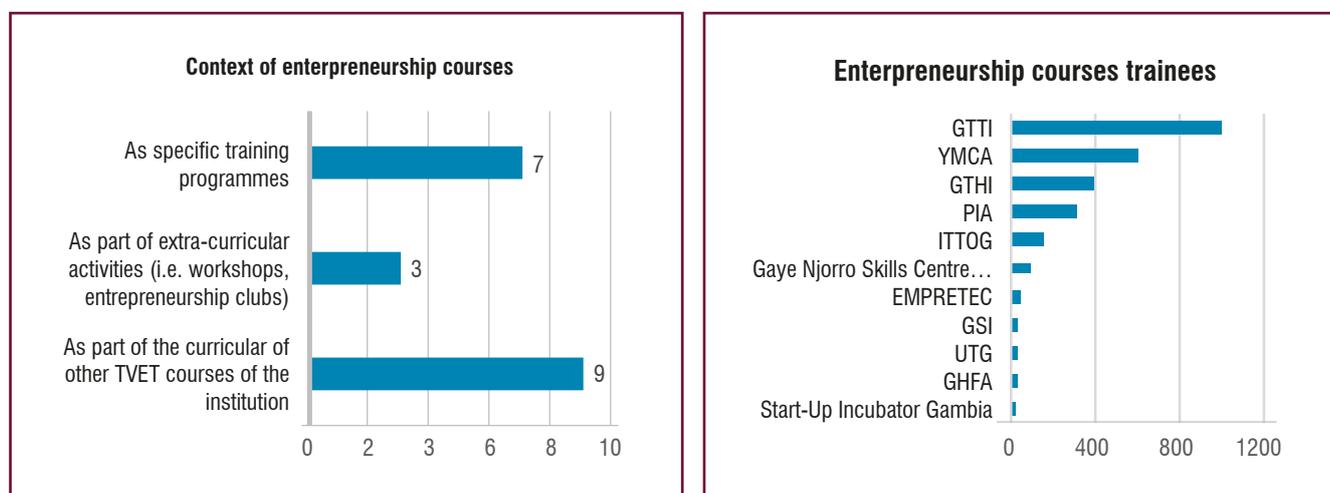
**The survey demonstrates that entrepreneurship support appears to have spread among TVET institutions and most of them (20 out of 25) now integrate at least some form of training on entrepreneurship.** Seven of the surveyed institutions have a dedicated training programme, whereas the others integrate the subject within broader courses or extra-curricular activities. These courses all cover basic areas such as generating business ideas, market research, developing a business plan and product development. UTG, Empretec, the Startup Incubator Gambia, the NACOFAG, GHFA, FTS and YMCA go one step further and provide training on investors' pitching and international market access. A total of 3,567 young people were trained in entrepreneurship courses, GTTI being the main provider.

In some cases, this support goes beyond the provision of courses. Some institutions provide in-market promotion services targeting young entrepreneurs. Others, mainly the National Enterprise Development Initiative and Startup Incubator Gambia, also accompany young people through the steps required to set up a personal business. However, this type of support remains marginal and will need to be reinforced.



Source: ITC

Figure 38: Entrepreneurship courses overview



Note: Among the 25 institutions surveyed, 20 provide entrepreneurship courses.

Table 5: Achievements highlighted by the TVET survey

Achievement	Details	Need for action	Proposed consolidation action
<b>Mandates and roles – better integration of youth-specific services and roles within the mandates and delivery of the institutions</b>			
Widespread involvement in youth policy formation	Twenty-four out of 25 surveyed institutions are involved in youth education and training-related policies and provide relevant information required to sharpen policy orientations. Many institutions are also involved in additional policy themes relevant to youth, such as employment, youth civil participation and entrepreneurship.		<ul style="list-style-type: none"> <li>Develop an inter-ministerial coordination platform with industry representation.</li> <li>Involve GHFA and Future in Salikenni in youth policy design.</li> <li>Broaden scope of policy involvement of GTTI and the GTHI to youth entrepreneurship, since both institutions provide entrepreneurship-specific courses.</li> </ul>
Widespread youth-specific services intended to improve work-based experience	<p>With one exception, surveyed TVET providers report providing various types of support for young people to better integrate the labour market (both at the moment of integrating the workplace and during employment).</p> <p>Most of the institutions are providing some form of workplace trainings such as internships, on-the-job training or informal apprenticeship schemes. In the rare cases that such services are not provided, financial support is provided to carry on such training autonomously.</p> <p>However, according to NAQAA's data, very few students actually get to benefit from any internship or apprenticeship schemes.</p>		<ul style="list-style-type: none"> <li>Investigate further the internship and apprenticeship schemes.</li> <li>Develop short course modules at Microtech, targeting recently employed young people.</li> </ul>
TVET institutions tend to help young people to find an employment once their training is over	<p>With the exception of two institutions, services intended to facilitate employment of young people are widely provided by TVET institutions. In most cases, these are job counselling services, search assistance and labour market information sharing, sometimes even with placement services.</p> <p>Some institutions (National Enterprise Development Initiative and Startup Incubator Gambia) also accompany young people through the steps required to set up a personal business.</p>		<ul style="list-style-type: none"> <li>Develop strategies to encourage more private sector training providers to provide career advice and employment placement after graduation.</li> <li>Integrate job counselling services at the Management Development Institute and Microtech.</li> </ul>
<b>Quality – an improved quality assurance system</b>			
Progress has also been made in terms of a quality assurance system, self-assessment of quality standards and teaching staff capacity building	<p>All 25 institutions integrate a form of quality assurance system. They also have a self-assessment mechanism of quality standards of their training programmes, in most cases by feedback loop from the trainees.</p> <p>With the exception of the Sterling Consortium, all institutions are offering capacity building courses to their own staff.</p> <p>This shows a good penetration of best practice in the TVET system.</p>		<ul style="list-style-type: none"> <li>Examine the feasibility of implementing common indicators and student outcome reporting across the system.</li> </ul>
<b>Training courses – continued efforts to integrate entrepreneurship and mentorship courses</b>			
Entrepreneurship skills training courses are available in most TVET institutions	<p>With the exception of Microtech Institute of Multimedia and Technology, QIT, Nifty, Smart Technologies, Amadu Bansang Jobarteh School of Music, and Sterling Consortium, the remaining surveyed institutions provide entrepreneurship courses. These courses all cover basic areas such as generating business ideas, market research, developing a business plan and product development. UTG, Empretec, the Startup Incubator, the NACOFAG, GHFA and YMCA go one step further and provide training on investors' pitching and international market access.</p> <p>Many institutions also provide market promotion services targeting young entrepreneurs. These institutions are: National Enterprise Development Initiative, Empretec, UTG, Startup Incubator Gambia, NACOFAG and Njawara Agricultural Training Centre.</p>		<ul style="list-style-type: none"> <li>Incorporate formal mentoring processes within entrepreneurship courses (training for mentors and information on the process, etc.).</li> <li>Identify support networks such as alumni networks for young entrepreneurs to access and gain support.</li> <li>Integrate entrepreneurship courses for TVETs not active on entrepreneurship.</li> <li>Support TVET providers already active in entrepreneurship training to strengthen their programmes on investors' pitching and international market access, providing trade information tools.</li> </ul>
Mentoring or coaching services are integrated in all TVET institutions	With no exception, the 25 TVET institutions provide mentoring and coaching services to their trainees in order to facilitate their learning and examination processes.		<ul style="list-style-type: none"> <li>Strengthen the capacity of the TVET to provide a more professional mentoring and coaching service using formal processes and resources.</li> </ul>
<b>Links with industry and partnerships – an increased awareness of the need to better connect with the private sector and among other TVET institutions</b>			
Most institutions interact formally or informally with local enterprises/service providers	<p>With the exception of the National Youth Service Scheme and Future in Salikenni, 90.5% of institutions report communicating with firms to get required expertise. All institutions report having interaction with the local private sector stakeholders (apart from GSI).</p> <p>This interaction is concentrated on the definition of internships, but also on the design of the curriculum in an ad hoc manner (informally). Those institutions providing job placement services interact with firms in this regard. However, no clear interaction framework appears to exist and the contact remains ad hoc.</p>		<ul style="list-style-type: none"> <li>Develop a systematic public-private dialogue mechanism on curriculum definition, bringing together sector-specific institutions and firms to adjust needs.</li> <li>Ensure industry is represented on high-level boards of institutions.</li> <li>Implement communities of practice and action learning projects for teachers and institute managers.</li> </ul>

## Identified areas for improvement

The TVET survey has also identified major gaps in the TVET structure. These are mostly in line with all previous assessments of the TVET delivery in The Gambia. The major issues identified are related to the geographical concentration of TVET institutions, the limited amount of women-specific incentives, a problem of enrolment growth, lack of teaching resources (human and equipment-related), inconsistent curriculum revision mechanisms, limited coordination and management among the TVET institutions and with the private sector, and limited improvements in monitoring and financial management of these institutions.

*Awareness of the importance to link TVET and the industry has increased, but the actual links are scarce and not effective.* Most institutions have reported interaction with

the local private sector, which demonstrates a good understanding of the importance of this communication. This interaction is concentrated on the definition of internships when they are provided by the TVET institution and communication with firms to get required expertise, but also on the design of the curriculum in some cases. However, this curriculum design interaction occurs in an ad hoc and non-formalized manner. No clear framework appears to exist. In addition, TVET institutions link with well-established companies. Since the majority of enterprises are micro and small, their concerns might not be captured. Sector associations that could help gather small companies' specific concerns are weak and do not help channel this information.

The following table summarizes shortcomings highlighted from the survey and actions required to address them.

**Table 6: Gaps highlighted by the TVET survey**

Issue	Details	Need for action	Proposed resolution
<b>Geographical repartition – geographical concentration of TVET institutions</b>			
Tendency of geographical concentration of courses around Banjul	In terms of geographic scope, 11 out of 25 institutions remain concentrated in Banjul area and, therefore, lack outreach to the other areas of the country. These concentrated institutions provide training related to the tourism sector (GTHI and the ITToG), ICT (Microtech, QIT and Nifty), entrepreneurship (National Enterprise Development Initiative and PIA) and cosmetics (GHFA).	1	<ul style="list-style-type: none"> <li>• Increase presence of TVET providers in tourism sector and ICT in the regions and especially in rural areas.</li> <li>• Develop partnerships with organisations to access underutilized facilities as part-time training centres.</li> <li>• Develop specific focus programmes on youth who are not eligible for formal training institutions in the regions.</li> </ul>
<b>Youth mandate and roles – limited amount of women-specific incentives</b>			
Few institutions integrate incentives for young women to integrate courses	Only eight institutions integrate incentive measures to encourage young women to study. These are the following institutions: GTTI (with a specific 30% discount on fees for female students), GTHI, NEDI, NYSS, the Startup Incubator, FTS, GHFA and the Njawara Training Centre. However, considering the gender representation among students in the surveyed institutions, such measures could be welcomed, specifically at the UTG and in the ICT sector.	2	<ul style="list-style-type: none"> <li>• Identify occupations in which women aspire to work and develop flexible training programmes.</li> <li>• Review the time-tabling of training programmes in which women are interested in enrolling.</li> <li>• Assess the ease of access, student services and safety of training centres.</li> <li>• Include enrolment discounts and targeted promotion for young women within UTG and ICT-specialized TVET providers.</li> </ul>
<b>Trainee profiles – problem of enrolment growth</b>			
No clear enrolment growth trend emerges over the past five years, from the surveyed sample	Looking at the reported enrolment variation over the five past years, some institutions appear to experience success and others stagnation and even regression in enrolment. Among those institutions that stagnate are key institutions such as GTTI, the National Youth Service Scheme (with a reported 85% decline in enrolment), Empretec and the Startup Incubator.	1	<ul style="list-style-type: none"> <li>• Look at alumni successes and marketing opportunities and strategies.</li> <li>• Review operational mechanisms at NYSS, its institutional strategy, funding mechanisms, curricula set-up and overall management.</li> </ul>
<b>Teaching resources – very important lacks in teaching resources (human and equipment-related)</b>			
Some institutions appear to be understaffed in terms of teachers/instructors, compared to their enrolled students	Looking at the numbers of employed teaching staff and comparing it with the yearly enrolled number of students, very large variations of teacher to student ratio occur. Among all 21 institutions, QIT and Njawara Training Centre appear to be the most understaffed, with one teacher for 167 and 132 students respectively. Others, such as YMCA, NACOFAG and Empretec, also have between 40 and 64 students per teacher, which is an excessive charge.	1	<ul style="list-style-type: none"> <li>• Support QIT, Njawara Training Centre, YMCA, NACOFAG and Empretec to find funding to increase teaching staff, and to increase the use of e-learning methods.</li> </ul>
Some institutions report that their staff members do not possess the appropriate qualifications and experience to teach the courses assigned to them	In addition to the quantitative aspect assessed above, institutions were asked to self-assess their own teaching staff. They had to provide an estimate of the percentage of their staff who need to improve their qualifications to be able to teach courses up to standards. Among the 21 institutions, the UTG, the Startup Incubator, YMCA and Microtech mention that between 2% and 15% of their teaching staff require additional qualifications to perform their courses. The GSI, on the other hand, points out that as much as half of its staff is not sufficiently qualified.	2	<ul style="list-style-type: none"> <li>• Identify opportunities for teachers to attend industry conferences, agricultural fairs and trades shows, etc. to further develop their understanding of industry trends and expectations.</li> <li>• Provide targeted capacity building to GSI, UTG, Startup Incubator, YMCA and Microtech teaching staff, both on the subject matter and on the latest pedagogy methods.</li> </ul>

Issue	Details	Need for action	Proposed resolution
Although teaching methods are diversifying, there is scope for modernization	In terms of teaching methods, surveyed institutions report disseminating content through different traditional channels such as weekly classes, workshops, experiments and group discussions. However, some institutions have also initiated online teaching methods through e-learning or mobile-based platforms. The institutions using these tools are: GTTI, the Management Development Institute, UTG, Startup Incubator, NACOFAG, YMCA, Microtech, QIT and Nifty.	●	<ul style="list-style-type: none"> <li>Review the use of e-learning tools within GTTI, MDI, UTG, Startup Incubator, NACOFAG, YMCA, Microtech, QIT and Nifty and assess the utilization rate. Improve functionality and accessibility to ensure the widest possible utilization rate.</li> </ul>
Many institutions report a lack of necessary equipment for courses	Many surveyed institutions –12 out of 25– report not having the required equipment and resources to support some of their technical trainings. The lacking resources are sometimes equipment, but also teaching and learning materials.	●	<ul style="list-style-type: none"> <li>Perform a detailed equipment need assessment.</li> </ul>
<b>Training courses – inconsistent curriculum revision mechanisms</b>			
The content revision frequency is too low for many institutions and the selection method not always adequate	Fifteen institutions report revising their courses' contents less than every two years. Not all training institutions look at market demand when choosing their courses. Many TVET institutions report adjusting their content based on their students' preferences. Using this criterion over labour market demand might create a gap between offered 'popular' courses and what enterprises actually require.	●	<ul style="list-style-type: none"> <li>Develop a systematic public-private dialogue mechanism on curriculum definition, bringing together sector-specific institutions and firms to update content and learning resources.</li> <li>Industry feedback on content should be sought for content revision at least once every two years, but ideally every year.</li> <li>Prioritise the market demand criteria over students' preference in order to identify new courses.</li> <li>Use students' feedback to improve existing courses and their delivery modes.</li> </ul>
<b>Links with the industry – limited coordination and management among the TVET institutions and with the private sector</b>			
While crucial for technical learning, not all institutions provide apprenticeship or internship opportunities	Although most institutions directly offer or arrange for apprenticeships, three institutions still have no apprenticeship programmes: the National Enterprise Development Initiative, Empretec and Microtech.	●	<ul style="list-style-type: none"> <li>Design training programmes to incorporate industry visits, industrial exposure or on-the-job training.</li> <li>Develop agreed criteria for quality on-the-job training.</li> <li>Assist NEDI, Empretec and Microtech to develop apprenticeship programmes.</li> </ul>
<b>Management and monitoring – limited improvements in monitoring and financial management</b>			
Although some improvements can be noted, key institutions still do not conduct tracer studies to follow up on the graduates	Among the 25 surveyed institutions, 14 do not conduct tracer studies. Among these are important institutions such as the UTG. The lack of tracer studies has been identified by many previous reports as a major issue affecting impact assessment of the current TVET system. Although there was relative improvement in the area, efforts need to be pursued.	●	<ul style="list-style-type: none"> <li>Support the introduction of systems-wide tracer studies that are administered across training institutions under the different ministries and private providers.</li> <li>Encourage the following institutions to integrate tracer studies: <ul style="list-style-type: none"> <li>In priority: UTG, GTTI, NACOFAG and QIT as the largest TVETs.</li> <li>NEDI, GTHI, ITToG, NYSS, FTS, Nifty, Gaye Njorro, Future in Salikenni, Amadu Bansang Jobareh School of Music, and Sterling Consortium.</li> </ul> </li> </ul>
Financing mechanisms among public TVET institutions can be further improved	TVET in The Gambia faces a number of challenges, mainly regarding financing and public-private partnerships (PPP). Although the government has recommended the set-up of a sustainable financing scheme, current public-private partnerships (PPPs) are ineffective, resulting in very few apprenticeships and student placements. Although entrepreneurship education has been integrated into all skills training programmes, sources of microfinancing are hard to find.*	●	<ul style="list-style-type: none"> <li>Review financing mechanisms of the following TVET institutions: <ul style="list-style-type: none"> <li>NYSS</li> <li>Institute of Tourism and Travel of The Gambia</li> <li>MDI</li> <li>PIA</li> <li>Startup Incubator</li> </ul> </li> <li>Research different models of financing training.</li> <li>Develop microfinancing schemes for students.</li> </ul>

\* *Ibid.*

*The TVET providers' situation has shown little progress concentrated on the continued efforts to integrate entrepreneurship and mentorship courses within their curriculum and increased awareness of the need to better connect with the private sector. Also, the absence of systematic performance monitoring limits progress inputs.*

*The major issues are related to the limited access to accredited TVET structures outside the coastal area and absence of a systematic public-private dialogue mechanism on curriculum definition. Approximately 70% of licensed TVET providers are located in Banjul and Kanifing LGAs. There is a clear lack of programmes focussing on agriculture, processing and manufacturing in the rest of the country. Then the lack of teaching resources (human and equipment-related) and inconsistent curriculum revision mechanisms taking into account the private sector needs significantly hinders the TVET providers' capacity to be an effective catalyser for youth integration.*

## POLICY AS AN AGREED PATHWAY FOR YOUTH DEVELOPMENT



Source: ITC

Policies crystalize the government's commitment to support key areas in view of the economic development of a country. In the case of The Gambia, it is crucial that the difficulties of the young population are recognized in existing policy frameworks. This section serves as an analysis of the existing policy framework and identifies areas where policies and their implementation frameworks require improvements. It also builds on the recent National Development Plan 2017.

### THE YOUTH-SPECIFIC POLICY FRAMEWORK

The prime policy body responsible for youth is the Ministry of Youth and Sports (MOYS). However, its core mandate remains education. The MOYS has been particularly challenged in recent years to deliver its services, due to the rising demand stemming from the youth population growth. The recurrent lack of resources has not allowed the MOYS to forge an institutional vision and has constrained the institution to focus on the resolution of ad hoc crisis situations and issuing emergency measures required by the young population. Its action has been rather reactive than proactive or preventive.

The former national policy for youth was approved in 1999. It was the 2nd 10-year youth policy framework developed in The Gambia. The National Youth Policy (NYP) (1999–2008) gave the MOYS the following functions:

- To coordinate and monitor the implementation of the NYP;
- To play an advocacy role for youth development and creation of opportunities;
- To manage the review of the NYP, when required and after its implementation period.

The National Youth Council (NYC) was subsequently set up by an Act of Parliament in 2000. It is charged by the MOYS with coordination of all youth-related activities and associations.

The lack of resources and capacity of the MOYS has resulted in a partial implementation of the NYP 1999–2008. Subsequently, the MOYS, through a wide national consultation, developed a 3rd NYP covering the period 2009–2018. This 3rd NYP is articulated around the following focus areas:

- i. Sociocultural development and the status of youth
- ii. Economic development and employment
- iii. Power relations: decision-making, resource allocation and participation
- iv. Education and awareness raising
- v. Youths with disabilities
- vi. Youth mentoring: preventing crime within the society
- vii. Capacity building and research on youth
- viii. The information highway: science and technology
- ix. Interaction and networking
- x. Agriculture: the key to investing in youth
- xi. Illegal migration

Although the NYP covers all the key areas requiring immediate attention for youth empowerment, the implementation modalities outlined in the document remain quite vague.

A recurring issue is that youth-focussed interventions are carried out unilaterally by a variety of governmental agencies, which dilutes the implementation responsibility and creates inefficiency. For instance, the Ministry of Trade, Industry, Regional Integration and Employment (MoTIE) and MOYS operate their own programmes and initiatives with limited coordination, sometimes causing duplication and suboptimal utilization of resources. In addition, several other ministries, including the Ministry of Lands & Regional Government (MoLRG) and the Ministry of Agriculture (MoA) are also implementing programmes aimed at creating employment opportunities for rural youth. The absence of proper progress and results monitoring of the multiple ongoing, partially overlapping youth development initiatives exacerbates their inefficiency.

## MAIN ECONOMIC POLICIES

These youth-specific policy instruments are integrated into the overall long-term development plan Vision 2020 and under three main economic policies (see table 8). They all integrate components of socioeconomic development, trade and employment generation and education system improvement. These areas are also critical for the youth.

### Long-term strategy

The *Vision 2020*, adopted in 1996, was the first long-term strategy for accelerated and sustainable development. It gave a first recognition of the need to seek 'a well-educated, trained, skilled, healthy, self-reliant and enterprising population to facilitate the transformation of The Gambia into a financial centre, a tourist paradise, a trading, export oriented, agricultural and manufacturing nation, thriving on free market policies and a vibrant private sector; thereby guaranteeing a well-balanced ecosystem and a decent standard of living for one and all, under a system of government based on the consent of the citizenry'. *Vision 2020* places entrepreneurship at the centre of long-term strategy towards inclusive and sustainable private sector-led growth.

### Growth and employment plans

The overall thrust of The Gambia's **Programme for Accelerated Growth and Employment (PAGE)** from the medium-term development agenda of 2012–2015 was to achieve accelerated pro-employment growth. PAGE was the successor to The Gambia's Poverty Reduction Strategy Paper II (PRSP II). However, the efforts of PAGE, particularly at creating jobs, have had limited effects. Subsequently, building on the results and lessons from the original programme, PAGE was then reconstructed into a phase II for the period 2017–2020.

**A new National Development Plan (NDP) 2018–2021 was launched in February 2018 with a clear focus on youth development.** With the new government, it was decided to fully develop a NDP in order to define new goals to 'deliver good governance and accountability, social cohesion, and national reconciliation and a revitalized and transformed economy for the wellbeing of all Gambians'. The plan will be realized through eight strategic priorities with a clear importance given to youth on 'reaping the demographic dividend through an empowered youth'. The total budget of the NDP is estimated at 2.1 billion dollars with 29% being covered by the government.

**NDP's strategic priority is on Youth Empowerment and Development.** The Gambian Government is determined to realize its commitment to 'leave no youth behind'. As a result, the government's goal for youth is premised on a 'secured sustainable livelihood for youths through skills development, decent work and excellence in sports'. The goal focuses on the following outcomes: 1) Policy, legislative and regulatory environment enhanced for youth and sports development, 2)

Highly-skilled and entrepreneurial youthful population and 3) Sports promoted and competencies developed for effective participation in national and international competitions. An important aspect is the government's willingness to formulate and enact **a new National Youth Act and Policy** that will legislate how youth organizations, networks, associations and institutions operate in the country for the betterment of all citizens. The budget for the government's youth empowerment and development flagship programme is \$90 million, out of which \$11 million is already committed and implemented by the EU-funded ITC Youth Empowerment Project since 2017.

### Trade and investment policies

Trade and investment policy frameworks also have an important bearing on economic development and job generation, affecting young people in The Gambia. The following are key policies currently in place.

The *Gambia's Trade Policy (2011)* places emphasis of policy thrusts on the creation of employment and reduction of poverty, through the use of trade potential, to enhance The Gambia's integration into the world economy. The trade policy addresses the broad goals for import and export policy, and focuses on addressing the challenges of trade imbalance and rendering The Gambia a net export nation. Within this framework, *The Gambia Export Strategy (NES) 2013–2017* provides the goals for export development and promotion. The NES has identified the following priority sectors and cross-cutting sectors:

- **Priority sectors:** Groundnuts, cashew, fisheries, horticulture, tourism, manufacturing and re-exports.
- **Priority cross-cutting areas:** Transportation and trade facilitation, telecommunication, financial services, human resource development, and research and development.

The Gambia also has an updated *Diagnostic Trade Integration Study (DTIS)* that seeks to strengthen the country's participation in regional and global markets by creating the foundation for improved value addition and processing in key sectors of the economy to stimulate growth and employment for sustained poverty reduction. The focus is to improve the competitiveness of The Gambia, the promotion of youth and women in key sectors, and the promotion of MSME development.

MoTIE has formulated a *medium-term plan (MTP)* to support The Gambia's trade capacity development. The medium-term plan (MTP) was developed to facilitate the implementation of the updated DTIS, National Export Strategy, micro, small and medium-sized enterprise (MSME) strategy, and the Cashew and Sesame Sector Development Strategies. These trade and enterprise development issues have also been mainstreamed into the PAGE II.

The *investment incentive programme* set up to attract investments in the private sector and create jobs for the working age population did not yield the desired results. The poor achievements are the result of a combination of

circumstances of which the most important ones are an unattractive investment climate caused by the previously uncertain political situation in The Gambia, increased competition from other countries in the region, and an uncoordinated policy and weak institutional framework for youth development. *The Investment Policy Review* (UNCTAD, 2017) suggests that the government should foster public and private investment by: facilitating openness, transparency and predictability in the national and international legal framework for FDI; fostering a regulatory framework that is conducive for investors to set up and operate a business; and give priority to sectors where FDI can potentially play an important role, such as agroprocessing, light manufacturing and ICT. This new investment policy offers transparency and predictability to investors.

### MSMEs and entrepreneurship<sup>33</sup>

The Government of The Gambia has sought to increase MSMEs' contribution to the growth and performance of the economy in critical areas such as job creation, equity and access to markets. *The National Employment Policy and Strategies and Action Plan 2010 (NEP/NEAP)* elaborated a set of strategies to reverse unemployment trends. Since then, small business development has become a key policy focus. The government has formulated a *National Policy for MSMEs 2014–2018* that envisions the role of MSMEs as the key to economic development in the country. Prior to this, the policy, regulatory and institutional environment in The Gambia did not address entrepreneurship in a systemic way. The policy aims to establish an enabling environment for MSME development and promotion as the main vehicle for poverty reduction for the vulnerable and poor.

In coordination with the Investment Policy Review recently published, the new *National Entrepreneurship Policy (NEP)* aims to build domestic capacities for the private

sector. It sets an example of how investment and entrepreneurship policies can create synergies for domestic business sector development as well as for foreign investor attraction. The document stresses that several actions are still required to optimize the regulatory environment. Enhancing entrepreneurship education and skills development and improving access to finance are the two areas where the most significant gaps need to be filled.

The NEP's recommendations include *integrating entrepreneurship competencies and skills into formal and informal education* as well as promoting funding for innovation and sustainable development. With respect to facilitating technology exchange and innovation, and promoting awareness and networking, the NEP calls for strengthening the linkages between private and public sector institutions, and for instilling the entrepreneurship mindset in society.

The NEP aims to tear down obstacles and abolish burdensome requirements that hamper business operations, set efficient bankruptcy procedures and provide a fair second chance to honest failed entrepreneurs. NEP will upgrade entrepreneurship education and skills, facilitate access to finance and support new businesses mobilizing innovation and technology to solve environmental challenges, and spreading ICT. NEP focuses on the inclusion of women and youth.

The NEP's specific objectives are:

- Optimizing the regulatory framework
- Enhancing entrepreneurship education
- Facilitating technology exchange and innovation
- Improving access to finance
- Promoting awareness and networking

As in the investment policy implementation, The Gambia Investment and Export Promotion Agency (GIEPA) will play a key role in the entrepreneurship institutional framework in harmony with the NDP and the investment and industrial policy and their governance mechanisms.

33.– Analysis extracted from <http://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=1919>.

**Table 7: Summary of the main economic policies in The Gambia**

Vision 2020	<b>Growth and employment</b>	
	PAGE 2012-2015	PSDS 2015-2019 NEP/NEAP 2010-2014
	<b>Trade</b>	
	The Gambia's Trade Policy 2011 National Export Strategy 2013-2017	
	<b>MSME and entrepreneurship</b>	
	National MSMEs Policy 2008	
	NEPS 2014-2018	NEP 2016-2020

*Source:* Formulating National Entrepreneurship Policy (UNCTAD, 2017).



Source: ITC



Source: ITC

## SKILLS DEVELOPMENT AND TVET POLICIES

Skills development is of critical importance to the government to increase the employability of the country's youth population. The *Education Sector Policy 2016–2030* is the first sector-wide policy covering the mandates of both MoHERST and MoBSE. This provides a policy framework that sets out the national agenda for the delivery of quality education in The Gambia, including in the areas of technical and vocational training. The *National Tertiary and Higher Education Policy 2014–2023*, under the mandate of MoHERST, specifically focuses on TVET and other models of tertiary and higher education. The policy indicates plans to establish modern skill centres in each of the regions in The Gambia to increase access to training opportunities.

## CURRENT DEVELOPMENT INITIATIVES

Multiple external assistance projects are also carried out in The Gambia, focussing on youth-specific issues. Among these, the following are of particular interest in view of the implementation of the present roadmap.

- A donor round-table, on the margins of the Global Aid for Trade Review meeting in July 2017, offers an occasion to remobilize international partners on trade and youth development in The Gambia. The round-table offers a platform for the new government to showcase its efforts to re-engage the trade and development community and seek the support of Aid for Trade (AfT) stakeholders. To leverage the opportunities provided under the Aid for Trade (AfT) initiative, the government,

with the support of the United Nations Economic Commission for Africa (UNECA), is formulating the Aid for Trade and Resources Mobilization strategy to identify priority aid for trade projects and to strengthen collaboration with development partners to support projects implementation.

- The Gambia has also been working closely with the Enhanced Integrated Framework (EIF) Secretariat since 2006 to support The Gambia's effort to improve trade capacity development. Under the EIF programme, MoTIE implemented three projects (one tier 1 project and two tier 2 projects). The tier 1 project supported capacity building of MoTIE and trade and investment support institutions (TISIs). Under the Sector Competitiveness and Export Diversification project, three sectors (groundnuts, cashew and sesame) were supported to improve quality and trade information-related issues. The implementation of the Trade Facilitation Project is being complemented to improve trade facilitation and increased logistics infrastructure and services at the Banjul International Airport to ensure that transparent, secured and competitive airport services are available to exporters and smallholder businesses. The EIF is currently supporting the development of an Industrial Policy and Trade Strategy for The Gambia under the trade mainstreaming window.
- ITC is currently working with The Gambia to implement a Youth Empowerment Project (YEP), which seeks to improve employability and self-employment opportunities for youth as well as increase employment opportunities along selected value chains. A number of other partners have also initiated contacts with the new government to see possible areas for cooperation and support. The objective of the round-table is to enhance cooperation, especially in the areas of trade capacity development.

Table 8: Ongoing development assistance projects in The Gambia impacting youth employment

Donors and local partners	Programme	Description	Remarks
EU MoTIE and MOYS	<b>Youth Empowerment Project</b> <b>Period:</b> 2017–2021 <b>Budget:</b> EUR 11 million <b>Implementation:</b> By International Trade Centre	The YEP aims to support the economic development of The Gambia and improve the livelihoods of its people. Specifically, the YEP will enhance the employability and self-employment opportunities for youth, with a focus on vocational training and the creation of micro and small-sized enterprises and creating and improving employment opportunities in selected sectors through value addition and internationalization.	The YEP will work on value chain development in four sectors: nuts and agro-processing, tourism, ICT and creative industries.
	<b>Capacity development in the Global Agriculture and Food Security Program (GAFSP)</b> <b>Period:</b> 2013–2018 <b>Budget:</b> \$1,400,000 <b>Implementation:</b> Ministry of Agriculture (MoA)	The project's intended impact is to increase nutritional levels, food security and incomes, particularly of vulnerable populations in the three Global Agriculture and Food Security Program (GAFSP) target regions, Western Coastal Region (WCR), Lower River Region (LRR) and Central River Region (CRR), through strengthening technical and organizational capacities of targeted stakeholders.	The project has supported 30 farmer field schools for the strengthening of farmer skills and capacity to improve sustainable production (covering issues of water management and irrigation, rice, food crops, horticulture, production, and poultry and small livestock production as well as post-harvest).
FAO	<b>Commercial Agriculture and Value Chain Management Project</b> <b>Period:</b> 2014–2019 <b>Budget:</b> \$19.27 million <b>Implementation:</b> Ministry of Agriculture (MoA)	The development objective of the Commercial Agriculture and Value Chain Management Project for The Gambia is to improve productivity and access to market of targeted agricultural commodities for smallholders in the project area. The project has three components. The objective of the first component, support for development of irrigation and key productive infrastructure, is to support the rehabilitation and improvement of tidal irrigation schemes as well as key productive infrastructure to address key constraints in the agricultural production system in order to improve productivity, and to further improve the efficiency of key value chains through improved access to markets.	The project's focus is on agricultural extension, research, and other support activities (38%); crops (20%); irrigation and drainage (29%); public administration – agriculture, fishing and forestry (6%); and agricultural markets, commercialization and agribusiness (7%).
World Bank	<b>Establishment of Empretec model of enterprise support programme</b> <b>Period:</b> 2014–2017 <b>Budget:</b> \$2,374,748 <b>Implementation:</b> Ministry of Trade, Industry & Employment (MoTIRE) and Gambia Investment and Export Promotion Agency (GIEPA)	The project ended in September 2017. The expected outcome was that, by 2017, private sector-led Gambian manufacturing and service industries, especially micro and small enterprises, and rural farmers have sustainably improved their competitiveness and employment potential. Outputs: 1) Project Management Unit (PMU) for Enterprise Support Centre established by GIEPA to render technical advice; 2) Coordinated enterprise support services delivered across The Gambia through entrepreneurial training and skills development for MSMEs, including the unemployed youth; 3) Productivity and job creation capacity of MSMEs, including 40% unemployed youth, enhanced through the provision of business advisory and mentorship support services (BDS); and 4) Development of improved business environment and enhancement of policy dialogue on MSMEs' development among stakeholders.	The project was established under the Empretec framework of the United Nations Conference on Trade and Development (UNCTAD) initiative and seeks to promote entrepreneurship. The Empretec project trained 1,910 entrepreneurs and 120 business development advisors, and provided business development services to 450 businesses, while UNCTAD certified 12 trainers as national trainers. <sup>2</sup>
UNDP	<b>Support to entrepreneurship and private sector development for inclusive growth, employment generation and poverty reduction</b> <b>Period:</b> 2017–2021 <b>Budget:</b> \$3,700,600 <b>Implementation:</b> MoTIE, MOYS, MoFEA, GIEPA, GCCI, private sector	The project will focus on a mix of upstream policy and regulatory interventions and downstream catalytic transformational interventions that will have a heavy dose of private sector participation, which will facilitate inclusive and sustainable growth. Broad outcomes: 1. Support the creation of an enabling environment for private sector development by supporting better policy programming, especially with regard to employment, livelihood creation and entrepreneurship. 2. Develop the capacity of local entrepreneurs for improved productivity and competitiveness through training and skills development by building on the developments of existing interventions like Empretec and Songhai. 3. Support better policy programming and implementation by promoting greater dialogue and sharing of knowledge and information between the public and private sectors and civil society organizations (CSOs), including women and youth groups, as well as linkages with the finance and the export sector.	Some components of the Empretec, including entrepreneurship training workshops, business development advisory services and capacity building are being supported by the UNDP under this new project.
AFDB	<b>Agriculture Value Chains Development Project (AVCDP)</b> <b>Period:</b> 2016–2020 <b>Budget:</b> 6,669,850 UA <b>Implementation:</b> MoA	The project seeks to contribute to food and nutrition security, and create shared wealth and jobs. The specific objective is to increase, on a sustainable basis, the income of rural producers, and entrepreneurs who are engaged in the production, processing, storage and marketing of rice and livestock.	Enhanced capacity along the value chain actors, particularly men and women/youth in technical and business matters. Training through farmer field schools (50% of women and youth).

### Box 5: Snapshot of implementation issues of The Gambia's policy framework

Although the policy framework supporting youth in The Gambia demonstrates a good understanding of the existing issues affecting young populations, as well as a comprehensive scope, all sources also report a lack of implementation. This stems from multiple reasons.

- Youth-related policies have not been developed in a proactive manner, turning them into crisis-resolution measures rather than forward-looking, pre-emptive actions.
- Institutional coordination required for policy implementation has not taken place.
- Recommendations have lacked focus, especially in terms of implementation modalities, which has limited them to a 'wish list' rather than turning them to concrete actions.
- The government has lacked resources and failed to attract donors and investors to implement the measures.

The National Development Plan, currently under finalization, recognizes these shortcomings and will attempt to rectify them through the establishment of coordination structures and a more targeted and empowered attraction of foreign assistance to fill in the gaps in implementation. The plan also emphasizes the need to increase private sector involvement in the policy implementation.

## INSTITUTIONS AS A SOUNDBOARD FOR YOUTH CONCERNS

Trade and investment support institutions (TISIs) play a crucial role in building trade competitiveness. They support the implementation of development plans and strategies. In the context of The Gambia, they also need to take into consideration the youth perspective and serve as a representative of their interests. A strong, comprehensive institutional framework is important in order to achieve strategic goals and to develop a vision of trade and youth development. The trade support network is the sum of institutions that support the private sector, both directly and indirectly. This support network can be categorized as follows.

- **The policy support network** represents ministries and authorities that are responsible for policy development and implementation in the country. In the context of The Gambia, it is particularly important that these institutions have youth-specific mandates and conduct youth-focussed initiatives. It is also important that young people are represented in their governance structures.
- **The trade support network** provides a wide range of trade-related services to the public and private sectors. In the context of youth empowerment, there should be youth-focussed institutions, such as youth associations of exporters or entrepreneurs. Trade and investment promotion organizations (TIPOs) also enter this category and it is essential that they offer services targeting young people, such as trade fairs participation or specialized training.
- **The business services network** comprises representatives of commercial services providers assisting with trade transactions. The business services that are particularly crucial for young entrepreneurs are, for instance, centres for coaching and mentorship or business incubators. The industry associations also play a critical role, but they need to represent young populations.

- **The civil society network** is not explicitly engaged in trade-related activities. They are often opinion leaders representing interests that have a bearing on the country's export potential and socioeconomic development. In the context of The Gambia, this category includes key players such as universities, TVET, labour unions or youth non-governmental organizations (NGOs). The role of this category is of particular importance to build skills and interest of young people to engage in the private sector and entrepreneurship.

Overall, the institutional network in The Gambia faces systemic issues that stem from inadequate and unstable resourcing levels, under-investment in institutional improvement and underdeveloped measurement practices that need to be taken into account. A lift in the quality of stewardship overall, including higher expectations and enablement, would contribute considerably to improved institutional performance. In addition, although The Gambia has some institutions that focus on youth, connection with and comprehension of youth issues has only started to be taken into account with the recent political change. Until that period, youth issues were poorly understood.<sup>34</sup>

34.– Taken from the ITC CUBED report: the CUBED report provides an assessment of 19 institutions in The Gambia using a methodology developed by ITC's Trade Support Institution Strengthening Section (TS). These institutions were assessed to determine their capacity and readiness to partner with ITC to support the EU-funded Youth Empowerment Project in The Gambia and contribute to maximizing the project's impact. These institutions are identified in blue font in the tables.

The section below identifies the institutions available in The Gambia in each of the four service categories and presents a service gap assessment in terms of youth-specific institutional service coverage.

## Policy support network

The policy support network in The Gambia is composed of the following institutions.

**Note:** The institutions are classified according to their bearing on youth employment, entrepreneurship and skills development on a scale identified by red ticks: ✓✓✓ very important to ✓ less important.

**Table 9: Overview of the policy support network in The Gambia**

	Institution	Bearing on youth employment, entrepreneurship and skills development
Policy support network	Ministry of Trade, Industry and Employment (MoTIE)	✓✓✓
	Ministry of Youth and Sports (MOYS) <ul style="list-style-type: none"> <li>• Directorate of Planning and Programmes under MOYS</li> <li>• National Youth Council (NYC)</li> <li>• National Sports Council (NSC)</li> </ul>	✓✓✓
	Ministry of Higher Education, Research, Science and Technology (MoHERST)	✓✓✓
	Ministry of Basic and Secondary Education (MoBSE)	✓✓✓
	Ministry of Agriculture (MoA)	✓✓✓
	Ministry of Tourism and Culture (MOTC) <ul style="list-style-type: none"> <li>• Gambia Tourism Board (GTB)</li> </ul>	✓✓✓
	Ministry of Fisheries, Water Resources and National Assembly Matters (MoFWRNAM)	✓✓✓
	Ministry of Finance and Economic Affairs (MoFEA)	✓✓
	Ministry of Women's Affairs (MoWA)	✓✓
	Ministry of Lands & Regional Government (MoLRG)	✓✓
	Ministry of Foreign Affairs (MoFA)	✓
	Ministry of Transport, Works and Infrastructure (MOTWI)	✓
	Ministry of Justice (MOJ)	✓
	Ministry of Environment, Climate Change and Natural Resources (MECCNAR)	✓
	Ministry of Information and Communication Infrastructure (MOICI)	✓
	Gambia Revenue Authority (GRA) (customs; taxes)	✓
	Public Utilities Regulatory Authority (PURA)	✓
	Gambia Bureau of Statistics (GBS)	✓
	Gambia Ports Authority (GPA)	✓
	National Roads Authority (NRA)	✓
Central Bank of The Gambia	✓	
Gambia Commercial and Development Bank	✓	

**Note:** There is no ministry of labour in The Gambia and this function is integrated into the MoTIE.

**In this category of institutions, the National Youth Council (NYC) is a central pillar.** Having an NYC is critical for countries facing a demographic situation similar to The Gambia. The NYC has a key role, as it supports the government's coordination of all youth programmes in The Gambia and provides effective liaison between government and youth. It is a public body, founded in 2000. The ITC CUBED report

2017 assesses the NYC as an active, well-recognized and well-respected body. As such, it enjoys a large number of alliances and partnerships. It uses a wide variety of channels with an outreach of 20,000 youth. It has officers across the country and provides motorcycles to support their mobility.

## Trade support network

The trade support network in The Gambia is composed of the following institutions.

**Table 10: Overview of the trade support network in The Gambia**

	Institution	Bearing on youth employment, entrepreneurship and skills development
	Gambia Youth Chamber of Commerce (GYCC)	✓✓✓
	Gambia Chamber of Commerce and Industry (GCCI)	✓✓
	Gambia Investment and Export Promotion Agency (GIEPA)	✓✓
	Food Safety and Quality Authority of The Gambia (FSQA)	✓✓
Trade services network	The Gambia Standards Bureau (TGSB)	✓

In the trade support category in The Gambia, the major function is represented by the Trade and Investment Promotion Organization (TPO) –The Gambia Investment and Export Promotion Agency (GIEPA). It is to be noted that the newly created Gambia Youth Chamber of Commerce (GYCC) has very limited capacities and was established recently. Before that, no young entrepreneurs or business associations existed. This new association will need to strengthen its capacities to federate young entrepreneurs and act as policy advocates to promote their interest with the government, development partners and regional bodies.

**The GCCI serves the private sector by working to upgrade business competitiveness** by providing market information services, technical assistance, training and market research. It is a strong voice for the private sector and is well respected by the government. As mentioned by the ITC CUBED report, there are, however, some concerns about GCCI's specific focus on youth issues and services. However, GCCI was able to articulate well the current issues and link its current and future activities to address relevant needs. Several solutions are still in the design stage, but it is fair to say that youth is not its primary focus. With the creation of GYCC, GCCI needs to ensure that services are clarified and that potential overlaps and gaps are understood and managed.

**GYCC is very young, both as an organization and by the age of its members.** It was established in October 2016 and needs to gain experience in order to achieve a sustainable functioning. However, its creation is a development in the right direction, as the current situation in The Gambia requires youth-focussed institutions. Such institutions also complete the function to train young people in associative work and management, and ultimately teach them about entrepreneurial issues faced by their peers.

**GIEPA has a pivotal role in The Gambia, as it is the sole national TISI** with a mandate to promote and facilitate investment, trade and competitiveness of Gambian businesses. According to the CUBED report, GIEPA is capable



Source: ITC

across all areas. However, the fact that it is a unique TISI in the country means that it should be performing at a higher level. GIEPA's service portfolio is poorly developed and there are no focussed activities on youth-related issues. GIEPA would also need to place effort in developing its communication. This includes being more visible to businesses, including youth businesses, and increasing its advocacy work to improve business environment conditions. As the official manager of The Gambian brand, there is some work to do to establish support and take up the brand, including ensuring relevance beyond tourism and inclusivity for Gambian businesses. Furthermore, GIEPA is also coordinating the implementation of the new NEP (see next section).

## Business services and entrepreneurship support network

The business services network in The Gambia is composed of the following institutions.

**Table 11: Overview of the business services and entrepreneurship support network in The Gambia**

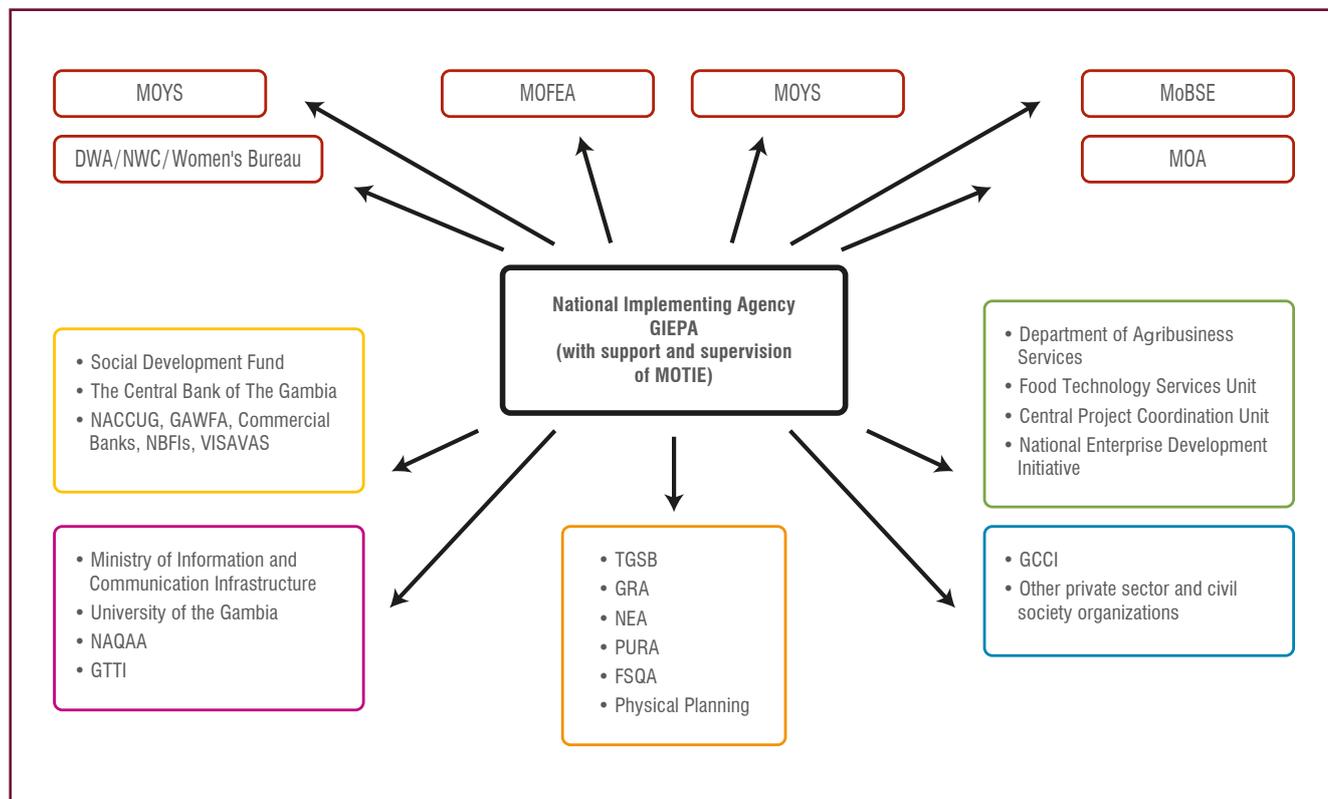
	Institution	Bearing on youth employment, entrepreneurship and skills development		
Business services network	Manufacture	Association of Gambian Manufacturers (AGM)	✓	
		Association of Small Scale Enterprises in Tourism	✓✓	
	Tourism	Gambia Hotel Association	✓	
		Gambia Tourism Board	✓✓	
	ICT	Information Technology Association of The Gambia (ITAG)	✓	
		Cashew Alliance of The Gambia	✓✓	
	Agriculture	National Coordinating Organization for Farmer Association in The Gambia (NACOFAG)	✓✓	
		Food Technology Services (FTS)	✓✓	
		National Women Farmers Association (NAWFA)	✓	
		Federation of Gambia Cashew Farmers Association	✓	
		Agribusiness Services and Producers Association	✓	
	Freight	Association of Forwarding & Clearing Agents in Gambia	✓	
		Fisheries	Gambia Artisanal Fisheries Development Agency (GAMFIDA)	✓
			National Enterprise Development Initiative (NEDI)	✓✓✓
	Entrepreneurship	Empretec Gambia	✓✓✓	
		Startup Incubator Gambia (SIG)	✓✓✓	
	Financial services for MSMEs	National Association of Cooperative Credit Unions of The Gambia (NACCUG)	✓	
		Reliance Financial Services	✓	
		Gambia Women's Finance Association (GAWFA)	✓	
Village Savings and Credit Association of The Gambia (VISACA)		✓		

In the category of business support services network, youth-focussed activities are lacking across the board. Private sector associations compose the majority of the business support service network. Their main constraint is their limited financial capacities based on low memberships fees. All these institutions have a role to play to foster youth employment and skills development. As described in the TVET analysis, these sector associations have to engage with the TVET providers to become active members on high-level boards. This way, the private sector could provide inputs to curriculum updates, participate in the creation of formal mentoring processes and on-the-job training programmes, and facilitate industry visits. The sector

associations of the tourism, ICT and agriculture sectors can particularly have a greater bearing on youth employment if they integrate youth aspiration.

On the entrepreneurship side, GIEPA is the coordination point of the implementation of the new NEP and tasked with its implementation, while MoTIE secures that adequate government support and delivery mechanisms are also in place. GIEPA has to lead the establishment of the agencies network described in figure 49 as an integrator of public-private sector initiatives to eliminate duplication. The forum includes the private sector and its organization, financial and educational institutions and NGOs. NEDI and the Women's Bureau are part of it with respect to the focus on women and youth.

**Figure 39: Institutional coordination framework –the entrepreneurship forum for the implementation of the NEP in The Gambia**



*Source:* National Entrepreneurship Policy –The Gambia.

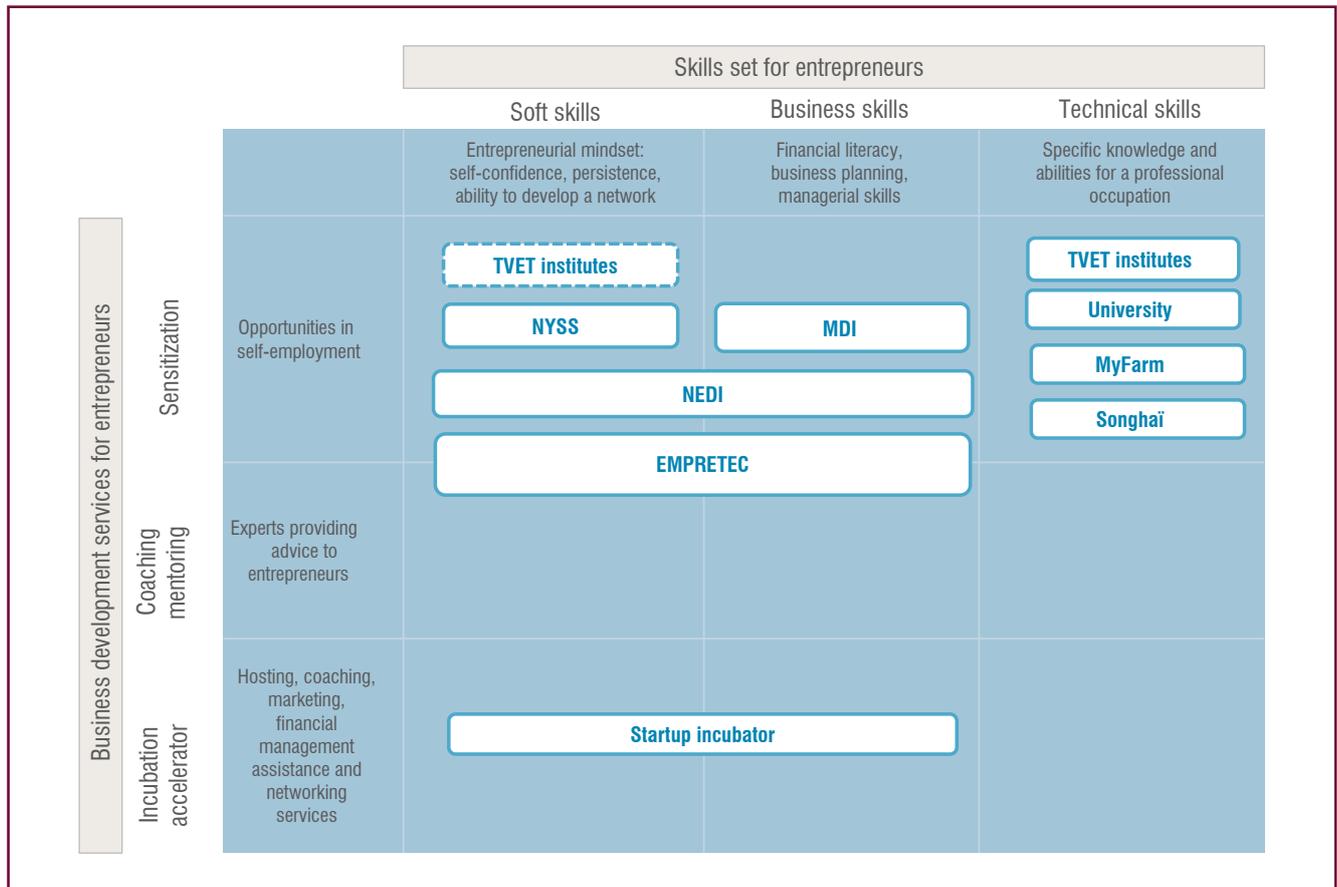
Analysing the recent projects to foster entrepreneurship, various actors have started to develop support services for entrepreneurship through donor funding. However, there are only a few coaching centres and business incubators in The Gambia. Three main entities play a key role in supporting young Gambians to set up their own businesses: the National Enterprise Development Initiative (NEDI), Empretec Gambia and the Startup Incubator. TVET providers have started to integrate entrepreneurship courses or sensitization programmes in their curriculum.

The entrepreneurship institutional actors are mapped out in figure 40. It clearly shows that the existing support is mainly focussed on sensitization around self-employment opportunities with many different actors involved. There is a need to define the roles between actors. It also shows a gap in coaching and mentoring programme support for entrepreneurs associated with specific technical skills such as agri or ICT entrepreneurship programmes. The same goes for start-up development support and MSME coaching. So far, there has been a lack of coordination mechanisms between the actors and synergy between existing programme support providers. The role and responsibilities have to be defined in a clearer support framework. The creation of the Entrepreneurship Forum will be key to improve the situation.



*Source:* ITC

Figure 40: Entrepreneurship services in The Gambia



Source: ITC.

MOYS has been implementing two major youth programmes: the National Enterprise Development Initiative (NEDI) and the National Youth Service Scheme (NYSS). NEDI started in 2004 to support existing and future entrepreneurs through a variety of activities, such as microfinance or seven-day training programmes on a wide range of topics (agriculture, mechanics and carpentry, etc.). It is a well-connected institution that has a good understanding of youth issues in the country, using constant outreach tools (newsletters; magazines). The ITC CUBED report states that the NEDI team is well skilled and uses appropriate systems and processes. The board is functional and includes a youth representative. However, the institution shows weaknesses in financial and institutional autonomy and has not been able to develop its own operational strategy. It relies on MOYS to define its future actions. Another important gap is the lack of follow-up of graduates after the completion of their programme and active support for successful ventures. NEDI also needs to develop more communication material around successful entrepreneurs to motivate new recruits. The NYSS was established in 1999 to mostly provide orientation to build youth self-esteem and leadership abilities, and then expose participants to various types of occupation from which they can choose a specialization. The NYSS

introduced an apprenticeship programme in 2012, taking youth with low levels of prior education. According to a UNDP-financed study, the high level of financial investment, compared to the low level of employment of graduates in their area of training, indicated that the NYSS programme was not cost effective.

**Empretec is a capacity building project for MSMEs, managed and implemented by GIEPA and supported by UNCTAD.** Empretec mainly provides courses in the area of soft skills for entrepreneurship. The programme has been running for three years and has successfully graduated a large number of students (as much as 2,000 in 2016 alone). The major issue is that the programme ended in 2017. It is critical that funds are secured for its renewal. Empretec Gambia has great potential for positive impact throughout the country. Scaling up the programme could facilitate the integration of entrepreneurship training in non-formal education.

**Startup Incubator (SIG) was established in 2015 as a project funded by the US Embassy and The Gambian-American Chamber of Commerce.** SIG supports existing business through technical advice, mentoring and development support. Supported sectors include fashion, ICT, construction and hospitality. It has also supported access

to finance. The ITC CUBED report emphasises the high-level commitment and understanding of the SIG team to support young entrepreneurs. However, SIG is constrained by its current 'project status'. As with Empretec, SIG's funding came to an end in 2017. The management is still testing its business model to become fully financially sustainable and autonomous, which would consolidate its achievements.

## Civil society network

The civil society network in The Gambia is composed of the following institutions.

The civil society network integrates TVET providers, tertiary education institutions, sports clubs and NGOs, all of which naturally have a strong focus on youth. The state of TVET providers has been analysed in a previous section. When looking at the sport association and NGO landscapes involved in youth empowerment, it is difficult to assess their current impact in terms of skills development and youth employment creation. **Sports associations can play a significant role in developing the required skills for leisure activities linked to the tourism sector:** tennis, cycling, volleyball or football. The creation of a sailing and surfing association could foster the development of such practice with the youth, who could then develop tourism services for these activities.

**Table 12: Overview of the civil society network in The Gambia**

	Institution	Bearing on youth employment, entrepreneurship and mobilization
TVET, university and programmes	<p>There are 110 tertiary training institutions, with 68 NAQAA-licensed and accredited providers.</p> <ul style="list-style-type: none"> <li>• Main university: University of The Gambia (UTG)</li> <li>• Main TVET and tertiary institutions: Gambia Technical Training Institute (GTTI), Management Development Institute (MDI), Institute of Travel and Tourism of The Gambia (ITTOG), Gambia Songhai Initiative (GSI), QuantumNET Institute of Technology (QIT), Gaye Njorro Skills Centre, Farafenni Annex, and Future in Salikenni.</li> <li>• Programme: National Youth Service Scheme (NYSS), and President's International Award (PIA).</li> </ul>	✓✓✓
Sport clubs	Gambia Tennis Association, Gambia Football Federation, The Gambia Yachting Association, Gambia Athletic Association, Gambia Basketball Association, Gambia Table Tennis Association, Gambia National Paralympic Committee, Gambia Amateur Boxing Association, Gambia Volleyball Association, Gambia Handball Association, Gambia Cycling Association, Gambia Weightlifting, Power Lifting and Bodybuilding Association, Gambia Karate Association, and Gambia Sports Journalists' Association of The Gambia.	✓
	Beakanyang Kafoo	✓
	Children and Community Initiative for Development	✓
	Manduar Youths For Future Advancement	✓
NGOs	Net Impact The Gambia	✓

### Box 6: Snapshot of the youth-supporting institutional framework in The Gambia

The institutional framework in The Gambia reflects the past policy shortfalls identified earlier. The backbone of the youth-supporting institutional framework is in place, with the NYC playing a pivotal role, supported by the NYSS and various actors providing entrepreneurship support. However, there is limited institutional coordination and limited interaction between public institutions and the private sector to design youth development policies as it is the case in the TVET system.

Entrepreneurship support programmes have been established to address the acute problem of youth employment and various actors are now involved, such as Empretec, NEDI or TVET providers. Good results have been achieved in terms of sensitization, but impact

is limited when it comes to converting self-employment motivation into sustainable businesses. There is a need to improve the coordination mechanism between the actors involved in entrepreneurship. The role and responsibilities have to be defined in a clearer support framework to improve its efficiency in developing a greater number of successful start-ups.

The absence of an associative life among young entrepreneurs also requires institutions to stimulate, inspire and involve young people, so that they understand that their voice is heard. The creation of the GYCC represents an encouraging step in this direction. Sports associations can also play an important role in developing the skills of youth to develop professional leisure activities for the tourism sector.

# PRIORITY SECTORS AND VALUE CHAINS TO SUPPORT YOUTH INTEGRATION

This roadmap aims to action all the levers, including upgrading of the technical and vocational training, MSME and entrepreneurship strengthening, and improved coordination between public institutions and private sector associations, in order to integrate Gambian youth into the economy and to ensure that no one is left behind. The objective is to ensure that the youth benefit from all the gains brought by the international trade and improved access of young entrepreneurs to the domestic market. Given that resources for export development are limited and all economic sectors involve young populations to the same degree, the roadmap

needs to prioritize its areas of intervention based on market opportunities for selected value chains.

Defining priority sectors allows a relevant and realistic allocation of resources for export and domestic market development and youth integration. In its plan of action, the roadmap lists a concrete set of strategic and operational objectives. Moreover, setting priorities contributes to creating consensus among stakeholders and achieving more tangible results. The Youth and Trade Roadmap's plan of action will serve as a basis for the implementation framework of the YEP programme.

## DEFINING A SECTOR

Based on the value chain approach, a sector may be considered as a product, cluster or family of products that share common production, supply, marketing and consumption patterns. The broad nature of this definition is intentional and necessary, reflecting the specific context prevailing in any given country; i.e. whether a sector denotes a product, a subset of a family of products or a cluster of products

depends on a variety of factors, both endogenous (including maturity and linkages with other sectors, etc.) and exogenous (world demand, trends and forecasts, etc.). Once selected, these sectors have been defined in detail below. The first step was to select the criteria based on which SYTDR priority sectors were going to be identified.

## SECTOR SELECTION CRITERIA FOR YOUTH EMPOWERMENT

The selection of priority sectors required focus on a set of quantitative and qualitative analytical criteria. Although the key focus of the roadmap is to support sectors that have an important youth economic integration potential, they also need to be economically viable to benefit the country in the long term; in other words, to make economic sense. The Gambia Export Strategy (NES) 2013–2017 has already identified the following priority sectors and cross-cutting sectors:

- **NES priority sectors:** Groundnuts, cashew, fisheries, horticulture, tourism, manufacturing and re-exports.
- **NES priority cross-cutting areas:** Transportation and trade facilitation, telecommunication, financial services, human resource development, and research and development.

As the selection of priority of sectors under the NES was done four years ago, another assessment was done during the national stakeholders meeting in February 2017. The first subset of criteria under the economic sustainability category has served as a primary filter to review the sectors that have the highest potential to become sustainable engines for growth and social development.

## Economic sustainability

Criteria are mostly quantitative, but also include qualitative factors:

- International demand and market attractiveness
- Current export performance and export potential
- Contribution to employment and socioeconomic development
- Presence of MSMEs in the sector
- Presence of potential of a significant competitive advantage
- Ability to attract domestic and foreign investment
- Potential for increasing regional trade and integration

### Export potential of commodity sectors

An important criterion taken into account during the review process has been the export potential of existing exported products by The Gambia. ITC has developed a tool, the Export Potential Map, which turns economic analysis into practical trade information to identify promising products.

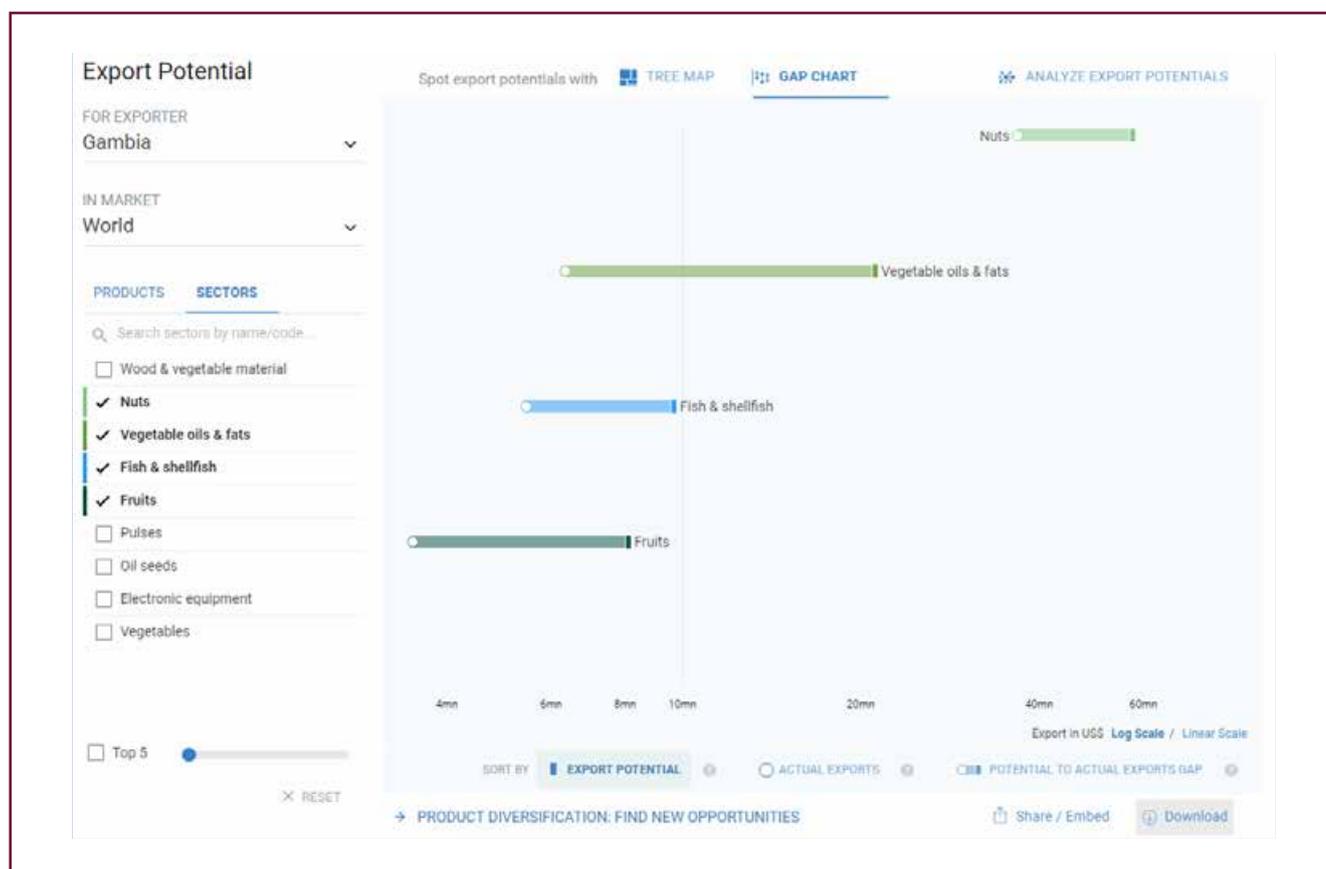
The following graph shows the five sectors with greatest export potential from The Gambia to the world market.<sup>35</sup> The top four export sectors<sup>36</sup> are: 1) Nuts, 2) Vegetable oils & fats, 3) Fish and shellfish, and 4) Fruits. The nuts and vegetable oils and fats sectors show the largest absolute difference between potential and actual exports in value terms, leaving room to realize combined additional exports worth \$37 million. As described in the trade analysis, the nuts sector, combining the export of groundnuts and cashew, drives the highest share of the country's exports. It is interesting to identify the export potential for vegetable oils and fats, which includes mostly crude groundnut oil as indicated in figure 41.

The results in figure 41 show the list at the product level with the highest export potential. Cashew nuts and groundnut oils show the largest absolute difference between potential and actual exports in value terms, leaving room to realize additional exports worth \$16.5 million and \$12.3 million respectively. Mangoes also present interesting potential for additional exports worth \$3.9 million.

35.– Source: ITC Export Potential Map – <http://exportpotential.intracen.org>.

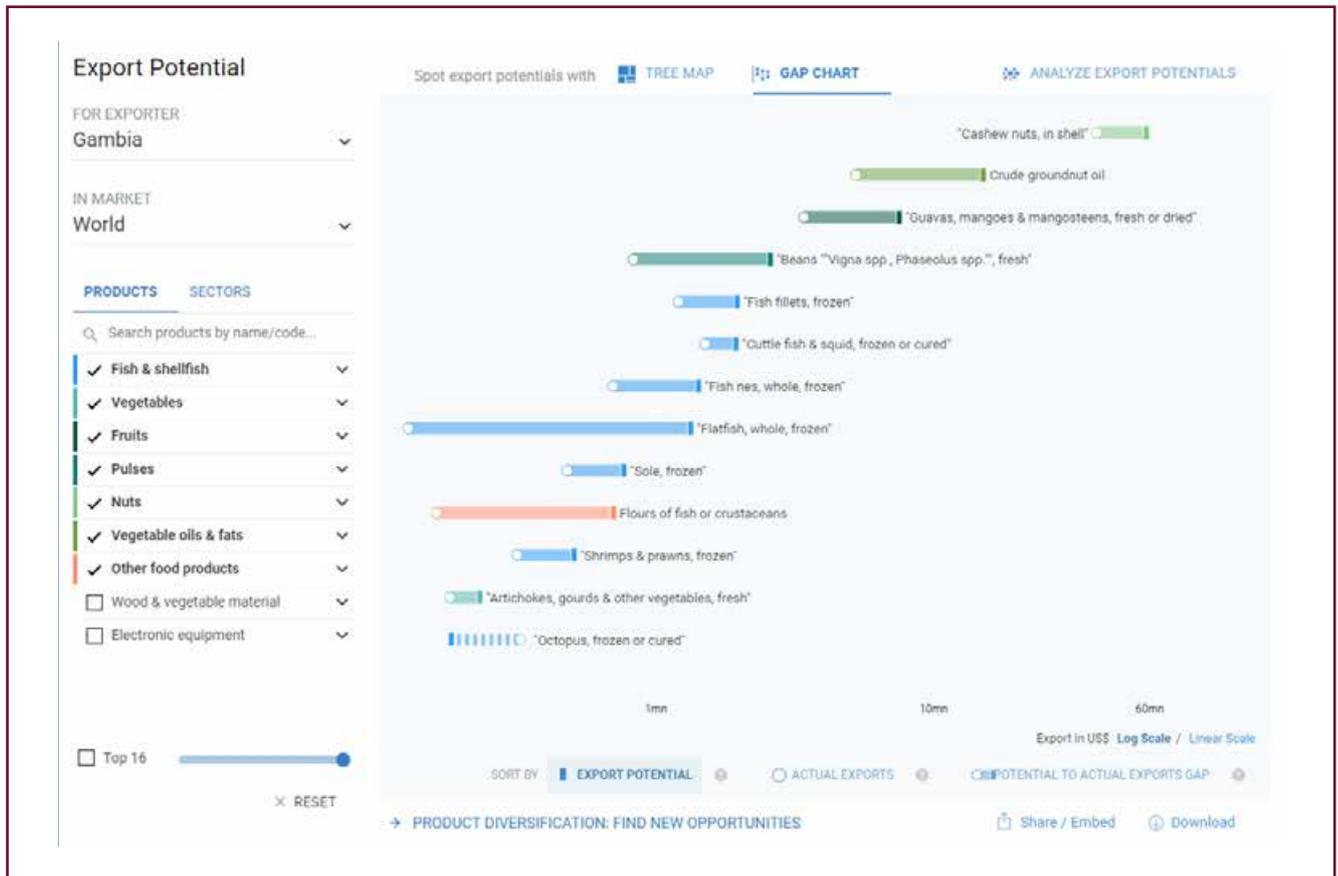
36.– Wood appeared as the first sector, but was removed, as it is mostly re-exports.

Figure 41: Sectors with greatest export potential



Source: Export Potential Map, 2017

Figure 42: Products with greatest export potential



Source: Export Potential Map, 2017.

## Youth integration potential

Once the sound economic sectors were identified, the stakeholders were invited to add another layer of selection criteria through a youth lens. Given the scarcity of data, the youth integration criteria are mostly qualitative and include:

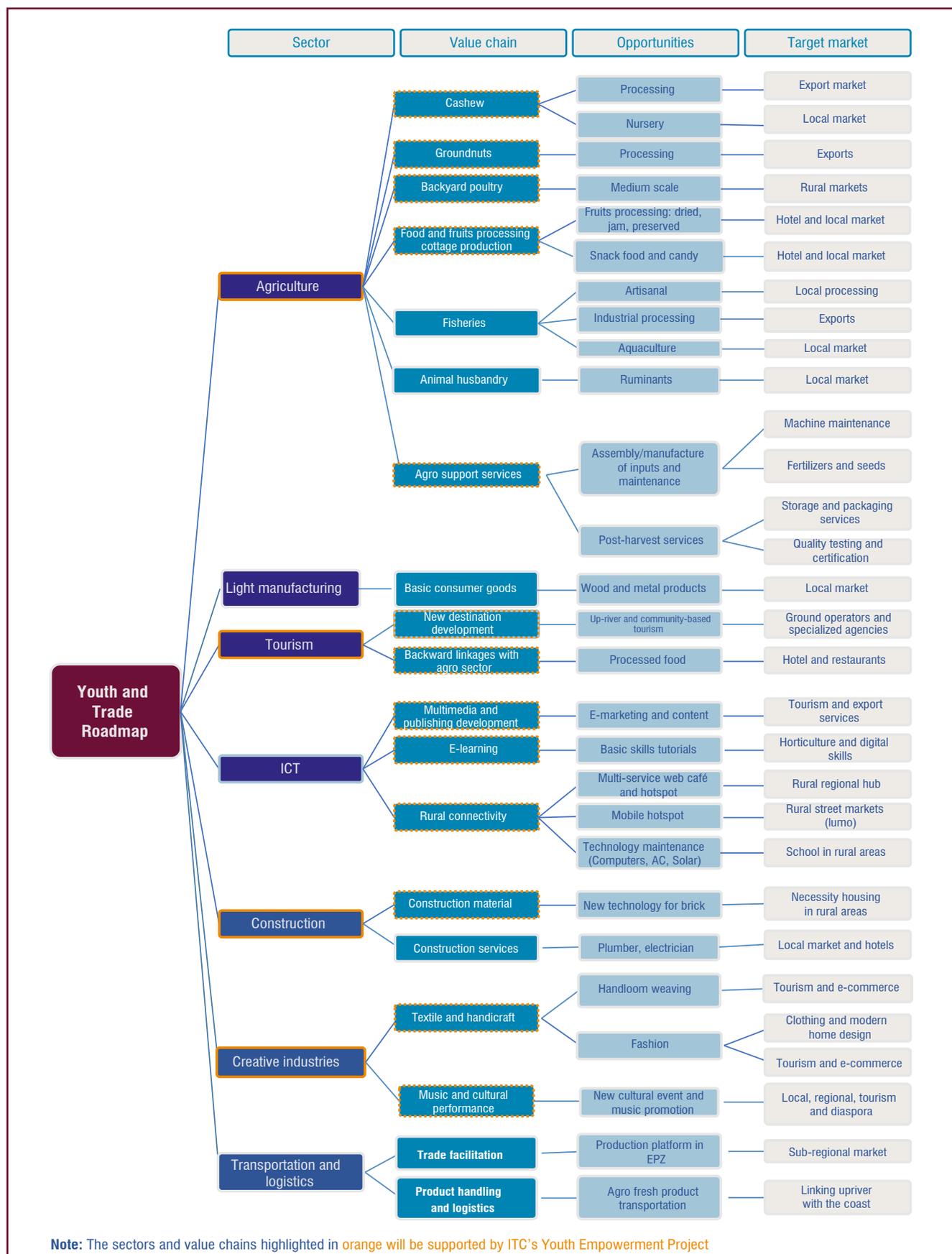
- Employment intensity of youth
- Availability and potential for entry-level jobs
- Existing interest of youth to engage in such sectors (level of dynamism and 'forward-looking' sectors)
- High presence of young entrepreneurs in the sector
- Lower entry barriers for young entrepreneurs compared to other sectors (low start-up costs and access to technology, etc.)

The stakeholder consultations carried out in February 2017 helped to select a first subset of sectors, which were then discussed during regional consultations and national stakeholders meetings in March and November 2017. These discussions helped to narrow down the sector list to seven sectors and specific opportunities within each of these sectors. They are summarized in figure 43.



Source: ITC

Figure 43: Sectors and value chains with the highest potential to provide economic opportunities for the youth



## PRIORITY SECTOR FACTSHEETS

The present SYTDR provides an overall, cross-cutting plan of action (PoA) covering the TVET, entrepreneurship and self-employment support, and value chain development of the priority sectors. Under the SYTDR, three individual sector-specific youth development roadmaps have been developed, with specific value chain analysis and diagnostics.

After having assessed the sector challenges related to productivity, and identified the main competitiveness constraints and potential skills gaps, these three roadmaps entail sector-specific PoAs. A short outline of these sectors' current status is provided below.

### NUTS AND AGROPROCESSING<sup>37</sup>

<p><b>Current state of the nuts and agroprocessing sector*</b></p>	<p>Agriculture is one of the major drivers of growth in The Gambian economy. It accounts for approximately 70% of foreign exchange and contributes to a quarter of Gambia's GDP. The sector employs nearly half of the working population and 81% of the rural working population.</p> <p>However, The Gambia's agriculture is relatively undiversified, mainly smallholder based and characterized by rain-fed subsistence crops such as millet, maize, rice, sorghum and cassava, and traditional cash crops such as groundnuts, cotton, and cashew to a lesser extent. Horticulture production is increasing, albeit moderately. Livestock (cattle, small ruminants and poultry) account for 25% of the agriculture GDP.</p> <p>During the last decade, real agricultural production expanded 3.4%–3.7% annually (barely one point percentage above the population growth rate). There is a relatively wide yield gap across major crops, and yields are lower than the West African average except for groundnuts. Average yields of coarse grains declined slightly between 2008 and 2013; rice yields declined more than those of coarse grains. Domestic production covers approximately 30% of the country's needs for rice, the main staple. Rice imports account for half of all food imports. According to the preliminary results of IHS 2015/16, 55.1% of the population is food insecure, and 35.9% of the population would not meet their daily food requirements if they allocated all their consumption to food. In addition to a growing food import bill, this situation has direct economic costs (cost of illness and lost labour productivity), and long-term adverse effects on human development.</p> <p>From a policy perspective, The Gambia is presently working on a 2nd generation of The Gambia National Agricultural Investment Plan (GNAIP) and has also adopted the Zero Hunger initiative, which focuses on Sustainable Development Goal 2 (SDG2), aiming to 'end hunger, achieve food security and improved nutrition, and promote sustainable agriculture' by 2030.</p>
<p><b>Main competitiveness issues</b></p>	<p>Agriculture's low performance is due to a range of factors, including: an unfavourable macro-fiscal stance in recent years; a weak policy and institutional framework; insufficient budgets (capital and recurrent); difficult access to modern inputs and to finance; ineffective research and advisory services; rainfall variability and climate shocks; lack of transport and market infrastructures; limited irrigation; and high post-harvest losses due to poor handling, inappropriate storage, high levels of aflatoxin contamination, low levels of application of food safety management systems along the value chains, as well as poor adherence to sanitary and phytosanitary (SPS) and TBT standards of the export markets.</p> <p>Production is generally handled by family-owned farms and marketing is done through middlemen. High input prices and difficult access to credit limit smallholders' ability to invest in productivity-enhancing technologies. Most of the formal cooperative structures in existence are weak, and are unable to address their members' input and marketing needs.</p> <p>Both the groundnut and cashew sectors are negatively impacted by the migration of youth. The difficult working conditions, low levels of revenues and negative image of farming force young people to seek other opportunities in urban areas or abroad.</p> <p>The transformation of the poultry sector from traditional to commercial requires a unique set of modern technologies, commercial inputs, institutional and policy innovations and coordinating mechanisms. The inadequate supply of feed, its poor quality and high cost is identified as major challenges to commercial poultry production in the country.</p>
<p><b>Market opportunities</b></p>	<p>The Gambia has an agricultural resource base that could catalyse rapid growth and transformation, provided the necessary policies and programmes are in place and effectively implemented. The country has the highest rainfall average among Sahelian countries.</p> <p>The transformation from a predominantly subsistence to a commercial and diversified agriculture sector will significantly contribute to food and nutrition security in The Gambia.</p>
<p><b>Priority products for youth empowerment</b></p>	<ul style="list-style-type: none"> <li>• Groundnut is The Gambia's principal export crop. The inability to comply with the European Union aflatoxin regulations for groundnuts has effectively reduced the contribution of groundnuts to the country's foreign exchange earnings.</li> <li>• The cashew sector has shown remarkable potential in the last 10 years as an alternative crop to diversify production and exports.</li> <li>• Millets and other cereals (maize, rice, millets, sorghum and fonio/fendi) are also important food crops consumed daily. These include millets, sorghum, fendi, maize and rice.</li> <li>• The poultry industry has a significant potential for income generation and employment creation for rural smallholders, women and youth, as well as for import substitution.</li> <li>• In addition, agro-industries constitute 15% of GDP, which is a significant component of Gambia's industries and another growth driver.</li> </ul>

37.– **Note:** Analysis of the agro sector under YEP is still ongoing, especially concerning opportunities in agroprocessing for fruits and vegetables.

### Identified economic opportunities for the youth in selected agro value chains

The processing activities of nuts and poultry have significant potential for income generation and employment creation for rural smallholders, youth and women.

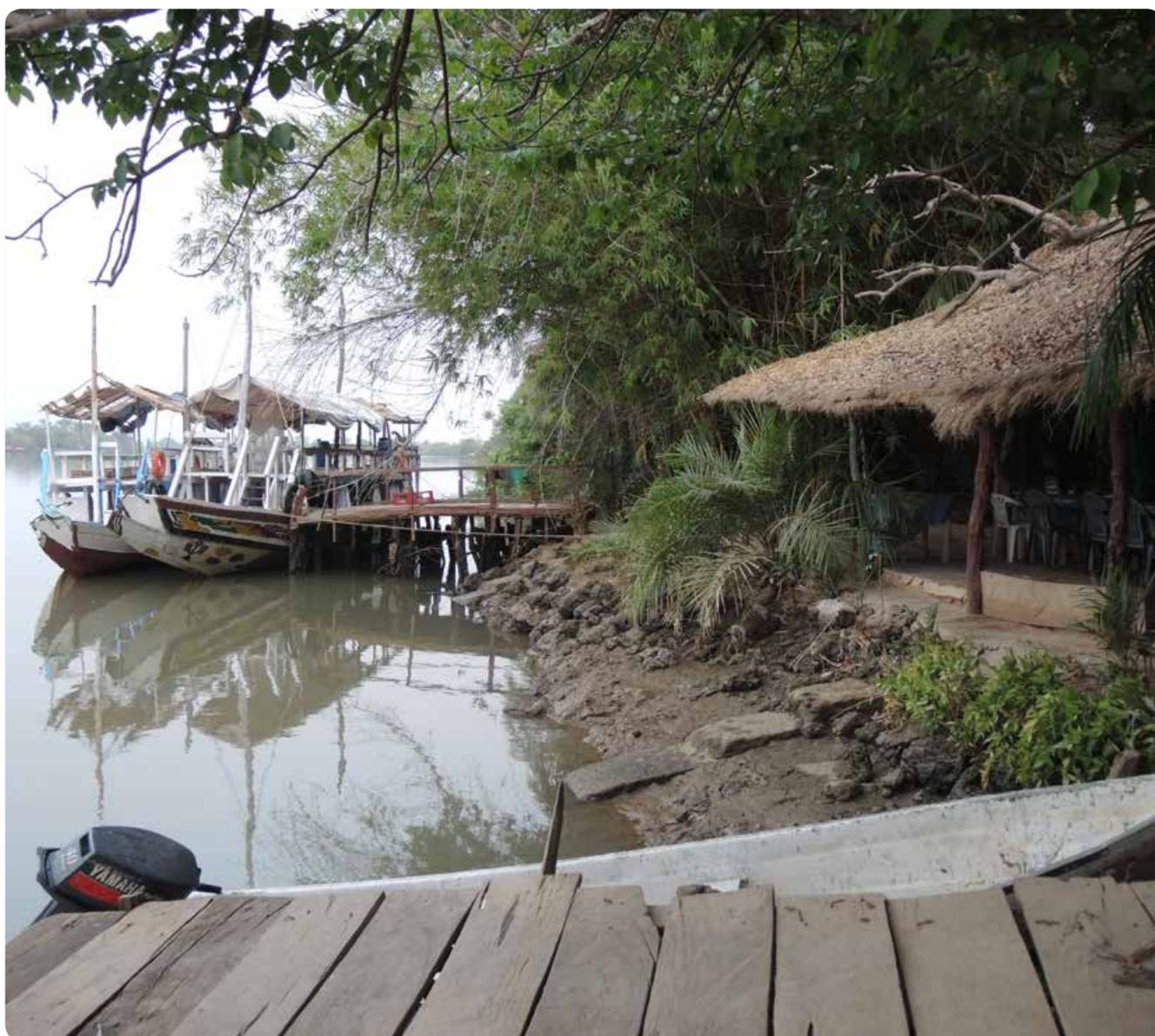
- Opportunities in groundnuts, cashew and cereals processing:
  - » Millets and cereal first transformation for daily consumption.
  - » Groundnuts processing for primary processing done by local village decorticators or around Banjul area, and 2nd processing with exporters.
  - » Energy crops or crop waste that can be used for energy production, for cooking or industrial fuel.
- Poultry: backyard poultry farming in rural areas for semi-intensive systems; i.e. flock of 500 to 3,000 birds depending on the options.

### Youth and Trade Roadmap for the agro sector

The main focus of the Youth and Trade Roadmap for the agro sector will be to foster diversification, and empower youth employment in agroprocessing so that they can take advantage of opportunities and trade in general. Agriculture remains one of the best responses to the growing youth employment challenge and poverty in The Gambia, as in many African countries. It has the capacity to employ significant numbers of youth, and also provides valuable inputs for the development of industry and service activities. The following strategic objectives have been outlined for the agro sector's Youth and Trade Roadmap.

1. Develop and reinforcing youth entrepreneurship in the agribusiness sector.
2. Reinforce the production and processing capabilities of the agribusiness sector.
3. Strengthen youth skills through vocational training and update training provider capabilities.

\* The Gambia NDP.



Source: ITC - The river Gambia in Janjanbureh

TOURISM<sup>38</sup>

Sector Youth and Trade Roadmap factsheet	
<b>Current state of the tourism sector [1]</b>	<p>The tourism industry is a major contributor to the national economy, contributing 12%–16% of gross domestic product (GDP), supporting more than 35,000 direct and 40,000 indirect jobs, and generating \$85 million in foreign exchange earnings (source: Tourism, Culture, and Hospitality Strategy Plan, 2015–2020).</p> <p>Over the past years, The Gambia achieved steady growth (9% compared to Sub-Saharan Africa's average of 5% – UNWTO) in tourist arrivals until 2013 when the outbreak of Ebola in some neighbouring countries caused a 9.1% decline of tourist arrivals, from 171,200 in 2013 to 155,592, effectively setting back the 2020 target of achieving half a million arrivals.</p>
<b>Main competitiveness issues</b>	<p>The expansion of tourist arrivals has been limited despite efforts to promote the country at international trade fairs. Additionally, tourism is strongly seasonal, with a low season from March/April to October. The result is an annual occupancy rate of between 50% and 60%, less than the industry standard of 60% for profitability (WB, 2015).</p> <p>The Gambia's comparative advantage in the tourism sector is its hot climate, nice beaches, English-speaking services, low prices and security. Despite these, The Gambia lacks the diversity and quality of services to attract free independent tourists (FIT), thus rendering the industry vulnerable to low negotiated and all-inclusive room rates. First, this, coupled with the high cost of imports and electricity, leaves hoteliers with low profit margins. Second, the all-inclusive rates do not include products and services other than those of the hotels, thus leaving limited opportunities for the stakeholders upcountry to benefit from tourism. This result permeates the sector's vicious cycle; i.e. low profit means low investments in facilities, which translates into limited quality service delivery, which in turn limits the sector in attracting higher-yield international visitors and thus constrains the sector's development growth.</p> <p>Furthermore, despite the claims of some academics that The Gambia is a responsible tourism destination, the image of The Gambia that is channelled abroad is essentially related to sex tourism. This paradox negatively impacts the image of the destination and can sometimes discourage tourists from visiting the country.</p>
<b>Market opportunities</b>	<p>Thorne (2011) noted that a significant proportion of tourists have a genuine curiosity about The Gambia and would like more opportunities to explore the destination's intangible cultural heritage. Tourists are keen to gain access to 'real' Gambian settings, such as family compounds, but are wary of it feeling 'false' or intrusive.</p> <p>The means, and particularly the richness, of the cultural and natural heritages are, however, available to the upcountry to do something about. Opportunities exist to increase the local economic impact of tourism in favour of the youth.</p> <ul style="list-style-type: none"> <li>• Substitution to importation (backward linkages with agriculture, and development of local production in agroprocessing).</li> <li>• Untapped markets in community-based tourism products.</li> <li>• Unexploited or exploited products in destinations upriver.</li> <li>• Replication of best practices and services improvement services in local markets for tourists selling high-quality handicraft products, renewed cultural events, water sports activities and hospitality food and beverages services.</li> </ul> <p>Stakeholders, especially national tour operators, ground operators and The Gambia Tourism Board need to redefine the national tourism marketing strategy and market positioning for both the Groups Independent Travel (GIT) and free independent tourist (FIT) markets. The objective is to create greater awareness of the new services upriver among international tour operators, specialized agencies, online providers and also potential independent visitors in order to attract new tourists from other countries – including those visiting or staying in Senegal – targeting middle/high-end segments, and developing new packages to increase inbound tourism during the off-season, between May and October.</p> <p>There are several other areas that need addressing, such as repeat tourists who shun hotels and stay local, international tourists in Senegal, limited diaspora patronage and subregional patronage, especially in summer and for conference tourism. Then there is the inability to capture the German market, which is the largest outbound market in Europe, and the competition from Southern Europe in summer and late spring.</p>
<b>Priority products and services for youth empowerment</b>	<ul style="list-style-type: none"> <li>• Transform the visits into experiences through the development of community-based and cultural tourism services upcountry focussing on CRR and developing a creative tourism experience.</li> <li>• Develop local cultural festivals and events.</li> <li>• Improve hospitality (customer) services, and food and beverages services in the beach areas.</li> <li>• Upgrade weekend markets for locally processed food and crafts made by youth initiatives targeting seasonal tourists.</li> <li>• Develop backward linkages between locally produced processed food (including packaging, marketing and sales) and hospitality providers.</li> </ul>
<b>Identified economic opportunities for the youth</b>	<p>Tourism has a catalytic role in accelerating growth and employment opportunities (along the value chain) to improve the welfare of the population, and, as such, offers youth prospects for self-employment that are less accessible in other sectors.</p> <p>Its flexible nature, requirement for skilled and lower-skilled employees and growth prospects in terms of diversification of products and services offer opportunities for youth entrepreneurship and employment across the various segments of the value chain.</p> <ul style="list-style-type: none"> <li>• Skilled staff for hospitality services in new rural destination.</li> <li>• High-quality food and beverage service providers in the beach areas, and cooks for the hotels.</li> <li>• Skilled tour guides in new destination upriver linked to community-based tourism and creative tourism experience.</li> <li>• Producers of high-quality handicraft.</li> <li>• Events managers and cultural tourism service providers.</li> <li>• Instructors in sport and water sport activities.</li> </ul>
<b>Youth and Trade Roadmap for the tourism sector</b>	<p>The tourism sector needs to build further capacities among its stakeholders and strengthen public-private collaboration to enhance the local economic impact of the tourism value chain in The Gambia. The government is currently setting new targets for a new Gambia Tourism Strategy. The positive experiences gained through various project activities carried out by international organizations, mainly ITC and UN-WTO, have shown the potential for tourism development in The Gambia, and identified interesting opportunities for tourism to contribute to local economic development. The following strategic objectives have been outlined for the tourism sector's Youth and Trade Roadmap.</p> <ol style="list-style-type: none"> <li>1. Foster the creation of diversified tourism products and services.</li> <li>2. Reinforce youth skills through vocational training and TVET strengthening.</li> <li>3. Develop and reinforce youth entrepreneurship in the tourism sector.</li> </ol>

38.– Note: Find complete information in the tourism roadmap document.

ICT<sup>39</sup>

<b>Current state of the ICT sector</b>	<p>The ICT sector in The Gambia has grown from a very low base in the past 10 years due to the access to the ACE submarine cable system. Even if the sector remains marginal compared to the country's major economic drivers, such as agriculture and tourism, it has a great potential to grow, since the minimal medium to access the national market – mobile Internet access – is now widely available.</p> <p>The Gambia has a partially liberalized telecommunications sector with good competition in mobile and broadband, but a continued monopoly over the international voice gateway through the state-owned company, Gamtel. The telecommunications industry in The Gambia consists of one national fixed line operator, Gamtel, which also provides Internet services, four global system for mobile communications (GSM) operators, namely Gamcel (national operator), Africell, Comium and Qcell. Netpage, Unique Solutions, Lanix and Qcell have also been licensed as Internet service providers.</p> <p>Africell leads the with largest mobile market share of 51%, followed by Qcell at 18%, Gamcel at 16% and Comium at 15%.</p>
<b>Main competitiveness issues</b>	<p>The monopoly over the international voice gateway has negatively impacted the profitability of the private mobile operators and their capacity to reinvest and upgrade their networks, thus slowing overall network expansion and degrading quality of service in The Gambia. This also means that the sector, and country itself, has not yet fully benefited from the new ACE Internet capacity.</p> <p>Affordability is still one of the main barriers to mobile phone ownership and usage in particular for low-income populations. In 2016, The Gambia was ranked 163 out of 183 countries in terms of the International Telecommunication Union's mobile service prices sub-index 14.</p> <p>The outsourcing of operations by some of the major ICT companies represents a growing threat that could limit the sector's potential to generate employment, especially for youth. It is essential that relevant skills are present nationally in order to limit companies outsourcing their operations.</p> <p>There is a very limited offering in ICT-related subject matters within Gambian TVET institutions. The offering predominantly concentrates on basic ICT skills and ICT sensitization due to the very low level of computer literacy, especially in rural areas. As the public training institutions and universities have not managed to develop quality courses, a few ICT companies have created their own private training institutions to support the growth of their business.</p> <p>Mitigating the urban-rural skills divide would also be crucial to ensure benefits are not only felt in the Banjul and Kanifing areas.</p>
<b>Market opportunities</b>	<p>Innovation hubs are being established across Africa and the impact on the economy is already being realized. Youth who have the digital skills will have the opportunity to explore opportunities in the growing digital industries and develop ICT-enabled services in The Gambia and in the subregion. Digital entrepreneurship, right from Gambia, requires good broadband Internet connection and quality educational services in order to be competitive. However, to realize these digital dividends, key policy and regulatory issues need to be addressed.</p>
<b>Priority products and services for youth empowerment</b>	<ul style="list-style-type: none"> <li>• Web-based services: multimedia content development and e-marketing providers.</li> <li>• Data management: government online services (monitoring, administrative processes and taxes collection, etc.), statistics and trade facilitation (customs procedures).</li> <li>• Cloud services: education (availability of cloud-based courses and content).</li> <li>• Software development: applications development (agriculture and tourism) and education.</li> <li>• Hardware: maintenance, repair and deep repair. Installation of satellite connection and IT equipment.</li> <li>• E-commerce: targeting the diaspora.</li> <li>• Market information services: agribusiness online services for cooperatives and producers.</li> </ul>
<b>Identified economic opportunities for the youth</b>	<p>The ICT sector could provide The Gambia with a leapfrogging opportunity for the youth. In rural areas, entrepreneurship opportunities have been identified in basic ICT-enabled services such as printing and a multi-services kiosk providing connectivity and support on ICT-related services (education, finance and communication).</p> <p>Concerning opportunities for digital youth with high skills, the following lists of occupations have been identified.</p> <ul style="list-style-type: none"> <li>• High required level of qualification: software and multimedia developers and analysts, applications development and testing technicians, database specialists and telecommunication specialists.</li> <li>• Average required level of qualification: content technicians for web, and electronics and telecommunications installers and repairers.</li> <li>• Low required level of qualifications: ICT operations and user support technicians.</li> </ul>
<b>Youth and Trade Roadmap for the ICT sector</b>	<p>In order to pre-empt the sector's development, national policies need to focus on managing sector diversification and building a relevant palette of skills nationally. Proper regulations need to accompany new sector segments. The quality of the ICT services needs to be standardized. The sector coordination and improved public-private partnership are critical to develop new training services and upgrade the skills of digital youth. The following strategic objectives have been outlined for the ICT sector's Youth and Trade Roadmap.</p> <ol style="list-style-type: none"> <li>1. Strengthen sector coordination and regulations</li> <li>2. Improve the quality and relevance of ICT skills development programmes</li> <li>3. Improve micro, small and medium-sized enterprise productive capacities and market linkages</li> <li>4. Foster e-entrepreneurship and business growth</li> </ol>

39.– Note: Find complete information in the ICT roadmap document.

## FISHERIES

<p><b>Current state of the sector</b></p>	<p>Over the past years, The Gambia's fisheries industry has recorded steady growth, moving from 4% in 2013 to 6.4% in 2014.<sup>a</sup> The industry contributed 2.26%<sup>b</sup> of gross domestic product (GDP) in 2016 and plays a critical role for being the 3rd-largest food provider (after agriculture and livestock)<sup>c</sup> and supplying approximately 40% of the total animal protein consumed in The Gambia.<sup>d</sup></p> <p>The fisheries sector is divided into two subsectors: industrial and artisanal fishery.</p> <p>The industrial fishery subsector supports between 1,500 and 2,000 permanent and part-time direct jobs. The industry requires high capital investments for the use of modern onshore fish processing establishments and industrial fishing vessels. Gambian entrepreneurs in partnership with private investors from different countries (Greece, Spain, Italy, China, South Korea and Holland) are the main players in the subsector. From the 20 locally registered fishing companies operating in The Gambia in 2012, nine operate fish-processing establishments, five are certified to export fresh and frozen fish products to EU countries, and only one factory is certified to export cured (smoked) fish. The remaining haven't met the EU regulations on fish-processing establishments.<sup>e</sup> In 2014, industrial fisheries supplied only 10% of total national fish consumption and 20% of locally processed fish.<sup>f</sup></p> <p>The artisanal fishery subsector provides direct employment during the whole year to between 25,000 and 30,000 people. Compared to the industrial subsector, the artisanal is considered as low cost and labour intensive, and requires the use of less sophisticated traditional fishing gears and processing technologies. There are approximately 155 artisanal fish landing sites within the country, 145 landing sites along the River Gambia and the remaining sites along the Atlantic coast. Fisher folk from different nationalities (Gambians, Senegalese, Ghanaians, Guineans and Malians) participate in the subsector.<sup>g</sup></p> <p>The livelihoods of an estimated 200,000 people are indirectly dependent on the artisanal subsector. From the average total fish landed, 93% comes from artisanal fisheries, particularly small pelagic species. The total production of this species was estimated at 45,294 mt in 2016 with sardinella species accounting for 88%.<sup>h</sup></p>
<p><b>Main competitiveness issues</b></p>	<p>Industrial fishing for local processing has declined and exports have dropped due to several competitiveness issues:<sup>i</sup></p> <p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Absence of a modern industrial deep-water fishing port, well-equipped fishing jetty and inadequate repair and maintenance services;</li> <li>• Lack of Gambian-registered coastal trawlers and purse seiners to harvest the resources;</li> <li>• Lack of adequate infrastructure with appropriate fish handling and storage facilities for the artisanal subsector to reduce post-harvest losses and meet international sanitary standards;</li> <li>• High cost of inputs such as fuel and energy, and the scarcity of fishing materials in the country;</li> <li>• Lack of patrol boats and other means of effective monitoring, control and surveillance of illegal fishing in the country's territorial waters;</li> <li>• Weak organization of retail fish marketing centres;</li> <li>• Absence of life preservers and other safety equipment in artisanal canoes;</li> <li>• Ninety per cent of fishing vessels and processing plants are foreign-owned and bring their catches for processing and value addition outside of the country (e.g. Senegal) because of less competitive ancillary services.<sup>j</sup></li> </ul> <p><b>Technical</b></p> <ul style="list-style-type: none"> <li>• Poor fish processing quality in the artisanal subsector;</li> <li>• Inability to comply with stringent sanitary and phytosanitary requirements in the EU market.</li> </ul> <p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Access to microfinance for artisanal operators is constrained by high interest rates on loans;</li> <li>• High interest rates at the commercial banks affect the industrial subsector's access to both working capital and long-term lending;</li> <li>• High cost of electricity impacts operations of industrial seafood processing factories and ice making in the artisanal fishery subsector.</li> </ul> <p><b>Institutional</b></p> <ul style="list-style-type: none"> <li>• Incomprehensive and incoherent legal and policy framework that does not recognize fisheries and aquaculture as an economic resource with established systems for its full exploitation;</li> <li>• Limited budget for the Fisheries Department to implement fisheries regulations, advance product development and quality control and train personnel (75% are not qualified), etc.;</li> <li>• The change in the industrial licensing regime in 2015 that led most of the industrial fishing vessels to relocate. (The change increased the percentage of catch that fishing vessels are required to offload locally.)</li> </ul> <p><b>Private sector participation</b></p> <ul style="list-style-type: none"> <li>• Weak private sector participation in post-harvest processes such as refrigeration (e.g. use of ice on board and post-landing), transport, processing, certification of product attributes (e.g. production processes, origins and food safety), and marketing (e.g. search for better buyers).<sup>k</sup></li> </ul> <p><b>Resource management</b></p> <ul style="list-style-type: none"> <li>• High vulnerability of the fisheries sector to climate change and natural disasters;</li> <li>• Increased pressure on marine resources due to over exploitation and population growth factors;</li> <li>• Protection of marine protected areas (MPA) and identification of new MPAs;</li> <li>• Increased illegal fishing and poor surveillance of the fisheries resources in the high seas;</li> <li>• Unsustainable number of commercial fishing licences;</li> <li>• Lack of experience and understanding of resource co-management and sustainable fishing practices;</li> <li>• Catching, landing and marketing of juvenile fish;</li> <li>• By-catch in industrial fisheries, especially the shrimp fishery;</li> <li>• Ecosystem degradation due to negative impacts of fishing and fish-processing practices on habitat and the marine environment;</li> <li>• Resource use for conflicts within artisanal fisheries.</li> </ul>

<p><b>Market opportunities</b></p>	<p>Key opportunities for the fisheries sector in The Gambia include foreign processing companies that source from local small-scale fisheries and that can contribute to upgrading the capacity of those fisheries through the transfer of skills, know-how and training in higher value-added activities, including washing, sorting, packaging and freezing fresh fish.</p> <p>In addition, foreign companies can contribute to a more sustainable management of The Gambia's stock of fish resources by cooperating with local small-scale fisheries to meet phytosanitary requirements for export and the adoption of modern and environmentally friendly fishing practices.<sup>l</sup></p> <p>Gambia's comparative advantages in the fisheries sector include:<sup>m</sup></p> <ul style="list-style-type: none"> <li>• The country has a liberalized economy and a unique geographical location, making accessibility to markets in Europe, USA, Africa and Asia easy and faster by air and sea.</li> <li>• Fishing can be carried out all year round.</li> <li>• The EU-ACP Cotonou Agreement provides excellent opportunities for trade in seafood products.</li> <li>• Existing fishing companies with factories have vast experience in processing of value-added products and the modalities of international seafood marketing; many of them have already been certified according to EU import regulations and are capable of meeting the demands of prospective importers in Africa, Europe, Asia and the USA.</li> <li>• Fishing vessels registered in The Gambia can easily obtain a licence to operate in neighbouring Senegal through the reciprocal fishing agreement existing between the two countries. This will provide them with larger operating zones and better fishing prospects.</li> <li>• Customs and Excise duties are not levied on exports of seafood products or on the imported capital equipment and packaging materials.</li> </ul>
<p><b>Priority products and services for youth empowerment</b></p>	<ul style="list-style-type: none"> <li>• Exports to the EU essentially consist of fresh and frozen fish, particularly of high-value commercial species (shrimps, cephalopods, sole fish, lobsters and sea breams, etc.).</li> <li>• Specialized smoked fish products (all traded through the only certified establishment) essentially serve The Gambian diaspora market in the EU (the UK, Netherlands, Spain and Belgium) and the USA.</li> <li>• The bonga, round and flat sardinella, and other small pelagics, are the main species landed by the artisanal fishermen. These species are mainly consumed locally in fresh or traditionally processed (smoked or dried) product form, or exported regionally.<sup>n</sup></li> <li>• The high-value commercial species the sector produces (shrimps, sole fish, sea breams, lobsters and cephalopods) are mostly supplied to fish-processing factories for export: mainly to the EU, North America and Asia.</li> </ul>
<p><b>Identified economic opportunities for the youth</b></p>	<p>In terms of employment opportunities for the youth, most of the job opportunities can be found:<sup>o</sup></p> <ul style="list-style-type: none"> <li>• In fish-processing factories: peeling shrimp; drying, boiling and shelling various types of seafood.</li> <li>• On board: fishing; diving for fish or to free snagged nets; draining boats; handling and repairing nets; herding fish into nets; crewing on fishing vessels; shovelling ice; cooking; working as porters.</li> <li>• On shore: guarding fishing vessels in docks, piers and harbours; loading and unloading fish; sorting fish; cleaning and salting fish; smoking/drying fish; shovelling ice; painting; fish marketing; harvesting shellfish.</li> <li>• Offshore on fishing platforms: lifting nets of fish using hand cranes; sorting, boiling and drying fish.</li> </ul> <p>Further training of youth can create opportunities in different high-value activities:<sup>p</sup></p> <ul style="list-style-type: none"> <li>• Overall management: financial, compliance/fiscal, supplies sourcing, crew/staff management and marketing responsibilities and duties;</li> <li>• Communication technology: radios, mobile phones, satellite links and onboard fax or Internet;</li> <li>• Bookkeeping: keeping track of expenditure and revenues, dealing with the bank and state fiscal or other requirements;</li> <li>• Marketing: from maintaining a marketing network and keeping track of current prices to actively selling fish, finding the best deals and proactive market development;</li> <li>• Practical back-up: provide essential routine logistical functions, picking up equipment and crew.</li> </ul>

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p. [http://edz.bib.uni-mannheim.de/daten/edz-kr/gmf/02/summary\\_en.pdf](http://edz.bib.uni-mannheim.de/daten/edz-kr/gmf/02/summary_en.pdf)

## CREATIVE INDUSTRIES

<p><b>Current state of the sector</b></p>	<p>The creative industries sector (film, music, design, fashion, digital arts, folklore, publishing, events, etc.) has showed rapid and sustained growth in the last decade. Estimates value the sector at 7% of the world's GDP, and global forecast are estimated at 10% growth per annum.* The Gambia is playing an increasingly important role in international trade in creative industries. From 2010 to 2011 the sector grew in exports from US\$31.05K to US\$91.72K** and The Gambia continues to be one of Senegal's main export destinations of creative goods.***</p> <p>The Gambia also exports a number of music, film and live-arts related services. The music sector in the country is divided into three main categories comprising the traditional music, contemporary and live bands of talented youth playing different genres of music. Since 2013 The Gambian music industry has launched 14 new albums from 11 artists on live instrument bands and numerous international performances in the UK, USA, Europe and Venezuela.+</p> <p>Another important employment creative industry in the country is the traditional handloom sector. Although handloom weaving in The Gambia is a relatively small sector, a recent assessment of the sector done in the framework of the YEP project was able to identify the existence of both a hand-spinning and weaving culture, which holds significant potential for upskilling and job creation.</p>
<p><b>Main competitiveness issues</b></p>	<p>The strategic development of the creative industries sector is limited by poor institutional framework and enabling policy environment. Although the National Council for Arts and Culture (NCAC) has been working on enforcing a culture policy since the 1980s, the policy is still in draft. The Gambia Copyright Act was enacted in 2004; however, there is a lack of real protection and enforcement of copyright or intellectual property.</p> <p>Music artists in The Gambia face trade barriers on Mode 4 (temporary movement of persons). According to the NCAC, more than three million Gambian Dalasi (equivalent to US\$25,000) was lost by artists on nonrefundable visa fees of European Embassies fees in 2013. Artists also lack of basic training and entrepreneurial skills on how to assess and exploit existing markets by building strategic alliances and partnerships with domestic, regional and external counterparts. There is also a need to improve performance facilities for artistic expression. Only one theatre 'Eburnjan Theatre' in Banjul and an Amphitheatre at the Alliance Française exist, and are seldom used due to the lack of technical skills in product development and entertainment management.++</p> <p>The traditional handlooms used in The Gambia are very narrow and do not allow for products diversification and, as such, upgrading of equipment would be necessary in order to diversify products offerings. In addition to equipment, producing textiles on a handloom requires special expertise in various techniques, ranging from preparation of yarn and weaving to dyeing and finishing. Although most of these skills already exist, upgrading of weaving equipment will require additional training of weavers to enable them to operate, for instance, wider looms and complex weaving techniques such as looms with four or more treadles.</p>
<p><b>Market opportunities</b></p>	<p>Market access opportunities for artists in the music sector can be found in external markets especially within the large West African Diaspora communities in Europe and the United States.</p> <p>The development of the handloom-weaving sector offers several opportunities to expand into the home textiles segment to serve the local and tourist markets. Considering the inconsistent access to fabric by tailors to meet customer demand and repeat orders, a well-developed handloom weaving cottage industry would have a readily available national market to serve the needs of tailors and consequently alleviate some of the challenges faced by micro-enterprises to access a reliable supply of fabric in the required quality and quantity. The sector also shows a potential prospect to export to the international market via e-commerce targeting The Gambian diaspora.</p>
<p><b>Identified economic opportunities for the youth</b></p>	<p>It is projected that there will be an increased growth in demand for music and other entertainment and creative services in developed and developing countries. In The Gambia, there is great interest amongst youths in creative activities and entertainment, particularly live music. The major strength of the music sector in The Gambia is that some of these youths are creative musicians with significant potential for international competitiveness, given the right institutional and policy support is in place. There is also big potential for building synergies between creative industries and tourism sector and create employment opportunities for youth.+++</p>
<p><b>Development direction</b></p>	<p>The development of creative industries in The Gambia will need to start from the basics:</p> <ol style="list-style-type: none"> <li>1. Raising awareness on the important role of the culture and arts sector in national development policy;</li> <li>2. Strengthening the implementation of regulations and legislations, especially protection of the intellectual property rights of young entrepreneurs in the creative industries sector</li> <li>3. Professional training of artists (e.g. vocational training and at higher education level);</li> <li>4. Facilitate access to appropriate funding;</li> </ol> <p>The basis for the development of the handloom-weaving sector focus on supporting coordination among weavers and equipping them with more polyvalent handlooms, while providing the required training on the techniques they require. The following are the strategic objectives to develop the creative industries.</p> <ol style="list-style-type: none"> <li>1. Establish a production hub for the producer's community and coordinate sourcing, design, customer services and marketing.</li> <li>2. Equip local producers with polyvalent handlooms and accessories.</li> <li>3. Establish south-south support for training in loom production, textiles design and dyeing.</li> </ol>

\* [http://unctad.org/en/PublicationsLibrary/webditcted2016d5\\_en.pdf](http://unctad.org/en/PublicationsLibrary/webditcted2016d5_en.pdf)

\*\* [http://www.acpculturesplus.eu/sites/default/files/2015/12/14/cecast\\_knust\\_needs-assessment\\_project\\_report\\_culture\\_epa\\_eu-ecowas.pdf](http://www.acpculturesplus.eu/sites/default/files/2015/12/14/cecast_knust_needs-assessment_project_report_culture_epa_eu-ecowas.pdf)

\*\*\* [http://tcdata360.worldbank.org/indicators/inn.crt.ex.val?country=GMB&indicator=3051&product=0&viz=line\\_chart&years=2002,2011](http://tcdata360.worldbank.org/indicators/inn.crt.ex.val?country=GMB&indicator=3051&product=0&viz=line_chart&years=2002,2011)

+ [http://unctad.org/en/PublicationsLibrary/webditcted2016d5\\_en.pdf](http://unctad.org/en/PublicationsLibrary/webditcted2016d5_en.pdf)

++ <http://www.ncac.gm/music.php>

+++ [http://www.acpculturesplus.eu/sites/default/files/2015/12/14/cecast\\_knust\\_needs-assessment\\_project\\_report\\_culture\\_epa\\_eu-ecowas.pdf](http://www.acpculturesplus.eu/sites/default/files/2015/12/14/cecast_knust_needs-assessment_project_report_culture_epa_eu-ecowas.pdf)



Source: ITC

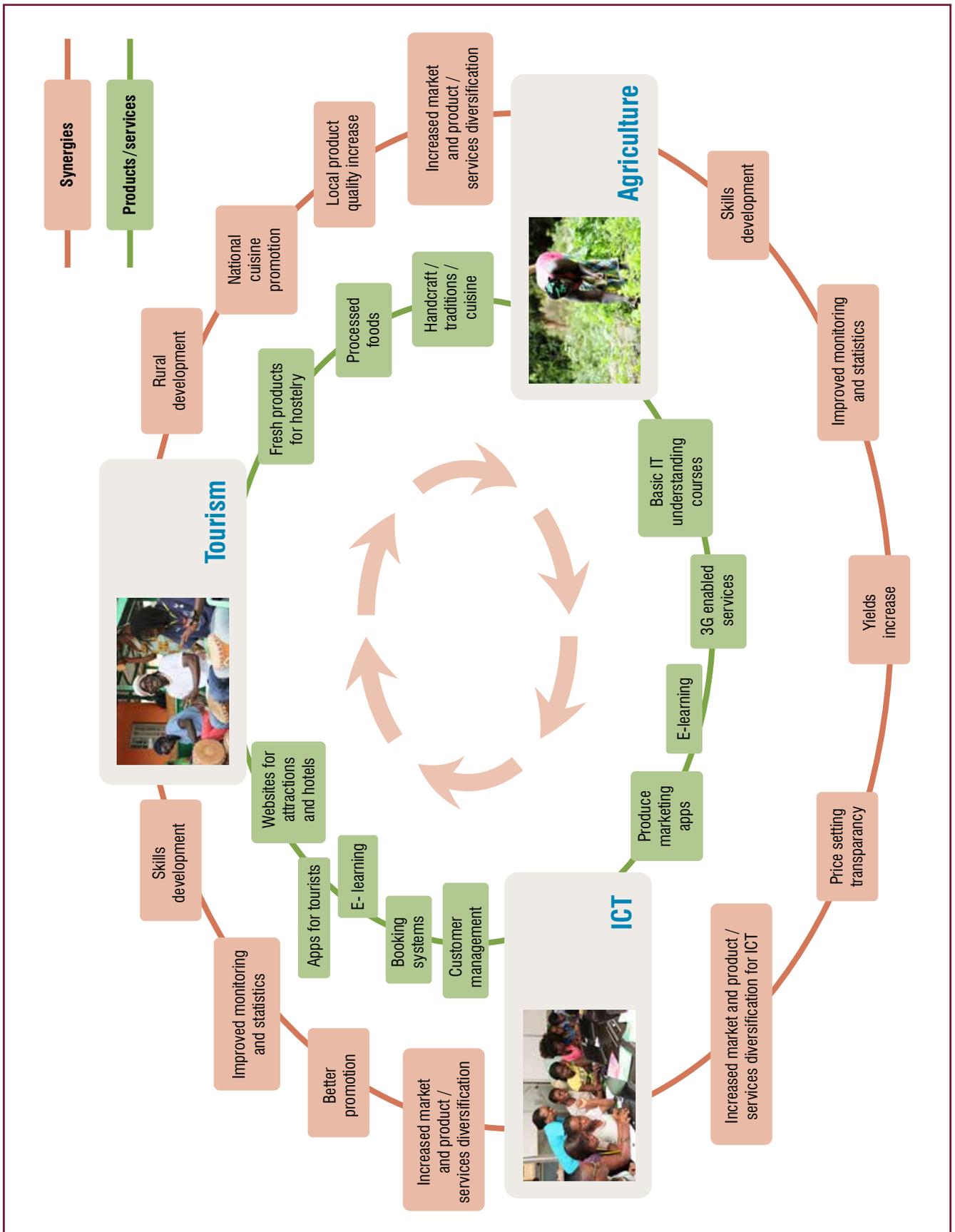
## CROSS-SECTOR SYNERGIES

The SYTDR will not only focus on the priority sectors individually, but also create synergies between them. The objective will thus be to create an ecosystem that will further grow organically. In order to achieve this, the SYTDR focuses on developing new services and products that will allow the development of market linkages between the priority sectors and strengthen the competitiveness of their respective value chains.

Some of these products and services include a number of ICT-enabled services for the tourism and agriculture sectors, or the development of backward linkages between locally produced fresh and processed foods for the hospitality and food services.

Such an approach should trigger the development of virtuous cycles of cross-sector development and allow the mutual strengthening of sectors' competitiveness and youth empowerment. This also favours inclusiveness of rural areas, skills upgrading, and development of new markets and products, and, ultimately, create youth employment.

Figure 44: Sector synergies





Source: ITC

# THE WAY FORWARD: YOUTH EMPOWERMENT THROUGH EMPLOYMENT OPPORTUNITIES AND ENTREPRENEURSHIP

The Gambia's previous trade achievements are eroding as the neighbouring countries are catching up. Gambia has built itself the reputation of a trade and re-export hub for the subregion, particularly through the Port of Banjul, the river access throughout the country, its liberal trade policies and its advantageous position towards the surrounding land-linked countries. However, the country has rested on its laurels over the past 10 years and did not pursue efforts to transform its trade basis, which has led to an erosion of its comparative advantage. It appears clearly that, in order to remain competitive, Gambia will need to reshuffle its focus on new trade areas and increase value addition and innovation on its current offering.

**In parallel, the country has reached a critical time in its demographic development where there will be a need to generate employment for the numerous young people.** The long-term concentration on traditional, yet declining, comparative advantages in trade sectors has limited the creation of jobs suited for the young population. Young people still mostly work in the agricultural sector and face exorbitant unemployment rates (36% of 15–34-year-olds), showing a strong disconnect of young people with the export sectors. As a result, youth has started moving towards urban centres or even taking the 'back way' in search of more meaningful jobs. This reinforces the country's extremely uneven development between the developing coastal and urban areas on the one side and the neglected poor rural areas on the other.

**In order to reconcile youth and trade, there is a need to rethink Gambia's economic sectors and prioritize action.** This is especially the case with re-exports and the tourism sector, which will need to undergo a transformation. Transition to higher-value services such as ICT can help the country to retain and build on its reputation as a regional trade hub. In addition, agriculture is the largest employer for the youth and offers substantial untapped potential for growth. By moving from subsistence agriculture to a more formally integrated system of agricultural production and commercialization, smallholder value chains will be strengthened.

However, it is vital that the country listens closely to its young population in order to plan this transition, prioritizing those sectors that have the most potential to generate a large amount of accessible well-paid jobs, but also that are appealing to today's youth. This roadmap will attempt to reconcile trade and youth through a number of key logical levers that will have a positive impact on the integration of young people in the economy.

- **Self-employment and entrepreneurship:** the young generation needs to be equipped with a new mindset with a business development attitude and entrepreneurial skills to become their own engine for growth.
- **Skills development:** training institutions are an essential catalyser that should equip young people with the skills that are the most required by the priority sectors.
- **Youth representation in public and private sectors:** there is a need to convey the aspiration and ideas of the youth in the design and implementation of the sectors' development strategies in both the public and private sectors.
- **Policies:** the policies in place need to sustain all of these areas of action and provide an anchor for all external assistance, in order to orient it in the same direction and avoid dispersion of efforts.

The goal of the SYTDR is thus to set a comprehensive development framework to activate these four levers and create employment opportunities for populations prone to migration or returnees to The Gambia. The Youth Empowerment Project will use the SYTDR as the blueprint to implement activities to reinforce youth skills, foster entrepreneurship and create employment opportunities for youth along selected value chains.

The vision of the SYTDR is defined in the following vision statement:

**Fostering sustainable economic opportunities  
for the youth in The Gambia.**

The vision set-up for the SYTDR is delineated in four strategic objectives built around the key success factors identified where action is required to reinforce the country's competitiveness over the next four years. The plan of action (PoA)

will respond to this vision by addressing the economic problems of the youth in a comprehensive manner. The strategic objectives and their corresponding operational objectives can be defined as follows.

**Strategic objective 1:**  
Reinforce youth skills through vocational training and TVET strengthening

- 1.1. Strengthen coordination framework to a demand-driven TVET system responsive to labour market needs.
- 1.2. Reinforce training and learning resources for promising value chains with youth employment opportunities.
- 1.3. Improve access to skills development programmes in rural areas.
- 1.4 Increase labour market monitoring through industry advisory arrangements.

**Strategic objective 2:**  
Foster youth entrepreneurship, cross-sector collaboration and access to pro-youth financial services

- 2.1. Strengthen existing entrepreneurship education in TVET and university programmes.
- 2.2. Develop sector-specific entrepreneurship and mentoring programme.
- 2.3. Build up local networks of young entrepreneurs and foster linkages with international networks.
- 2.4 Improve financial services access to youth entrepreneurs and youth-owned businesses.

**Strategic objective 3:**  
Develop priority value chains and cross-sector synergies

- 3.1. Enhance MSMEs' productive capacities in priority value chains.
- 3.2. Improve quality and compliance of Gambian products to international standards and market requirements.
- 3.3. Activate market linkages.

**Strategic objective 4:**  
Improve youth coordination and sector development

- 4.1. Support youth entrepreneurship advocacy, policy review and programme coordination.
- 4.2. Strengthen sector development coordination.

## STRATEGIC OBJECTIVE 1: REINFORCE YOUTH SKILLS THROUGH VOCATIONAL TRAINING AND TVET STRENGTHENING

To tackle the skills gap faced by The Gambian youth and contribute to improving their employability and self-employment prospects, the existing technical and vocational skills programmes need to be strengthened to better match the needs of businesses in promising sectors with high youth employment opportunities. An Asian Development Bank report into Good Practice in TVET notes, 'The most important factor in TVET is the relationship of training outputs to employers and the job market.'<sup>40</sup> In *The Right Skills for the Job? Rethinking Training Policies for Workers*, Almeida et al. identify poor coordination and weak policy frameworks as a common market failure for many TVET systems.<sup>41</sup> In parallel, access to quality training institutions and capacity building programmes in rural areas outside Greater Banjul have to be developed.

### Operational objective 1.1: Strengthen coordination framework to create a demand-driven TVET system responsive to labour market needs

The first operational objective will concentrate on improving coordination and the match between training institutions' training programmes and labour market demand.

A major foundation in improving TVET quality is industry relevance. Industry relevance can be used as an input measure (industry developed competency standards and curriculum) and as an output measure (graduate destination) of a TVET quality system. NAQAA has to play a leading role in establishing this coordination framework.

**Activity 1.1.1: Advocate for the development of policy reform for the TVET sector, including alignment with The Gambia Skills Qualifications Framework (GSQF)**

Building a demand-led TVET system requires strong leadership, governance and policy development processes that involve multiple stakeholders, including industry representatives, employers, training providers, and government officials from various ministries and agencies. An environment that encourages private sector participation in TVET

necessitates a policy framework that facilitates consultation, information sharing and capacity building, and has a long-term vision for private sector collaboration.

**Activity 1.1.2: Support the development of inter-ministerial coordination arrangements for skills development with industry representation**

Inter-ministerial coordination enables the efficient allocation of limited financial and human resources for implementing training programmes.<sup>42</sup> Introducing common indicators and formalizing industry's involvement in identifying skill standards and curriculum content will deliver consistency in TVET outcomes and help to improve the status of TVET.

**Activity 1.1.3: Promote national development of skill standards, common curriculum, learning materials and teacher training programmes with the involvement of all TVET providers and industry**

The development of skill standards relies on high-quality input from industry practitioners (workers doing the particular job) to identify the skills, knowledge and the performance benchmarks required for each set of skill standards. Drawing on common skill standards will give industry confidence that the skills developed are relevant to industry needs. Developing quality skill standards further relies on successful development processes that engage industry in an informed discussion on technical content. The clearer the aim of the consultations and the purpose of the skill standards, the better prepared industry will be to supply the right information.<sup>43</sup> Formally documenting development processes will ensure a consistent and transparent approach. NAQAA needs to play an advocacy role toward youth in promoting the benefits of being educated in an officially accredited TVET.

**Activity 1.1.4: Develop and implement mechanisms for recognition of prior learning (RPL) to facilitate youth transition to formal training programmes and the labour market**

Offering a formal recognition of prior learning will particularly assist returning migrant workers and informal

40.– ADB. 2009. *Focus on Education. Good Practice in Technical and Vocational Education and Training*. Manila: ADB p.3.

41.– Almeida, Rita, Jere Behrman and David Robalino, eds. 2012. *The Right Skills for the Job? Rethinking Training Policies for Workers*. Washington, DC: World Bank. DO: 10.1596/978-0-8213-8714-6. Licence: Creative Commons Attribution CC BY 3.0.

42.– International Labour Organization. 'Meeting report: G20 training strategy knowledge-sharing workshop on skills for employment.' Undated. Available at [http://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/@ifp\\_skills/documents/meetingdocument/wcms\\_162423.pdf](http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@ifp_skills/documents/meetingdocument/wcms_162423.pdf).

43.– Smith, B. (2017). *Best Practices Guidelines and Toolkit for Private Sector Engagement in Skills Development*. UNDP Bureau for Policy and Programme Support, International Center for Private Sector in Development (ILCPSD), Turkey. (forthcoming)



Source: ITC

workers to gain recognition for their skills and create the opportunity for higher income potential and formalized work. Introducing a reliable recognition of prior learning system will involve a review of existing policies and practices, identifying processes and evidence requirements for recognition of prior learning in different industries and piloting the revised RPL approach.

### Operational objective 1.2: Reinforce training and learning resources with promising value chains with high youth employment opportunity

Existing training institutions' capacity to provide relevant training to the private sector will be increased. Selected training institutions will be supported in reviewing and updating their curriculum and teaching material and acquiring equipment. The revision of the curriculum will be done jointly with sector stakeholders, including representatives from the educational public sector (MoHERST and NAQAA) and the private sector. The SYTDR aims at supporting training institutions to improve their training programmes and operational performance. Access of youth to education will be increased by partnering with enterprises. NAQAA has to provide clear guidelines in order to accredit and monitor the performance of existing TVETs.

**Activity 1.2.1: Develop and update quality technical and vocational training programmes to meet market demand with options to incorporate flexible structures such as vendor, industry and quality certifications**

Meeting evolving market demand necessitates regular revision of existing training programmes as well as

development of new courses. In addition, most employers identify lack of appropriate soft skills as one of the major shortcomings of the young people they hire, requiring training in this area. Soft skills, as opposed to technical knowledge, are personal attributes that enable someone to interact effectively and harmoniously with other people.

Vendor, industry and quality certifications for these training programmes will be necessary to meet the requirements of different sectors and companies. For example, different IT vendor certifications in database administration can be inserted into a larger database administration course to allow flexibility for students and satisfy employer needs.

**Activity 1.2.2: Provide professional development activities for teachers in the updated content, delivery techniques and managing on- and off-the-job training**

Structured on-the-job training offers crucial access to workplace contextual skills that help to develop competence. On-the-job training, however, requires new skills for teachers in managing workplace training so that they can monitor student progress and support workplace supervisors.

**Activity 1.2.3: Establish twinning arrangements with regional and international training providers and experts for technical and operational knowledge transfer**

It will be essential that partnerships are fostered and sharing of best practices is done through the development of linkages and twinning with foreign vocational training institutions. Special attention is given to building partnerships with training centres in other least developed countries (LDCs) or developing countries facing similar challenges as The Gambian TVET.

Knowledge sharing and improved collaboration is launched among training providers, universities, interna-



Source: Links

tional organizations and prospective employers, including youth-owned businesses, and memberships between institutions in regional and international networks are also introduced.

Twinning arrangements between educational institutions are established to update course content and develop new training modules in line with market demand and business opportunities.

**Activity 1.2.4: Enhance on-the-job learning programmes, including internships, traineeships and apprenticeships, with certification schemes to meet industry needs**

To be effective, learning should be followed by real practice on the job. Linking graduates with Gambian companies through traineeship programmes is an important avenue for skills development and increases the chance to access employment.

Formal apprenticeship schemes and on-the-job-learning models have to be redesigned to be adapted to The Gambia's job market realities. The current model has proven to be inadequate and lengthy, with only a few graduates finding suitable apprenticeship opportunities.

The collaboration between TVET, public education institutions and the private sector needs to be strengthened in order to identify opportunities that are beneficial for both the employers and the young people. The use of ICT solutions can facilitate the development of systematic on-the-job monitoring solutions.

Traditional apprenticeship is the main source of skills acquisition for the youth, especially young men. For young people leaving the formal education system, the strong appeal of traditional apprenticeship is the opportunity to quickly acquire hands-on practical skills relevant to the local market demand, the focus on the practical aspects of the trade and its lower cost. Many studies have pointed out

the weak level of teaching in the informal sector, especially the weak theoretical foundations of the master crafts persons. This makes persons trained this way more vulnerable to technological changes.

Informal apprenticeships can be improved through a variety of measures, including supplementing workplace learning with more structured institution-based learning, upgrading the skills of master crafts persons, introducing standardized contracts and competency assessment measures, strengthening the role of information associations, and improving apprentices' working conditions (Brewer and Hofmann, 2011).

**Operational objective 1.3: Improve access to skills development programmes in rural areas**

The activity will focus on the expansion of training services to rural communities outside the Greater Banjul area. As described in the TVET mapping, only a few TVET are located in rural areas. The roadmap is geared at reinforcing rural youth's access to training services, focussing on basic skills for agroprocessing, computer skills and tourism services (hospitality and guiding). In line with the new education policy, youth training centres will be developed in various districts.

As part of the capacity building of the selected training institutions, dissemination of teaching will be improved and new innovative approaches for learning and teaching are introduced, for example, through partnerships with micro-learning and micro-mentoring providers and ICT-based training. Access to mobile learning services will be ensured, for example, through ICT corners at the youth centres and business incubation hubs.

#### Activity 1.3.1: Provide rural youth with training opportunities through existing TVET centres, multiuse centres and new models of mobile and remote delivery

New youth training centres will play a pivotal role in the skills development of youth, providing access to new knowledge and support for the development of business opportunities. These new centres will facilitate the access to Internet and subsequently to a range of new mobile learning services. There may be a need to develop remote teaching support strategies to cover any shortages in teaching staff in rural areas. In parallel to the development of youth training centres, existing TVET based in the Greater Banjul area will be able to use these new mobile and remote delivery methods as extensions for training and development of specific programmes.

#### Activity 1.3.2: Develop skills training programmes for promoting high-value product clusters in rural areas

Based on the needs of sectors such as agriculture, tourism and ICT in the rural areas, a local skills development plan should be established in collaboration with youth groups, local governance, existing businesses, specialized public institutions and TVET. Award and certification models have to be put in place to incentivise youth to actively participate in these training programmes. A vital success criterion of training programmes will be the capacity of TVET to provide active coaching and results monitoring.

### Operational objective 1.4: Increasing labour market monitoring through sector advisory arrangements

Industry partnerships are critical across a spectrum of skills development functions, including the professional development of teachers, funding training, providing on-the-job training and offering job placements. For example, the ILO policy brief, *Formulating a national policy on skills development*,<sup>44</sup> and the United Nations Educational, Scientific and Cultural Organization (UNESCO) Shanghai Consensus, *Transforming technical and vocational education and training*,<sup>45</sup> both emphasize the importance of industry involvement in the quality of education and training.

Additionally, the absence of consistent monitoring of the different types of TVET programmes makes it difficult to assess the impact and relevance of TVET programmes. Tracer studies need to be established on a constant basis to

provide sustainability, quality assurance, follow-up systems, accountability and after-training support.

#### Activity 1.4.1: Foster the development of formal sector advisory arrangements

Data inadequacy and employment data scarcity are major constraints for education policy planning and TVET reforms. Previous attempts to establish a labour market information system (LMIS) have failed. It is important to increase labour market monitoring through advisory sectors skills councils and panels. Implementing this scheme is less costly and faster. The creation of public-private sector skills councils shall improve the training coordination mechanism and the relevance of the TVET courses against the market demand. The potential to develop functional public-private councils is limited to the formal sectors, particularly the tourism, hospitality and ICT sectors. Agroprocessing and construction could also benefit from such partnerships.

Labour market observatories (LMOs) are another highly useful and cost-effective approach to collecting and analysing labour market information. They can operate at local, regional, sectoral, national and/or international levels comprising employment services, education planners, training providers, career counsellors, small to medium-scale enterprises, employer and employee organizations, non-governmental organizations and civil society groups involved in human resources development, skills formation and employment issues. Labour market observatories (LMOs) work closely with employers, national training organizations and universities and research centres. Due to their close industry links, they tend to collect qualitative information and can identify information on current and anticipated industry trends, including changes in work organization and occupational skill profiles.

#### Activity 1.4.2: Conduct regular enterprise/employer surveys

One of the best ways to determine how well TVET is meeting the needs of industry is to ask them and seek their feedback on the skills developed during training.

#### Activity 1.4.3: Develop tracer studies and monitoring mechanisms for all TVET institutions to monitor overall performance and quality

Monitoring the overall performance of training providers provides greater transparency and opportunity to plan interventions to better support quality TVET provision. This information has to be made public.

44.– International Labour Organization. 'Formulating a national policy on skills development.' Skills for development: policy brief. Switzerland: International Labour Office, 2011.

45.– United Nations Educational, Scientific and Cultural Organization. 'Shanghai Consensus: Transforming technical and vocational education and training.' Third International Congress on Technical and Vocational Education and Training. Paris: UNESCO, 2012.

## STRATEGIC OBJECTIVE 2: FOSTER YOUTH ENTREPRENEURSHIP AND ACCESS TO PRO-YOUTH FINANCIAL SERVICES

The educational pillar's new National Entrepreneurship Policy has clearly identified the major constraints affecting the entrepreneurship education in The Gambia. Entrepreneurship is not consistently and systematically integrated into the educational policy in The Gambia. The SYTDR's TVET mapping has also demonstrated that, although entrepreneurship is part of the curricula in 90% of the surveyed TVET, it is provided in a superficial and inconsistent manner. There is mixed evidence on interventions involving entrepreneurship training among the research undertaken by international organizations. Entrepreneurship is only promoted as an extracurricular activity and most entrepreneurship programmes are only accessible after graduation. The current existing programmes need to upscale and develop linkages with the TVET to develop sector-specific business trainings for motivated youth to provide customized support after TVET graduation. These new customized programmes oriented at talented graduates have to include access to soft loans and matching grants supported by coaching or incubation services. The objective is a move from entrepreneurship sensitization to actually converting economic opportunities for young entrepreneurs into the creation of new MSMEs.

### Operational objective 2.1: Strengthen existing entrepreneurship education in TVET and university programmes

**Activity 2.1.1: Develop an entrepreneurship curriculum for all TVET and integrate existing entrepreneurship models into formal disciplines**

Teach entrepreneurship at all levels in TVET as an official subject, including at university. The Ministry of Basic and Secondary Education and NAQAA should provide guidelines on how to integrate it across disciplines and how to evaluate students. For this, it is necessary to develop entrepreneurship curricula for all sectors (agriculture, tourism, IT and ICT, etc.).

**Activity 2.1.2: Establish training of trainers' programmes to upgrade teacher education and skills on entrepreneurship using ICT-based online entrepreneurship courses**

Entrepreneurship training needs the support of a well-trained network of teachers who are able to demonstrate key entrepreneurial skills and serve as models for students. To date in The Gambia, teachers in TVET do not receive

an adequate level of education on entrepreneurship to instil the spirit of entrepreneurship in students. There is a need to establish training of trainers' programmes to upgrade teacher education and skills on entrepreneurship. Developing online courses for the trainers' programme and setting up a knowledge exchange platform will facilitate the rapid implementation.

**Activity 2.1.3: Expand programmes to bring entrepreneurs to the classroom to share their experience with students**

There is a clear lack of institutionalized interaction between the private sector and education as mentioned previously. TVET has to engage with business practitioners and local entrepreneurs to share their experience with students.

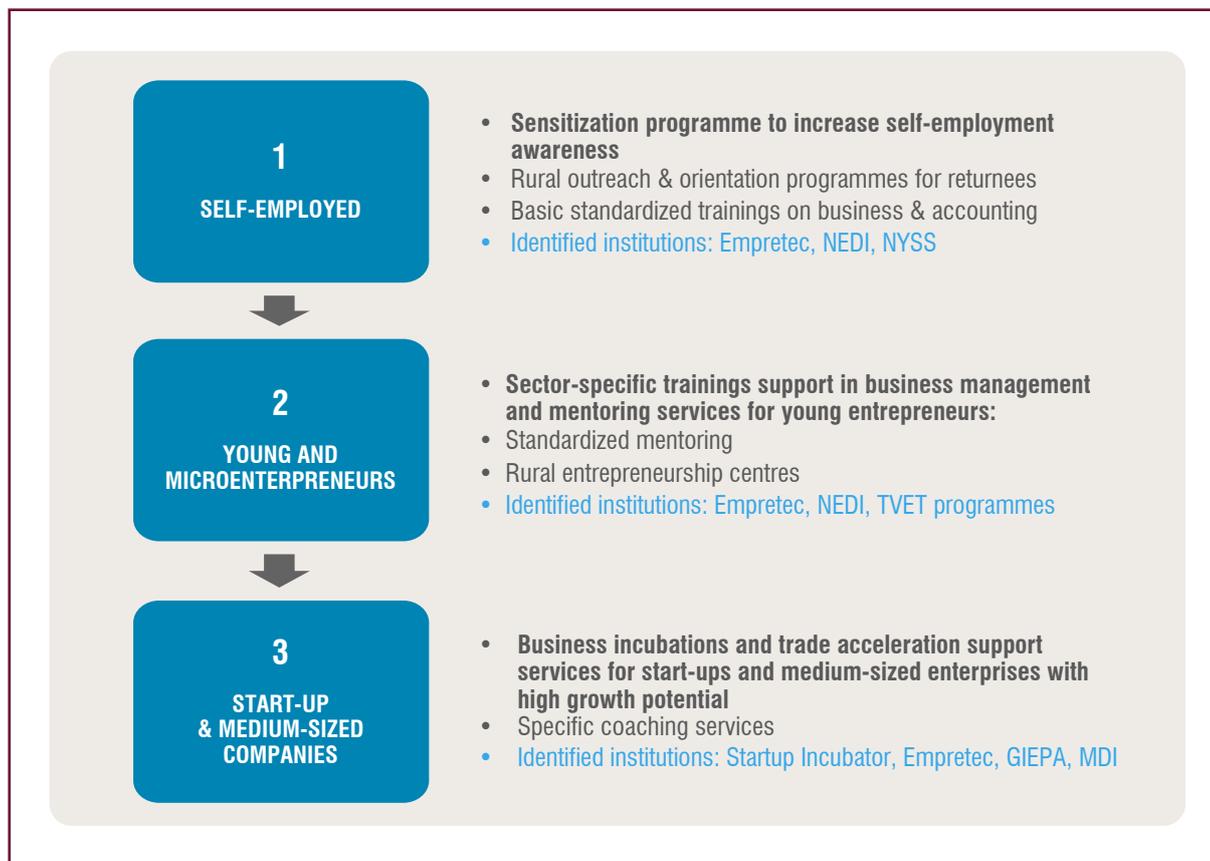
### Operational objective 2.2: Develop sector-specific entrepreneurship and mentoring programme

Various existing programmes, such as Empretec, NEDI and NYSS are focussing on sensitization and basic fundamentals of entrepreneurship. The success of the programmes in terms of business creation is relatively modest. The support provided is not sufficient to assist businesses or ventures to upscale and become small or medium-sized enterprises, even less to venture into exports.

The roadmap provides an integrated three-tiered approach facilitating the level of support and knowledge provided to young entrepreneurs in order to maximize the return on investment.

1. The 1st level is focussing on the sensitization of the student, graduate or employees to self-employment opportunities. The current programmes seem to be successful at this level. The roadmap aims to support the extension of these programmes, such as Empretec.
2. The 2nd level is geared at providing sector-specific training support in business management and a standardized mentoring programme for micro-entrepreneurs.
3. The 3rd level aims at providing tailored-made business support development services with sector-specific coaching for start-ups and medium-sized enterprises with high growth potential.

Figure 45: The three-tier approach to entrepreneurship



This approach is further detailed through the following different main activities.

#### Activity 2.2.1: Upscale existing entrepreneurship programmes and expand access to TVET students

The roadmap aims to strengthen the existing entrepreneurship programmes such as Empretec and the National Enterprise Development Initiative (NEDI) to build on the programmes' achievements. Under this activity, youth entrepreneurship events such as business competition, pitching sessions and youth camps are organized to foster business creativity and self-motivation. The objective is to reach out to a wide audience in close partnership with youth councils and to provide access to TVET students.

The entrepreneurship programmes will also have a particular focus on returnees, by accommodating them and assisting them by providing tailored orientation.

- 2.2.1.1. Deploy current entrepreneurship support programmes focussing on sensitization of self-employment opportunities (e.g. NEDI and Empretec).
- 2.2.1.2. Organize youth entrepreneurship events and youth camps to foster creativity and self-motivation.
- 2.2.1.3. Implement awareness campaigns on migration and economic opportunities for youth in The Gambia.
- 2.2.1.4. Develop orientation programmes for returnees.

#### Activity 2.2.2: Develop sector-specific training in business management and mentoring services for micro-entrepreneurs

The 2nd level of the entrepreneurship approach is geared at developing sector-specific training support in business management to micro-entrepreneurs with standardized mentoring programmes. These programmes will be established with the support of existing TVET to provide access to modular classes and sector-specific training material. Mentoring plays a fundamental role in the programmes to ensure continuity and implementation of recommendations. The development of this new sector-specific programme will be focussing on agroprocessing, tourism and ICT-related services.

The activity also looks into opportunities of building a rural agricultural incubator incorporating models such as The Gambia Songhai Initiative. These activities can build on the previous work of the Ministry of Agriculture, FAO and NGOs that operate locally (e.g. CONCERN Universal).

- 2.2.2.1. Develop an agro entrepreneurship programme for micro-entrepreneurs.
- 2.2.2.2. Develop an ICT entrepreneurship programme for micro-entrepreneurs.

### Activity 2.2.3: Reinforce business incubations and trade acceleration support services for start-ups and medium-sized enterprises with high growth potential

The 3rd level aims to provide tailor-made support services with specific coaching services for micro-entrepreneurs and start-ups. The focus is on assisting existing micro-entrepreneurs to grow their business. Start-up incubators will provide technical assistance to micro-entrepreneurs, including the preparation of business plans and bankable proposals. Coaching on access to finance will be provided to prepare young entrepreneurs to engage with financial services.

- 2.2.3.1. Strengthen existing start-up incubators' services and hosting capacities in the Greater Banjul area.
- 2.2.3.2. Develop coaching on access to finance for young entrepreneurs using these incubators.

## Operational objective 2.3: Build up local networks of young entrepreneurs and foster linkages with international networks

### Activity 2.3.1: Strengthen local networks and communities of young entrepreneurs and develop commercial clubs in TVET

The roadmap aims to support the creation of a community-led entrepreneurship hub in The Gambia. The objective is to create a self-enforcing community of ambitious entrepreneurs willing to share their experience, connect with each other and collaborate across sectors. In order to instil the networking spirit, the setting up of commercial clubs in TVET will be encouraged to promote networking activities. This will help to mobilize business people to participate in entrepreneurship education and enhance collaboration between TVET and the private sector.

### Activity 2.3.2: Develop youth entrepreneurship centres in rural areas and build linkages with lumos

Rural areas are lacking in space and facilities to host young entrepreneurs. Existing youth centres do not provide services to assist young entrepreneurs to start their business. Such youth entrepreneurship centres will host agro or ICT entrepreneurship programmes associated with business support services (access to Internet, storage or packaging equipment, or light processing tools). Additionally, as young people have limited access to markets, which curtails their engagement in viable and sustainable agricultural activities, the youth entrepreneurship will assist young entrepreneurs to expose their products and prepare them to actively engage in the traditional local markets, called lumos.

### Activity 2.3.3: Develop linkages with local entrepreneur associations with regional and international trade hubs, and Gambian diaspora associations

The SYTDR aims to establish a trade hub in Banjul for start-ups and existing businesses owned by young entrepreneurs to reach regional and international networks

and markets. This activity will be done in partnership with existing incubators, the support of GIEPA and existing Gambia diaspora associations. The organization of study tours in regional or international trade fairs and organization of buyer-seller meetings will facilitate the acquisition of know-how, exposure to new market opportunities and new technologies.

## Operational objective 2.4: Improve financial services access to youth entrepreneurs and youth-owned businesses

During the Youth Employment Forum organized in the framework of the SYTDR, youth expressed access to capital as one of the most pressing bottlenecks faced by youth entrepreneurs to set up and grow their businesses. In The Gambia, credit to the private sector (14.7% of GDP) is well below the regional average of 58.7% in West Africa. The result has been that sectors such as tourism and agriculture have adversely suffered and been starved of the necessary funding to expand their businesses. The high interest rates make it almost impossible for MSMEs to finance their ventures with bank loans. The bulk of the workers are self-employed and have their working capital requirements catered for by microfinance institutions.

Following the political transition in early 2017, the Gambian Government initiated reforms to rebalance public financing. These measures, alongside the budgetary support provided by development partners, resulted in some signs of recovery, including a slight reduction of the interest rates. However, access to capital will continue to be a major obstacle for young entrepreneurs in the short- and mid-term.

Under these activities, existing financial service offerings for youth-owned businesses are mapped out and opportunities with innovative financing mechanisms (e.g. saving and credit cooperatives – SACCOs) are identified and created to complement the existing offering. The activities will explore the use of crowdfunding, impact investment platforms, grants matching schemes and microloans.

### Activity 2.4.1: Develop youth-specific financing mechanisms

The financial sector has to improve its capacity to serve nascent and existing young entrepreneurs throughout the country. Microfinance holds the potential to reach the youth that conventional banks cannot. The Gambia has many players (NGOs, network institutions and direct providers) and there are many approaches based on the target (wholesale, groups or individuals), the style of service delivery (informal or formal) or the service providers (village-based approach, credit unions approach or NGO approach) (NEP, 2017). Ninety per cent of microfinance credits are allocated to women entrepreneurs, but age is not necessarily one of the eligibility criteria. The SYTDR will focus on leveraging existing mechanisms that help youth to access finance,



Source: ITC

including credit lines and credit guarantee schemes and different forms of young entrepreneurs' collateral, and develop linkages with existing entrepreneurship programmes.

The activity will also mobilize cooperation with international partners such as the United Nations Capital Development Fund (UNCDF) and other possible partners. Support to private financial institutions is also provided to improve the offering of services and products for entrepreneurs, especially for rural and agricultural finance.

#### Activity 2.4.2: Strengthen financial literacy and awareness about financial services

In connection with activities 2.2.2 and 2.2.3, these activities will focus on providing financial sensitization and education for youth (e.g. setting up budgets, and managing personal and commercial accounts and loans). This is to ensure that beneficiaries improve their capacity to save, exercise financial planning and separate their private funds from the business' funds. It prepares the beneficiaries and their businesses to be eligible for more sophisticated

financial solutions for further developing and growing their businesses. It also increases the understanding of financial management in general.

#### Activity 2.4.3: Develop special funds to encourage tailored finance solutions for innovation and sustainable development

As identified in the NEP 2017, entrepreneurs running innovative or high-growth companies have distinct financial needs. The design of such schemes is based on venture capital. The SYTDR encourages the development of equity co-investment programmes such as a rural enterprise fund to channel debt and equity finance to high-potential start-ups targeting rural development, focussing on water supply, waste recovery and recycling, sustainable tourism and renewable energy. Mobilizing The Gambia diaspora through the development of a crowdfunding platform at the national or regional level could assist in channelling funding to innovative start-ups managed by young entrepreneurs.

## STRATEGIC OBJECTIVE 3: DEVELOP PRIORITY VALUE CHAINS AND CROSS-SECTOR SYNERGIES

The 3rd strategic objective is focussing on developing value chains presenting the highest prospect in terms of economic opportunities and job creation for the youth. The value chain development approach is mainly geared at enhancing the priority sectors' productive capacities by improving the quality and consistency of their respective products and services. The individual sector roadmaps supporting the present SYTDR follow this logic.

The activities identified in the SYTDR entail the provision of sector-specific technical assistance and capacity-building programmes to enhance the quality of products and services produced by the micro and small enterprises in the food processing, tourism and ICT sectors.

Quality has been identified as one of the major competitiveness constraints for MSMEs across the priority sectors limiting access even in the local market. This will thus be a major activity area, focussing on helping Gambian MSMEs improve the quality of the products and services offered on the local market while also assisting those willing to export to achieve compliance with key requirements (technical regulations, food safety measures, public and voluntary standards and other key market requirements) in each of the targeted markets.

Finally, the activities will also concentrate on the facilitation of market linkages creation between Gambian MSMEs and national markets in order to build national value chains and foster local value addition.

### Operational objective 3.1: Enhance MSMEs' productive capacities in priority value chains

The operational objective provides technical assistance and capacity-building to enhance productivity and quality of the Gambian private sector, and particularly the capacities of micro and small enterprises in the food processing and other selected industries. After having assessed the enterprises' challenges in productivity (described in the sector roadmaps), the component helps define and apply best mechanisms, systems and management practices. It will improve their production processes, increase value addition and increase the ability to respond to market demand and requirements. Needs in human capital are better defined and filled.

#### Main activities 3.1.1: Improve production methods and value addition for MSMEs

The roadmap supports the improvement of processing capacity, especially in the agroprocessing and tourism sectors. Production methods, packaging, increase of value addition and product improvement as responses to local market requirements in priority sectors are

introduced through training of trainers programmes and new technology.

Efforts are done jointly with industry leaders (e.g. from emerging markets) in order to facilitate investment and transfer of know-how, and support adoption of new technologies (including appropriate technologies and frugal innovation) and IT in priority sectors.

An assessment of individual enterprises' challenges in productivity will help define and apply best mechanisms, systems and management practices, allowing for resource maximization. Needs in human capital will be better defined and recorded.

The activity improves their production processes, increases value addition and improves their ability to respond to market demand and requirements. In addition, it supports the complete target value chains in improving production and practices.

#### Main activities 3.1.2: Improve MSMEs' business management capacities

To improve the MSMEs' profits and employment capacity, their business and financial management skills are improved. MSMEs are sensitized on the importance of record keeping and financial planning. For this, local training institutions, especially MDI, receive support to strengthen their teaching capacities.

### Operational objective 3.2: Improve quality and compliance of Gambian products to international standards and market requirements

Quality and food safety represent a huge challenge for MSMEs in The Gambia and often prevent them from being competitive in their home markets as well as from exporting. The roadmap aims at sensitizing and building the capacity of MSMEs in different sectors, including food-related sectors such as food processing, hotels and restaurants and tourism, to comply with local and regional/international market requirements.

MSMEs and young entrepreneurs are sensitized as to the importance of quality and food safety. They are introduced to quality tools and methodologies as well as approaches to develop a quality culture in small businesses. SMEs in the food sector are equipped to comply with domestic and, if applicable, international food safety requirements.

A network of quality management and food safety trainers and advisors is established to assist MSMEs in quality management and compliance with requirements. Tools, training packs and sensitization materials are developed

and transferred to local institutions. The Food Safety and Quality Authority of The Gambia, The Gambia Standards Bureau and other relevant bodies are strengthened and better equipped to offer services to MSMEs.

#### Main activities 3.2.1: Sensitize enterprises on quality and food safety issues related to business opportunities

The Food Safety and Quality Authority of The Gambia (FSQA), The Gambia Standards Bureau (TGSB) and other relevant bodies organize sensitization campaigns around quality issues and why it is important and develop materials informing of market opportunities and quality requirements for the local market as well as for exports of selected products. Quality-related competitions, awards in several categories, dramas/role plays and other outreach initiatives serve to sensitize MSMEs and young professionals. Online tools and resources support these efforts and also serve to share information about local services, profiles of local quality champions and success stories.

- 3.2.1.1: Develop sensitization materials, including leaflets, dramas, posters, presentations, before/after cases and videos.
- 3.2.1.2: Organize sensitization events in cooperation with local partners across The Gambia (ad hoc and on special days such as World Standards Day, World Quality Day and World Food Day, etc.).
- 3.2.1.3: Develop web-based support tools to support outreach and to showcase success stories and award winners and local support services.

#### Main activities 3.2.2: Reinforce local institutional support capacities and local expertise to provide quality management and food safety-related training and advisory services

The SYTDR supports the reinforcement of TGSB, FSQA and other relevant bodies to offer training and advisory support in quality management and food safety to young entrepreneurs and MSMEs on a long-term basis.

A network of quality and food safety trainers and advisors who can assist MSMEs in quality management and compliance is established. Local trainers and advisers are trained over a period of time, involving a mix of group training by international experts, practice deliveries and coaching sessions. They are qualified approximately one year after having completed a series of training and assignments.

These trainers and advisers are attached to relevant local institutions committed to offering regular training and advisory services to MSMEs and young entrepreneurs based on sustainable long-term business models.

A series of short courses are developed on key quality and food safety topics. Topics include basic quality tools and methodologies ranging from those aimed at creating an orderly working environment (e.g. 5S) basic quality assurance and improvement techniques (e.g. process mapping, PDCA and basics of LEAN), to more advanced systems such as ISO 9001. Approaches to develop a quality culture,

product innovation and continuous improvement in small businesses are also covered. Regarding food safety, topics include good hygienic practices, good agricultural practices, good manufacturing practices, Hazard Analysis and Critical Control Points (HACCP) and ISO 22000. Support programmes involving a mix of groups training and direct support at enterprise level will be offered.

In terms of international certifications (HACCP, ISO 9001 and ISO 22000), the goal is to have 20 MSMEs certified by quality related compliance programmes in a four-year period. The participating MSMEs will be selected based on expressions of interest and commitment.

Local courses are designed and related training materials, tools and online elements are developed and transferred to the relevant local service providers. These local partners are offering services regularly based on sustainable business models.

Twinning and mentoring arrangements with relevant regional and international bodies and youth groups and involving face-to-face and online support and well as the transfer and adaptation of selected materials and tools will actively support the above activities.

Selected MSMEs and young entrepreneurs participate in study tours and are exposed to adhere to best practice and run certified operations.

A web-based Gambia quality platform gives easy-to-understand information about quality requirements for specific markets (including the local market), showcases local quality champions and service providers and serves to connect local experts with external mentors.

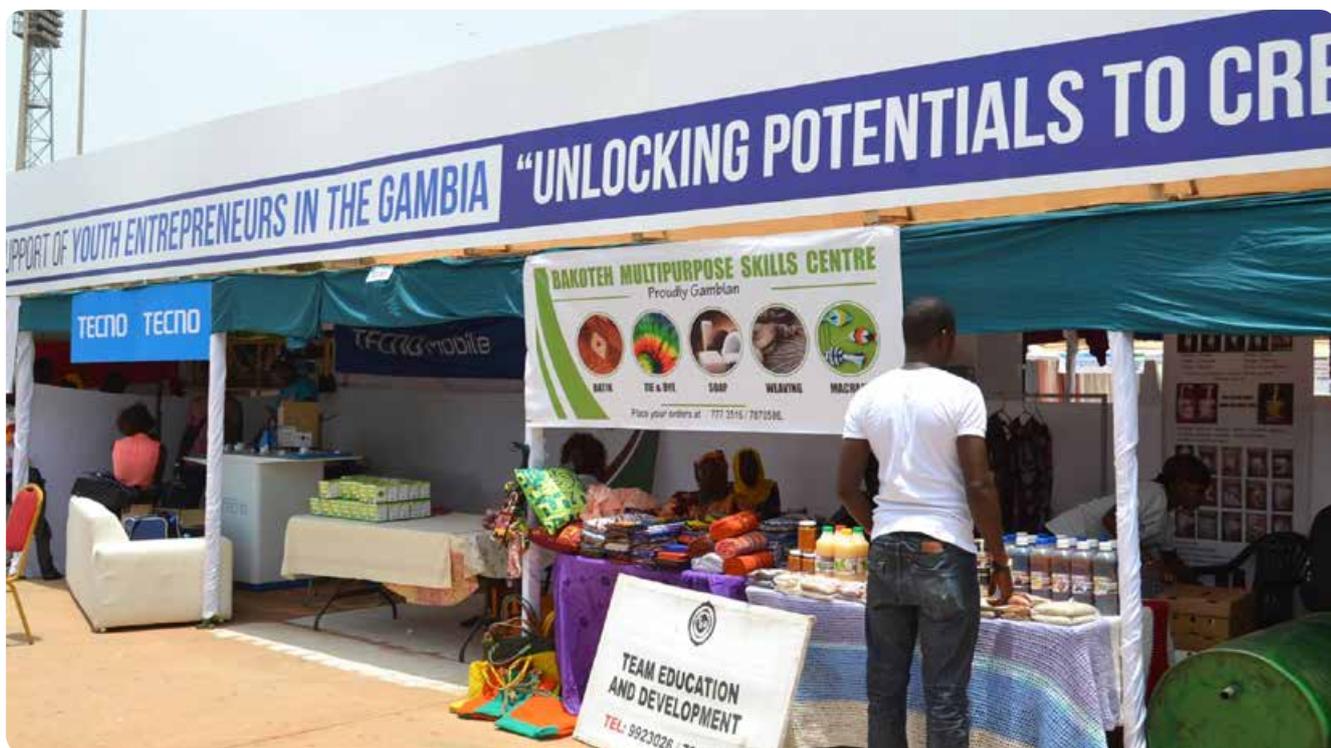
- 3.2.2.1: Develop introductory training materials and tools on quality management and food safety.
- 3.2.2.2: Establish a network of certified trainers and lead auditors on quality management and food safety.
- 3.2.2.3: Develop a web-based platform to support services outreach, expert profiles, best practice, mentoring and information about specific product-market requirements.
- 3.2.2.4: Strengthen business models of institutions to provide sustainable services on quality management and food safety.

#### Main activities 3.2.3: Reinforce the national quality infrastructure and related certification schemes to improve compliance with quality and food safety requirements

TGSB, FSQA, the National Aflatoxin Control and Investment Plan (NCAIP) and other relevant parties will work jointly to improve the quality of governance in The Gambia.

On the food safety side, FSQA ensures governance for pesticide residues and heavy metals, etc. and other quality aspects. Advisory services are offered to policymakers and actors. Quality inspectors are trained and a national inspection scheme is developed.

- 3.2.3.1: Reinforce the governance related to quality and food safety in The Gambia.
- 3.2.3.2: Develop a national inspection scheme and set up certification schemes at TGSB covering quality



Source: ITC

management system (ISO 9001) and food safety system (HACCP/ISO 22000).

- 3.2.3.3: Strengthen the testing laboratories to support selected priority sectors.
- 3.2.3.4: Strengthen the national measurement system to better support industry and trade.

### Operational objective 3.3: Activate market linkages

This operational objective aims to connect value chain segments internally to ensure national market linkages. Market opportunities for youth employment have been identified in priority sectors and specific nodes of the value chains. In order to achieve this, collaboration among value chain actors is fostered through sector groups and sector association involving experienced trading enterprises, producers and entrepreneurs. These activities particularly aim to create opportunities in The Gambia's rural areas and seek to expand existing entrepreneurship services into these areas (in line with operational objectives 2.2 and 2.3), especially for agribusiness, tourism and ICT.

Work is done in collaboration with existing initiatives (e.g. under FAO and World Bank) and support for expansion of existing successful models is provided. Market linkages of the products produced is ensured from the beginning and collaboration between the producers' associations and existing processing enterprises is tightened.

#### Activity 3.3.1: Develop market linkages of priority sectors with local, regional and international markets

To ensure that enterprises can profit from improved quality, production methods and quantities, market linkages

need to be actively built within the country, in the local market and overseas. The roadmap fosters development of new market outlets for the MSMEs by organizing buyer-seller meetings, study tours and participation to trade fairs, setting up e-commerce platforms, or developing backward linkages (e.g. in the tourism and hospitality sector). This activity is directly linked to operational objective 3.1: Enhance MSMEs' productive capacities in priority value chains.

#### Activity 3.3.2: Provide sales and marketing services to MSMEs through trade support institutions

The MSMEs' marketing capacities are improved in order to better serve the target markets and improve sales. Professional marketing materials for export clients are developed in collaboration with local designers and IT specialists. MSMEs are sensitized and trained in using market information tools and competitive intelligence in their business decision-making.

To support the private sector's efforts and to build in sustainability, local trade support organizations such as GIEPA, GCCI and NEDI, existing entrepreneurship hubs like the Startup Incubator Gambia, and sector organizations need to strengthen their capacity to provide market information and marketing services.

#### Activity 3.3.3: Assist trade support institutions and sector associations to attract investment

Foreign and domestic investment promotion is also needed to support priority sector growth. GIEPA is the public institution to play a key role in providing investment services to support potential foreign investors and coordinate with private sector associations. The Gambia diaspora also has to be engaged for market linkages, business development and investment.

## STRATEGIC OBJECTIVE 4: IMPROVE YOUTH COORDINATION AND SECTOR DEVELOPMENT COORDINATION

The comprehensive SYTDR endeavours to generate the conditions for a favourable expansion of youth economic opportunities. Such development requires the elaboration and coordination of various activities. Success will depend on stakeholders' ability to plan and coordinate actions in a tactical manner. Activities must be synchronized across the public sector, private sector and NGO communities in order to create sustainable results.

Indeed, the SYTDR is not the roadmap of any specific institution; rather, it is the implementation framework of The Gambia's National Development Plan and main economic policy and strategies have a bearing on youth economic empowerment, including the National Youth Policy, Gambia National Export Strategy and the new National Entrepreneurship Policy.

To ensure its success, it is necessary to foster a conducive environment and create an appropriate framework for its implementation. The following section presents some of the key conditions considered necessary for the roadmap to be effectively implemented and successfully achieve self-sustainability and long-lasting benefits for The Gambia.

### Operational objective 4.1: Support youth entrepreneurship advocacy, policy review and programme coordination

**Activity 4.1.1: Create an entrepreneurship forum to ensure synergies between initiatives and advocate for policy changes**

As indicated in the new NEP, GIEPA has to lead the establishment of an agencies network – the Entrepreneurship Forum – as an integrator of public-private sector initiatives to eliminate duplication in entrepreneurship programmes (see figure 50: Institutional coordination framework – the entrepreneurship forum for the implementation of the NEP in The Gambia). The forum includes private sector and its organization, financial and educational institutions and NGOs. NEDI and the Women's Bureau are part of it in respect to the focus on women and youth. The forum will facilitate the activities described under strategic objective 2: Foster youth entrepreneurship and access to pro-youth financial services, especially activity 2.1.1: Develop an entrepreneurship curriculum for all TVET and integrate existing entrepreneurship models into formal disciplines.

**Activity 4.1.2: Support advocacy for youth entrepreneurship**



Source: ITC

### Operational objective 4.2: Strengthen sector development coordination

The development of the priority sectors depends on the ability of its stakeholders to work together and to coordinate support activities.

**Activity 4.2.1: Establish and operationalize a public-private coordinating body and its subsidiary organ**

A key criterion for the roadmap's success is the country's ability to coordinate activities, monitor progress and mobilize resources for the implementation of the roadmap. It is recommended that the country establishes independent **sector core teams** for public-private deliberations that act in an advisory capacity to the government and the private sector over issues related to or affecting a specific sector and their related development plans.

The core teams' objectives are:

- a. To ensure that the interests of sector stakeholders are represented in the policy alignment, planning and SYTDR implementation.
- b. To act as a consultative and technical advisory body to the SYTDR steering committee, Gambia Ministry of Trade, Industry & Employment, Ministry of Youth and Sports and other national stakeholders.

The core teams are composed of representatives from the country's youth, public sector, sector associations/private sector, TVET and development agencies and civil society, and locally based NGOs as described in figure 57. The terms and references of the core teams in the framework of the YEP project are provided in Annex 3.

Figure 46: Youth and Trade Roadmap implementation management framework

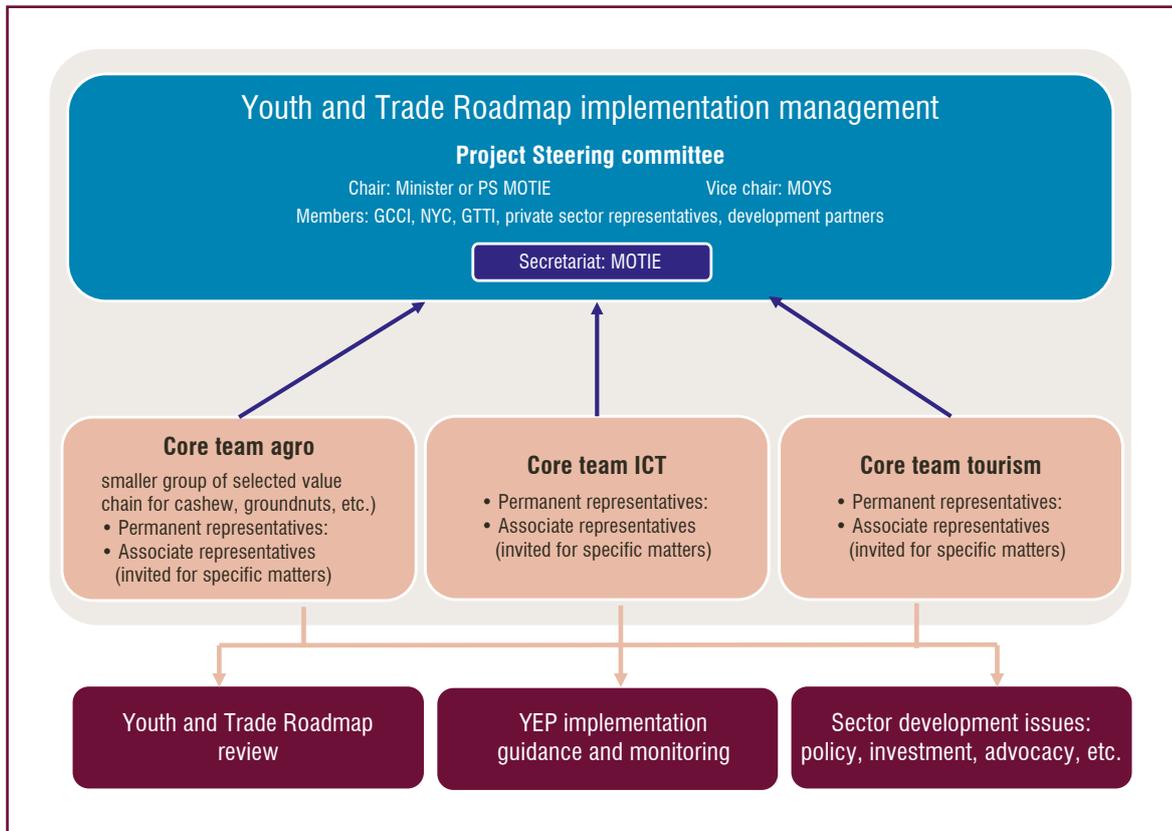
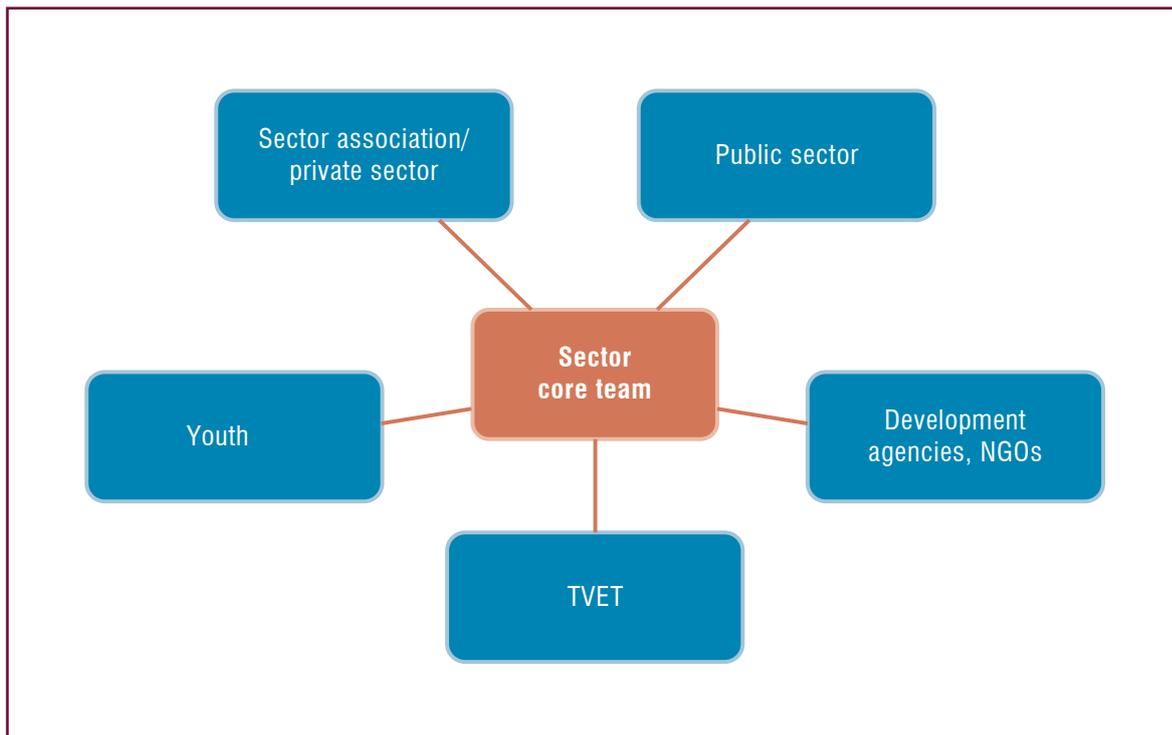


Figure 47: Youth and Trade Roadmap sector core team





# STRATEGIC YOUTH AND TRADE ROADMAP ACTION PLAN

The roadmap's PoA is articulated around four strategic objectives. Each strategic objective is composed of operational objectives to answer specific constraints affecting the sector.

# THE PLAN OF ACTION

Strategic objectives/operational objectives/activities	Period					Leading institutions	Partners
	2018	2019	2020	2022	2022		
<b>Strategic objective 1: Reinforce youth skills through vocational training and TVET strengthening</b>							
Operational objective 1.1 Strengthen coordination framework to a demand-driven TVET system responsive to labour market needs							
1.1.1 Advocate for the development of policy reform for the TVET sector, including alignment with The Gambia Skills Qualifications Framework (GSQF)						MoHERST, MoTIE	NAQAA
1.1.2 Support the development of inter-ministerial coordination arrangements for skills development with industry representation						MoHERST, MOYS	NAQAA, NYC, GIEPA, GCCI, sector associations
1.1.3 Promote national development of skill standards, common curriculum, learning materials and teacher training programmes with the involvement of all TVET providers and industry						NAQAA	TVET providers and sector associations, non-accredited TVET
1.1.4 Develop and implement mechanisms for recognition of prior learning (RPL) to facilitate youth transition to formal training programmes and labour market						MoHERST, NAQAA	Master craftsmen
<b>Operational objective 1.2 Reinforce training and learning resources for promising value chains with youth employment opportunities</b>							
1.2.1 Develop and update quality technical and vocational training programmes to meet market demand with options to incorporate flexible structures such as vendor, sector and quality certifications						NAQAA	Public and private training providers
1.2.2 Provide professional development activities for teachers in updated content, delivery techniques and managing on- and off-the-job training						MoHERST	NAQAA, online training providers
1.2.3 Establish twinning arrangements with regional and international training providers and experts for technical and operational knowledge transfer						NAQAA	TVET-specific
1.2.4 Enhance on-the-job learning programmes, including internships, traineeships and apprenticeships with certification schemes to meet sector needs						NAQAA	Private and public TVET
<b>Operational objective 1.3 Improve access to skills development programmes in rural areas</b>							
1.3.1 Provide rural youth with training opportunities through existing TVET centres, multiuse centres and new models of mobile and remote delivery						MoHERST, MoLRG	NAQAA, private and public TVET, MoA, Shonghai, Njawara Agricultural Training Centre
1.3.2 Develop skills training programmes for promising high-value product clusters in rural areas						MoHERST, MoTIE	NAQAA, private and public TVET
<b>Operational objective 1.4 Increase labour market monitoring through sector advisory arrangements</b>							
1.4.1 Foster the development of formal sector advisory arrangements						Private and public TVET	Private sector associations
1.4.2 Conduct regular enterprise/employer surveys						NAQAA	Private and public TVET, private sector associations
1.4.3 Develop tracer studies and monitoring mechanisms for all TVET institutions to monitor overall performance and quality						NAQAA	Private and public TVET
<b>Strategic objective 2: Foster youth entrepreneurship and access to pro-youth financial services</b>							
Operational objective 2.1 Strengthen existing entrepreneurship education in TVET and university programmes							
2.1.1 Develop an entrepreneurship curriculum for all TVET and integrate existing entrepreneurship models into formal disciplines						NAQAA, GIEPA	NYC, NYSS, public and private TVET, GCCI,
2.1.2 Establish training of trainers programmes to upgrade teacher education and skills on entrepreneurship using ICT based-online entrepreneurship courses						MoHERST, NAQAA	Empretec
2.1.3 Expand programmes to bring entrepreneurs to the classroom to share their experience with students						GIEPA, GCCI, NAQAA	Empretec, NEDI, NYSS
<b>Operational objective 2.2 Develop sector-specific entrepreneurship and mentoring programmes</b>							
2.2.1 Upscale existing entrepreneurship programmes and extend access to TVET students						GIEPA	Empretec, NEDI
2.2.2 Develop sector-specific training in business management and mentoring services for micro-entrepreneurs						GIEPA, MDI, NAQAA	Public and private TVET
2.2.3 Reinforce business incubations and trade acceleration support services for start-ups and medium-sized enterprises with high growth potential						GIEPA	Startup Incubator Gambia

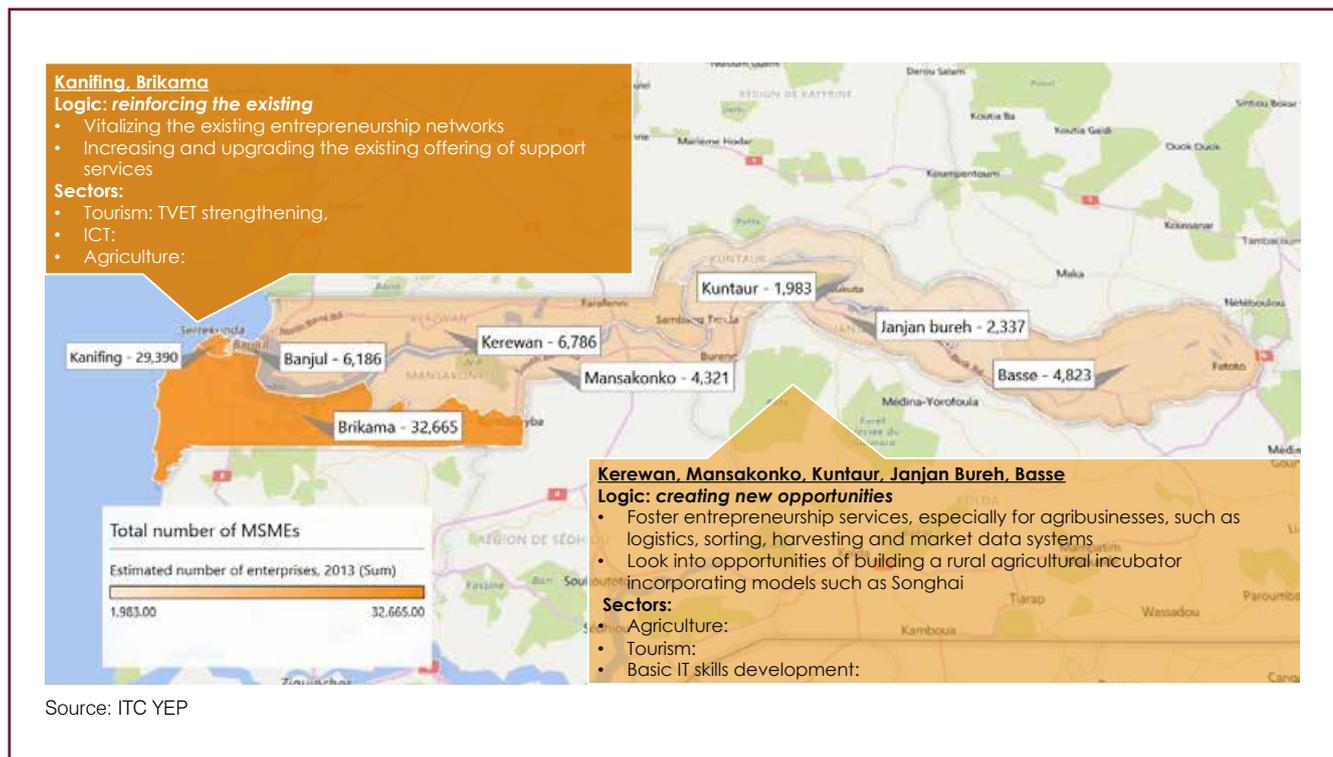
Strategic objectives/operational objectives/activities	Period				Leading institutions	Partners
	2018	2019	2020	2022		
<b>Operational objective 2.3 Build up local networks of young entrepreneurs and foster linkages with international networks</b>						
2.3.1 Strengthen existing local and virtual networks and communities of young entrepreneurs and develop commercial clubs in schools					Startup Incubator Gambia, GYCC	NEDI, GCCI, sector associations, private and public TVEIS
2.3.2. Develop youth entrepreneurship centres in rural areas and activate linkages with Lumos					GIEPA	Empretec, Startup Incubator Gambia, NEDI, NYC
2.3.3 Develop linkages between local entrepreneur associations with regional and international trade hubs, and Gambian diaspora					GIEPA, GCCI, Startup Incubator	Amcham Gambian Diaspora associations, regional hubs
<b>Operational objective 2.4 Improve access to financial services access by youth entrepreneurs and youth-owned businesses</b>						
2.4.1 Develop youth-specific financing mechanisms					MotIE, NACCUG, NEDI	MofEA, Gambia Commercial and Development Bank, commercial banks, credit unions, GAWFA, VISACA, NGOs, UNGDF
2.4.2 Strengthen financial literacy and awareness about financial services					MotIE, NACCUG, Empretec, NEDI and NYSS	MofEA, Gambia Commercial and Development Bank, commercial banks, credit unions, NGOs
2.4.3 Develop special funds to encourage tailored finance solutions for innovation and sustainable development					MotIE; GIEPA, NEDI	MofEA, Gambia Commercial and Development Bank, Amcham Gambian Diaspora associations, GCCI
<b>Strategic objective 3: Develop priority value chains and cross-sector synergies</b>						
<b>Operational objective 3.1 Enhance MSMEs' productive capacities in priority value chains</b>						
3.1.1 Improve production methods and value addition for SMES					MotIE, MoA, MOTC	Sector associations
3.1.2 Improve MSMEs' business management capacities					MotIE, MDI, UTG	YEP, sector associations, development partners
<b>Operational objective 3.2 Improve quality and compliance of Gambian products to international standards and market requirements</b>						
3.2.1 Sensitize enterprises on quality issues related business opportunities					FSQA, TGSB	Sector associations, FTS, Empretec, NEDI, NYSS
3.2.2 Reinforce local institutional support capacities and local expertise to provide quality management and food safety-related training and advisory services					FSQA, TGSB	YEP, FTS
3.2.3 Reinforce the national quality infrastructure and related certification schemes to improve compliance with quality and food safety requirements					MotIE, FSQA, TGSB	NCAIP, MoA, sector associations
<b>Operational objective 3.3 Activate market linkages</b>						
3.3.1 Develop market linkages of priority sectors with local, regional and international markets					MotIE, GCCI, GTB	Sector associations, Startup Incubator
3.3.2 Provide sales and marketing services to MSMEs through trade support institutions					GIEPA, GCCI	Sector associations, Startup Incubator
3.3.3 Assist trade support institutions and sector associations to attract investment					MotIE, GIEPA	Commercial banks, sector associations
<b>Strategic objective 4: Improve youth coordination and sector development coordination</b>						
<b>Operational objective 4.1 Support youth entrepreneurship advocacy, policy review and programme coordination</b>						
4.1.1 Create an entrepreneurship forum to ensure synergies between initiatives and advocate for policy changes					MotIE, GIEPA	NEDI, TVET and UTG, GCCCI and private sector associations, social development fund, micro-credit schemes, Department of Agribusiness services, Food technology service unit, NYSS
4.1.2 Support advocacy for youth entrepreneurship					MotIE, NYC, GYCC	GIEPA, GCCCI
<b>Operational objective 4.2 Strengthen sector development coordination</b>						
4.2.1 Establish and operationalize a public-private coordinating body and its subsidiary organs for each priority sector					MotIE, GIEPA	Sector association, TVET, youth associations, NYC, GYCC, public technical agencies

## INTERVENTION LOGIC

The SYTDR will have a threefold intervention approach, focussing on specific regions, sectors and timelines:

- **Geography:** Regarding the geographic scope of the SYTDR, Brikama and Kanifing are the regions that have the largest concentration of MSMEs in The Gambia. In these regions, the SYTDR will aim at further vitalizing the existing entrepreneurship networks and increasing and upgrading the existing offering of support services. In the rural regions, however, where existing MSMEs and business support is scarce and that source most of the irregular migrants, the SYTDR will expand entrepreneurship services, especially for agribusinesses, tourism and basic IT skills. It will create entrepreneurship opportunities around agricultural services such as logistics, sorting, harvesting and market data systems and will look into opportunities for building a rural agricultural incubator incorporating models such as Songhai. These activities will be built on the previous work of the Ministry of Agriculture, FAO and NGOs that operate locally.
- **Sectors:** Concerning the sectoral intervention logic, the support to the three selected sectors will focus on creation of synergies between them. The objective is thus not to develop each of them individually, but to create an ecosystem that will further grow organically. In order to achieve this, the SYTDR focuses on developing new services or products that connect the three sectors. Some of these products and services are outlined in figure 59 and include a number of targeted IT services for tourism and agriculture, as well as the use of local agricultural produce and cuisine by the tourism sector. Benefits from such an approach are multiple, but mainly they will allow growth of all three sectors together, rural development, skills improvement and ultimately job creation.
- **Timeframe:** The implementation of the SYTDR also has a progressive approach, in addition to the geographic and sectoral aspects. The idea is to start with pilot, small-scale activities in the field within the first year. These activities will serve to develop field assessment and business analysis at the micro-level. Once their implementation and monitoring is done, successes will be extended. In the 2nd year of implementation, the successful pilots will be duplicated in other regions and applied to other sectors.

Figure 48: Geographic intervention logic



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# ANNEXES

## ANNEX I: SME COMPETITIVENESS SURVEY SAMPLE

Firm size	Total	Youth led	Non-youth led	Agriculture	ICT	Tourism	Exporters	Non-exporters
Micro	15	7	8	4	9	2	1	14
Small	57	19	36	21	17	19	7	49
Medium	22	3	18	8	4	10	1	19
Large	9	1	8	4	1	4	2	4
No answer*	7	2	5	4	1	2	-	5
All	110	32	75	41	32	37	11	91

\* Respondent did not wish to share the information concerning the size of their company based on the number of employees and sales turnovers.

## ANNEX II: LIST OF SURVEYED TVET INSTITUTIONS

Name of TVET provider	Ownership	Fee-based	Sector-related courses	Number of students	Level of programme
Amadu Bansang Jobarteh School of Music	Private	Sponsored	Music industry	12 males and 10 females	Certificate, Diploma
Empretec Gambia	Public	Free	Agriculture, ICT, tourism	210 males and 230 females	Certificate
Food Technology Services (FTS)	Public	Sponsored	Agroprocessing	50 males and 150 females	Certificate
Future in Salikenni	Community-based	Free	Agriculture and ICT	66	Certificate
Gambia Songhai Initiative (GSI)	Public	Free	Agriculture	55 males and 43 females	Certificate, Diploma
Gambia Technical Training Institute (GTTI)	Public	Fee charged	Building & construction and ICT	2 000	Certificate, Diploma, Advanced Diploma, Bachelor's Degree
Gambia Tourism and Hospitality Institute	Public	Fee charged	Tourism and hospitality industry	167 males and 187 females	Certificate, Diploma, Advanced Diploma
Gaye Njorro Skills Centre Farafenni Annex	Private	Fee charged	ICT, catering, tailoring and hairdressing	10 males and 110 females	Certificate
Golden Hands Foundation Academy	Non-governmental	Fee charged	Wellness, hairdressing, beauty cosmetology	2 males and 98 females	Certificate, Diploma
Insight Training Centre	Private	Fee charged	Construction (electrical, architecture and plumbing), tourism, tailoring, carpentry, ICT, journalism, management, sales and marketing	414 males and 356 females	Certificate, Diploma, Advanced Diploma
Institute of Travel and Tourism of The Gambia (ITTOG)	Private	Fee charged	Travel and tourism	61 males and 92 females	Certificate, Diploma, Advanced Diploma

Name of TVET provider	Ownership	Fee-based	Sector-related courses	Number of students	Level of programme
Management Development Institute	Public	Fee charged	Information communications technology	450 males and 1 050 females	Certificate, Diploma, Advanced Diploma
Microtech Institute of Multimedia & Technology	Private	Free		118 males and 29 females	Certificate, Diploma, Advanced Diploma, HND/Graduate Diploma
National Coordinating Organisation for Farmer Association The Gambia	Non-governmental	Free	Agriculture and agroprocessing	600 males and 600 females	Certificate
National Enterprise Development Initiative	Public	Free	Agriculture and fisheries	248	Certificate
National Youth Service Scheme	Public	Free	Agriculture, fisheries	22 males and 11 females	Certificate
Nifty School of Computer Technology	Private	Fee charged	ICT	57 males and 49 females	Certificate, Diploma
Njawara Agricultural Training Centre	Non-governmental	Fee charged	Agriculture	50 males and 740 females	Certificate
President's International Award (PIA)	Public	Fee charged	Catering and technical skills	126 males and 189 females	Certificate
QuantumNET Institute of Technology	Private	Fee charged	ICT	1 200 males and 800 females	Certificate, Diploma, Advanced Diploma
Saas Cosmetology and Skills Academy	Private	Fee charged	Hairdressing and beauty	62 females and 0 males	Certificate
Smart Technologies	Private	Fee charged	ICT	170 males and 230 females	Certificate, Diploma, Advanced Diploma, Higher National Diploma
Startup Incubator Gambia	Funded through American Embassy and implemented by the American Chamber of Commerce	Free	ICT, fashion, restaurant and catering, waste management, agriculture	11 males and 9 females	Certificate
Sterling Consortium	Private	Fee charged	Information communications technology, energy, agriculture and security	120 enrolle: 72 males and 48 females	Certificate, Diploma
University of The Gambia (UTG)	Public	Fee charged	Training in agriculture, ICT, science and research, business and public administration, technical skills	1 308 males and 744 females	Certificate, Diploma, Advanced Diploma, Graduate and Undergraduate
YMCA Computer Training Centre and Digital Studio	Non-governmental	Fee charged	ICT	330 males and 243 females	Certificate, Diploma, Advanced Diploma

## ANNEX III: SNAPSHOT OF THE SURVEYED TVET SAMPLE

Figure	Description
<b>Public/private TVET count</b>	<ul style="list-style-type: none"> <li>The role of the government in skill provisioning is less prominent than that of the private sector.</li> <li>Most of the surveyed TVET providers (65%) are owned by private organizations and only 35% are public.</li> </ul>
<b>Fee requirement by TVET</b>	<ul style="list-style-type: none"> <li>Of the surveyed TVETs, 64% charge admission fees and only 36% provide free admission.</li> </ul>
<b>Level of education</b>	<ul style="list-style-type: none"> <li>The minimum entry level of qualification in 70% of the surveyed TVETs is either senior secondary or tertiary education.</li> <li>Of the surveyed TVETs, 16% require an entry level of at least upper basic secondary.</li> <li>Of the TVETs, 14% do not require any specific level of entry requirement.</li> </ul>
<b>Youth-specific sectors supported by the TVET sample</b>	<ul style="list-style-type: none"> <li>The sectors that remain among the most youth-intensive industries supported by the surveyed TVET sample are ICT and agriculture.</li> </ul>
<b>Average fee (GMD) per course/year (in Gambian dalasi)</b>	<ul style="list-style-type: none"> <li>The institutions with the highest average fee charged per training course per year are the University of The Gambia (UTG) and The Gambia Songhai Initiative (GSI), charging D40,000 and D3,8400 (Gambian dalasi) respectively.</li> </ul>
<b>Levels of training courses</b>	<ul style="list-style-type: none"> <li>All of the 25 surveyed TVETs offer a certificate at the end of the training courses, 10 give a diploma, nine deliver an advanced diploma, and only one provides a bachelors level.</li> </ul>
<b>Increase of enrolment over the past five years</b>	<ul style="list-style-type: none"> <li>Over the past five years, the total trainee enrolment in some institutions like the Institute of Travel and Tourism of The Gambia (ITToG) has tripled (200% increase).</li> <li>Other surveyed TVETs, like The Gambia Tourism and Hospitality Institute (GTHI), have more than doubled (150%).</li> <li>The National Enterprise Development Initiative (NEDI), GHFA and Saas Cosmetology and Skills Academy have doubled (100% increase) the total trainee enrolment over the past five years.</li> <li>Only one NYSS has presented a negative growth in the enrolment rate (85% decrease) over the past five years.</li> </ul>
<b>Trainees and graduates in 2016</b>	<ul style="list-style-type: none"> <li>The TVET providers in the sample with the largest number of graduates (those who have successfully completed a training programme) in 2016 are GTTI, QIT, and Empretec (2,000 graduates each).</li> <li>UTG had the largest number of trainees in the same year (2,052), but only 1,310 graduates.</li> </ul>
<b>Curriculum duration</b>	<ul style="list-style-type: none"> <li>The standard duration of the training courses offered at TVETs varies.</li> <li>In UTG and GTHI, for example, the standard duration of the training courses can last between six to nine months and four years.</li> <li>Seven days is the average duration of training in the Food Technology Services (FTS) and National Enterprise Development Initiative (NEDI).</li> </ul>
<b>Number of students per teacher</b>	<ul style="list-style-type: none"> <li>The total number of students for each teacher can go as high as 167 (QIT), 132 (Agricultural Training Centre), 64 (YMCA) or 63 (NACOFAG).</li> <li>Among these TVETs, three use e-learning and mobile learning tools to justify the apparent understaffed conditions. However, the Njawara Agricultural Training centre and Empretec count approximately 132 and 44 students respectively for one teacher and do not use e-learning.</li> <li>In contrast, Startup Incubator Gambia, NYSS, Amadu Bansang Jobarteh School of Music and GSI have less than 10 students per teacher.</li> </ul>
<b>Gender distribution by TVET</b>	<ul style="list-style-type: none"> <li>Ten of the surveyed TVETs have a majority of male students enrolled (NYSS, GSI, Startup Incubator Gambia, YMCA, Microtech Institute of Multimedia and Technology, QIT, Nifty, Insight Training Centre, Amadu Bansang Jobarteh School of Music, and Sterling Consortium).</li> <li>Eleven of the surveyed TVETs have a majority of female students enrolled (MDI, GTHI, Empretec, PIA, ITToG, FTS, GHFA, Gaye Njorro Skills Centre, Njawara Agricultural Training Centre, Smart Technologies, and Saas Cosmetology and Skills Academy).</li> <li>In Saas Cosmetology and Skills Academy and GHFA, 100% and 94% of the students are women.</li> <li>Almost 80% of male students enrolled in Microtech are male.</li> <li>NACOFAG reports an equal share of male and female students enrolled.</li> <li>Trainees' distribution by gender was not provided by the three surveyed institutions (GTTI, NEDI and Future in Salikenni).</li> </ul>

## ANNEX IV: TERMS OF REFERENCE OF THE SECTOR CORE TEAMS

### I. Objectives

- a. To ensure that the interests of sector stakeholders are represented in the roadmap design, policy alignment, planning and YEP implementation.
- b. To act as a consultative and technical advisory body to the YEP steering committee, Gambia Ministry of Trade, Industry & Employment and other national stakeholders.

### III. Mandate of the YEP sector core team

- a. Assist in Youth and Trade Roadmap design, review and validation process:
  - i. Play a thorough leadership role throughout the design of the sector roadmap and validate key priorities.
  - ii. Create visibility for and champion the Youth and Trade Roadmap at the national and regional level throughout the YEP project.
  - iii. Consult national stakeholders and interact with technical partners, as a mechanism of getting the required buy-in of stakeholders and government.
  - iv. Play a key role in the peer review exercise and ensure that the final Youth and Trade Roadmap documents encapsulate the interests of all value chain stakeholders, especially the youth and TVET, as a mechanism to promote sustainability.
- b. Monitor the implementation process:
  - i. Contribute to the core team meetings throughout the YEP project and beyond, and ensure the involvement of relevant public and private sector stakeholders.
  - ii. Monitor implementation progress and provide inputs and recommendations to the planning process of technical assistance interventions under YEP and beyond.
  - iii. Promote and facilitate learning and sharing of good practices among relevant stakeholders.
- c. Assist in the identification of resource mobilization priorities and facilitate linkages.

### IV. Composition and governance of the core team

- a. The core team is made up of eight to 12 members, including:
  - i. Youth representatives
  - ii. Public sector
  - iii. Sector associations/private sector
  - iv. TVET
  - v. Development agencies and civil society, locally based NGOs.

The composition of the core team shall take into consideration gender balance.

- b. The core team shall appoint a chairperson (ideally a youth representative), vice chairperson (ideally from the private sector) and secretary (ideally from the public sector) with a one-year term of office, but whom may be reappointed to serve for a further one year depending upon the roadmap development, implementation and monitoring progress.
- c. The core team has the delegated authority to replace an existing member if he or she can no longer perform his or her function or is not fully committed.
- d. The core team shall assist ITC in preparing the YEP annual work plan at the sector level in consultation with The Gambia Ministry of Trade, Industry & Employment.
- e. The core team shall communicate regularly (every three months) during the implementation phase. In addition, special sessions may be convened as required.

### VI. Support to the core team

- a. The Ministry of Trade, Industry, Regional Integration and Employment and Ministry of Youths and Sports, through the YEP steering committee, have the overall ownership of the roadmap and are responsible for the following:
  - i. Providing strategic advice and direction to the work of the core team;
  - ii. Ensuring a high level of visibility and commitment to the work of the core team; and
  - iii. Mobilizing and securing resources for strategy implementation and core team operational purposes.
- b. ITC will support the core team through:
  - i. Organization of the meetings, taking meeting minutes and mobilizing core team members;
  - ii. Monitoring tools; and
  - iii. Specific training workshop on project implementation and monitoring.



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