Ministry of Petroleum and Energy

Strategic Plan 2021-2025

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Foreword

Acknowledgements

The Ministry of Petroleum and Energy (MoPE) takes this opportunity to sincerely thank all those who participated in the formulation and validation of the Strategic Plan 2021-2025. We, in particular, would like to express our appreciation to all the stakeholders - from government institutions, Non-Governmental Organisations (NGOs), private sector, local communities and our development partners - who despite the challenges posed by the Covid–19 pandemic, met with the team of consultants and freely shared their ideas and inputs.

Particular thanks and appreciation also go to the team of consultants from Acacia Consulting (Dr. Ahmad Tijan Jallow, Yaya Sireh Jallow, Demba Jallow, Latirr Carr, Mariam Khan Senghore and Kawsu Jadama) for their dedication and commitment demonstrated during the assignment and the excellent work done.

Finally, sincere thanks to all staff of MoPE, in particular the Planning Unit, for your various contributions to the development and finalization of the Strategic Plan.

Executive Summary

The Ministry of Petroleum and Energy (MoPE) was formally created in 2016 following the merger of the Ministry of Energy and the Ministry of Petroleum. In 2017 it was also granted purview over the Mineral Sector. The Ministry is therefore of fairly recent origin when compared to other government line ministries.

The creation of the new Ministry brought together hitherto separate and independent agencies, and in the process, it inherited two existing draft Strategic Plans, namely, the petroleum strategic plan and the energy strategic plan formulated at an earlier period when the two ministries were separate, as well as the geology policy framework. Consequently, there was no comprehensive and integrated framework to guide its work; and hence the need for a new and more holistic Strategic Plan.

The Strategic Plan presented in this document is a product of an inclusive, participatory and rigorous sector-wide process. The consultations targeted stakeholders in the energy, petroleum and mineral sectors. Institutions representing government, the national assembly, private sector, civil society, local governments, local communities, as well as development partners were all engaged to solicit their views and inputs. To complement the consultations, a comprehensive documents review – national, regional and global was undertaken.

An institutional capacity needs assessment (ICNA) of MoPE was also undertaken, using tools (Questionnaires) to carry out the assessment at three levels (institutional, organizational and individual). In addition, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted through a participatory group session with a cross-section of staff from the various Units of the Ministry. The interviews for the ICNA and the SWOT analysis were complemented by a desk review of key documents relevant to capacity development needs of the Civil Service of The Gambia.

Situational Analysis and Diagnostics

From the situational analysis/diagnostics of the three sectors under the Ministry as well as the findings of the institutional capacity assessment of MoPE, and drawing upon the comprehensive stakeholder consultations, six overarching themes emerged that informed and formed the basis for the development of the Strategic Plan, namely:

- ***Legislation and Policy Frameworks***: ensuring that adequate policy and legislative frameworks are in place is vital for the development and management of the country's energy, petroleum and mineral sectors.
- ***Service delivery***: energy, geology, petroleum products and services have a direct impact on life and livelihoods of citizens, as well as the economy of the country in general, and need to be substantially improved.
- ***Regional collaboration and integration***: some of the natural resources that fall under the purview of the Ministry are potentially transboundary resources, and/or lend themselves to regional collaboration for their successful development and management.
- ***Communication, awareness raising and partnerships***: given the large number of stakeholders involved in these sectors, the communication gaps that exist giving rise to misunderstandings, and the absence of strategies to work with partners, it is of critical

importance for the Ministry to design, implement and monitor a communication and partnership strategy.

- ***Adequate and re-tooled organizational structures and systems***: along with policy frameworks, the analysis has clearly demonstrated the need for the Ministry to design new and innovative institutional models, and upgrade systems such as Monitoring & Evaluation (M&E), etc, in order to carry out its mandate more efficiently and effectively.
- ***Skilled and well managed human resource base***: given the complexity of the sectors and their technological requirements, as well as the need for expertise in areas such as complex contracts negotiations, it is of vital importance for the Ministry to have staff with the right skills mix appropriate to its mandate.

The Strategic Plan Framework

The plan framework provides a holistic view of the work of the Ministry for the period 2021-2025. It integrates the vision, mission and mandate of the Ministry into a framework that includes a goal, two strategic objectives, four outcomes and thirteen outputs. These are briefly highlighted below.

The Strategic Plan is intended to deliver on strategic priority five (5) of the National Development Plan (NDP) 2018-2021 which aims at *"building our infrastructure and restoring energy services to power our economy"*; as well as delivering on the associated objectives of the Sustainable Development Goals (SDGs) and the African Union Agenda 2063.

Guiding Principles

The MoPE Strategic Plan 2021-2025 is guided by the following principles:

1. *National Ownership and Leadership*: foster national ownership and leadership of the country's energy, petroleum and geological resources for the benefit of citizens and safeguard national interests in the development and exploitation of these resources
2. *Participatory*: ensure full participation of all stakeholders in plan implementation
3. *Transparency*: promote full transparency in the development and exploitation of the energy, petroleum and geological resources in order to strengthen accountability
4. *Equity*: ensure that all citizens benefit from and can fully participate in the development and exploitation of these resources
5. *Environmental Compliance*: ensure that the highest environmental standards are observed in the development and exploitation of these natural resources, and mitigate adverse consequences on local communities and their livelihoods and meet the country's commitments under the Paris Agreement on Climate Change and
6. *Partnership*: advocate and promote mutually beneficial partnerships in the development and exploitation of the energy, petroleum and geological resources.

Vision, Mission and Mandate

Vision

To attain universal access to modern energy and geological services, explore and exploit petroleum and other mineral resources for a revitalized economy for national well-being (socio-economic development) in a sustainable manner

Mission

- *(Energy) To ensure the provision of adequate, affordable and reliable energy services and clean cooking fuel in a sustainable manner.*
- *(Petroleum) To derive optimal benefit from the petroleum value chain by sustainably promoting, regulating and managing the efficient and effective conduct of petroleum operations.*
- *(Geology) To provide efficient geological services, explore, evaluate and harness our mineral resources to enhance infrastructural and sustainable socio-economic development.*

Mandate

The use of energy, petroleum and mineral resources as a stimulus for economic growth, employment and sustainable development; the efficient and sustainable harnessing of hydrocarbon and mineral potentials as well as the availability of reliable, adequate, affordable and sustainable energy supply to power the economy of The Gambia

Goal, Strategic Objectives and Outcomes

The overall goal of the Strategic Plan was defined as:

To provide a coherent and integrated framework to guide the work of the Ministry over the plan period (2021-2025), and to strengthen accountability and delivery of results in the energy, petroleum and mineral sectors.

The two strategic objectives and the related four outcomes are:

SO1: To put in place appropriate policies and legislative frameworks and enhance service delivery in the energy, petroleum and geology sectors

Outcome 1: Responsive and accountable governance system established for effective implementation of policies and enforced regulations.

Outcome 2: Reliable Service Delivery of Environmentally-friendly Diversified Energy and Petroleum products and Geology available to all

Outcome 3: Regional Integration and Cooperation for enhanced Economies of Scale and Harmonized Laws and Regulations of Natural Resources

SO2: To ensure that MoPE has the requisite institutional and human capacities to realize the vision, mission and mandate of the Ministry and fully implement its Strategic Plans

Outcome 4: Organizational structures and systems with the appropriate human resources, skills and competencies in place to achieve organizational objectives

Monitoring and Evaluation Framework

An M&E plan has been developed to serve as a guide for the Ministry and its stakeholders in producing timely, high quality data that would enable them to:

a) Assess the effectiveness, efficiency, and impact of the MoPE Strategic Plan;
b) Identify implementation bottlenecks;
c) Identify/propose solutions for the bottlenecks; and

d) Provide an opportunity to enhance effectiveness, efficiency and impact of the Strategic Plan.

Implementation Arrangements

To ensure effective plan follow up, and to ensure full stakeholder participation in implementation, monitoring and evaluation, the plan proposes the following measures:

1. Setting up of internal oversight mechanisms for Plan Implementation consisting of: (i) *Policy Committee* – chaired by the Hon Minister and consisting of the Permanent Secretary, Adviser to the Minister, the two Deputy Permanent Secretaries, Heads of the autonomous Entities under the Ministry (NAWEC, GNPC), Petroleum Commission, Director of Energy Unit and Director of Geological Department. One Deputy Permanent Secretary to serve as Secretary of the Committee; and (ii) *A Technical Committee* – chaired by Permanent Secretary and assisted by Planning Unit and involving Heads of Energy and Petroleum Units, Technical leads from Geological Department, GNPC, NAWEC and Petroleum Commission.
2. Organizing Annual Stakeholders' Forum to bring together all relevant stakeholders in order to foster a participatory and inclusive process in the implementation and review of the Strategic Plan.
3. An implementation responsibility matrix which identifies task, lead players for each of the outcomes of the Strategic Plan and the associated partners and stakeholders has been developed.

Risk Analysis and Mitigation

Finally, the document identifies a number of risks – ***political, macroeconomic, fiscal, conflict and insecurity, pandemics, and institutional*** - and proposes mitigation strategies to address them for each of the sectors under the ambit of the Ministry.

List of Acronyms & Abbreviations

ACBF	African Capacity Building Foundation
AfCFTA	Africa Continental Free Trade Area
AfDB	African Development bank
AGO	Automotive Gas Oil
AWP	Annual Work Plans
BCLP	Bryan Cave Leighton Paisner (International Law Firm)
BP	British Petroleum
CSO	Civil Society Organisations
EA	Energy Access
EC	European Commission
ECOWAS	Economic Community of West African States
ECREEE	ECOWAS Centre for Renewable Energy and Energy Efficiency
EE	Energy Efficiency
EU	European Union
FIT	Feed-in-Tariff
GCCI	Gambia Chamber of Commerce and Industry
GDP	Gross Domestic Product
GEF	Global Environment Facility
GERMP	Gambia Electricity Restoration and Modernisation Project
GFRS	Gambia Fire & Rescue Service
GIEPA	Gambia Investment and Export Promotion Agency
GMD	Gambian Dalasi
GNPC	Gambia National Petroleum Corporation
GRA	Gambia Revenue Authority
GREC	Gambia Renewable Energy Centre
GRTS	Gambia Radio &Television Service
GTB	Gambia Tourism Board
GTTI	Gambia Technical Training Insitute
GWh	Gigawatt hour
HR	Human Resources
ICNA	Institutional Capacity Needs Assessment
ICT	Information and Communication Technology
IPP	Independent Power Producer
IRENA	International Renewable Energy Agency
kV	Kilovolt
kW	Kilowatt
kWh	Kilowatt hour
LGA	Local Government Area
LV	Low Voltage
M&E	Monitoring and Evaluation
MIS	Management Information Systems
MoFA	Ministry of Foreign Affairs
MoFEA	Ministry of Finance and Economic Affairs
MoHERST	Ministry of Higher Education, Research, Science & Technology
MoICI	Ministry of Information & Communication Infrastructure
MoJ	Ministry of Justice
MoLGL	Ministry of Local Government & Lands
MoPE	Ministry of Petroleum & Energy
MoWCSW	Ministry of Women, Children & Social Welfare
MoU	Memorandum of Understanding
MSGBC Basin	Mauritania, Senegal, Gambia, Bissau and Conakry Geological Basin
MW	Megawatt

MWh	Megawatt hour
NA	National Assembly
NAWEC	National Water and Energy Company
NDP	National Development Plan- 2018-2021
NEA	National Environment Agency
NEMA	National Environment Management Act
O&M	Operation & Maintenance
OMVG	Gambia River Basin Development Organisation
OP	Office of the President
OPEC	Organization of Petroleum Exporting Countries
PEPLA	Petroleum Exploration, Development and Production License Agreement
PMO	Personnel Management Office
PMS	Premium Motor Spirit, Petrol
PMU	Project Management Unit
PNC	Petroleum Negotiation Committee
PPA	Power Purchase Agreement
PPP	Public Private Partnership
PSC	Public Service Commission
PURA	Public Utilities Regulatory Authority
PV	Photovoltaic
RE	Renewable Energy
REAGAM	Renewable Energy Association of The Gambia
SE4ALL	Sustainable Energy for All
SHS	Solar Home System
SME	Small & Medium Enterprise
SP	Strategic Plan
SWH	Solar Water Heating
SWOT	Strengths, Weaknesses, Opportunities and Threats
TANGO	The Association of Non-Governmental Organisations
T&D	Transmission & Distribution
ToR	Terms of Reference
TWh	Terawatt hours
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UTG	University of The Gambia
VAT	Value Added Tax
VDC	Village Development Committee
WAPP	West African Power Pool
WB	World Bank

Chapter 1: Introduction

1.1 Background and Context

The Ministry of Petroleum and Energy (MoPE) was formally created in 2016 following the merger of the Ministry of Energy and the Ministry of Petroleum. In 2017 it was also granted purview of the Mineral Sector. The Ministry is therefore of fairly recent origin when compared to other government line ministries.

The Ministry has a gazetted mandate spanning across the use of petroleum products and other forms of energy as a stimulus for economic growth, employment and sustainable development; the efficient and sustainable harnessing of hydrocarbon and mineral potentials as well as the availability of reliable, adequate, affordable and sustainable energy supply to power the economy of The Gambia.

The MoPE consists of two-line Directorates (Energy and Geology); one line Commission (Petroleum); as well as two quasi government institutions, namely the National Water and Electricity Company (NAWEC) and The Gambia National Petroleum Corporation (GNPC).

The creation of the new Ministry brought together hitherto separate and independent agencies, and in the process, it inherited two existing draft Strategic Plans, namely, the petroleum strategic Plan and the energy strategic Plan formulated at an earlier period when the two ministries were separate, as well as the geology policy framework. Consequently, there was no comprehensive and integrated framework to guide its work; and hence the need for a new and more holistic Strategic Plan.

This document therefore sets out the strategic objectives for the Ministry of Petroleum and Energy for the period 2021-2025, and it also articulates how the objectives will be achieved. In addition, the Strategic Plan is intended to deliver on strategic priority five (5) of the National Development Plan (NDP) 2018-2021 which aims at *"building our infrastructure and restoring energy services to power our economy"* as well as delivering on the associated objectives of the Sustainable Development Goals (SDGs) and the African Union Agenda 2063.

1.2 Purpose and Rationale of the Strategic Plan

Given the context described above, the purpose of the Strategic Plan is to provide a coherent and integrated framework to guide the work of the Ministry over the next five years, and to strengthen accountability and delivery of results in the sectors under the Ministry. The Ministry is tasked with overseeing the rational development and exploitation of geological, energy and petroleum resources which, are poised to play a fundamental and critical transformative role in the socio-economic development of The Gambia. The Strategic Plan therefore also aims to provide greater clarity for the many and diverse stakeholders in the sectors concerned – policy makers, line ministries, National Assembly and key partners, including the private sector and investment partners – on the broad strategic directions of the Ministry, in order to strengthen partnerships and collaboration, as well empower stakeholders to play their respective roles in its implementation.

1.3 The Strategic Plan Formulation Process

The development of the Strategic Plan was undertaken as an inclusive, participatory and rigorous sector-wide process. The consultations targeted stakeholders in the energy, petroleum and geology sectors. Institutions representing government, the national assembly, private sector, civil society, local governments, local communities, as well as development partners were all engaged to solicit their views and inputs. A consolidated list of all stakeholders/institutions consulted is found in Annex 1. Due to Covid-19, the consultations which started as direct one-on-one interviews were later conducted online using questionnaires, checklists and other tools developed during the inception phase.

To complement the consultations, the team undertook a comprehensive documents review – national, regional and global – see Annex 2.

Specifically, plan development involved the following processes and phases:

- Inception
- Stakeholder Consultations
- Visioning and Strategic Plan Design
- Institutional Capacity Needs Assessment
- Validation
- Finalization and Submission

The details of each of the foregoing phases and instruments/tools used are further elaborated in Table 1 below which sums up the objectives and outputs for each phase.

Table 1: Overview of the Strategic Plan Development Process

Phase	Objective	Output	Tools
Inception	To obtain clarity from key policy makers at MoPE on its Mandate/Vision and Mission and their expectations and initial views of the Strategic Plan; the design of tools for the exercise.	Inputs and views of key policy makers; and tools designed.	Meetings and Documents review
Stakeholder Consultations	To obtain stakeholder views and input on the Mandate/Vision and Mission, operations and activities of MoPE, and on key elements of the Strategic Plan.	Inputs from stakeholders, and a synthesis report on the consultations.	Interviews; Document review; and Focus group discussions
Visioning and Strategic Plan Design	To synthesize key elements of the Strategic Plan including the Results framework.	A draft Strategic Plan developed.	Working sessions among consultant team, and with MoPE.
Institutional Capacity Needs Assessment	To assess and make recommendations on MoPE's capacity (institutional, human and financial) to deliver/implement the Strategic Plan.	A synthesis document on the capacity needs assessment produced.	Interviews, and Document review.
Strategic Plan Validation	To secure stakeholder validation of the draft Strategic Plan.	Final inputs of stakeholders received and incorporated into draft Strategic Plan.	Validation workshop attended by all stakeholders.

Strategic Plan Finalization	To finalize Strategic Plan from stakeholders' inputs.	Final Strategic Plan document.	Desk/analytical work

The team also undertook an institutional capacity assessment of MoPE, using tools (Questionnaires) to carry out the assessment at three levels (institutional, organizational and individual – see Box 1 below for the conceptual framework). The tools were administered to three categories of staff: policy, technical and administrative categories. In keeping with standard practice, each tool had a provision for respondents to make recommendations, expand, qualify or clarify their input. The tools were administered to individual staff while consultations were on a one-on-one basis in order to ensure maximum confidentiality. A total of 36 staff were engaged out of whom 28 responded with completed questionnaires.

Box 1: Dimensions of Capacity Assessed for MoPE

- ***Individual Level***: refers to the experience, knowledge and technical skills vested in people.
- ***Organizational Level****:* referring to internal policies, arrangements, procedures and frameworks that allow an organization to operate and to deliver on its mandate.
- ***Institutional Level:*** entails the policies, legislation, power relations and social norms that describe the broader system within which individuals and organizations function, and one that facilitates or hinders their existence and performance.

In addition, a SWOT analysis was conducted through a participatory group session with a cross-section of staff from the various Units of the Ministry.

The interviews for the ICNA and the SWOT analysis were complemented by a desk review of key documents relevant to capacity development needs of the Civil Service of The Gambia. Key documents reviewed included but were not limited to the Gambia Capacity Needs Assessment Report, 2018 funded and produced by the African Capacity Building Foundation (ACBF); and the Civil Service Reform Programme, 2018 - 2027.

1.4 Structure of the Plan Document

The Strategic Plan document is articulated in five chapters briefly presented below:

- Chapter 1: Background and context: treats the evolution of the MoPE, and presents the purpose and rationale for the plan, and outlines the processes for plan development and its structure;
- Chapter 2: Diagnostic Overview of the MoPE Sectors: identifies the key challenges and issues to be addressed by the Strategic Plan with respect to the energy, petroleum and geology sectors. The chapter also presents findings of a comprehensive institutional capacity assessment of the Ministry and related recommendations designed to ensure that the Ministry's mandate and Strategic Plan can be fully and effectively implemented.
- Chapter 3: Presents the Strategic Plan Framework, outlining the Vision, Mission, Mandate, Strategic Objectives, and key results to achieve over the plan period.
- Chapter 4: In this chapter, a robust results matrix aimed at facilitating the sound monitoring and tracking of results, as well as improved accountability is presented. It also includes the monitoring and evaluation framework for the plan. The latter, among others, lays out the processes and tools to support reporting on progress with respect to plan implementation; and

- Chapter 5: Presents the implementation arrangements that outline the roles and responsibilities of various stakeholders in plan implementation, as well as risk analysis and mitigation aimed at assisting the Ministry to anticipate and respond to factors likely to adversely impact the work of the MoPE, in particular the attainment of its Vision, Mandate and Strategic Plan outcomes.

Chapter 2: Situational Analysis and Diagnostics

Strategic Plan development requires rigorous and objective diagnosis of the situation obtaining in the relevant sectors, in order to identify key challenges and issues to be addressed. Accordingly, this chapter presents a detailed diagnostic overview of the relevant sectors under the ambit of the Ministry. This was done through review of relevant sector documents and stakeholder consultations. The chapter also presents the results of a comprehensive institutional capacity assessment of the Ministry and recommendations on how to address the capacity gaps identified.

2.1 Sector Overview and Diagnosis

2.1.1 Energy

2.1.1.1 Overview of the Energy Sector

The world needs energy to support everyday life and drive human development. In 2019, over 26,000 terawatt-hours of electricity were produced worldwide. This electricity is being produced by a range of energy sources, mostly fossil fuels but also nuclear power and renewables such as solar, hydro and wind.

In many countries, the Energy Sector has been shown to be an economic game changer. However, the current global energy situation is faced with many uncertainties. These include complex environmental and climate change issues, in which energy is a major player. For The Gambia, energy is a catalyst in its drive for economic transformation. But similarly, for The Gambia, persistent global economic challenges are still faced by some of Gambia's major partners. All of these impact on the country's energy security and therefore its economy. A key question is how to meet the imperative of ensuring a sustained and secured supply of energy, especially clean energy?

The Government of The Gambia (GoTG) has affirmed the imperative to address the country's energy challenges, and has made it clear that addressing the country's energy constraints is an apex priority and that energy supply in various forms is a primary catalyst in its efforts to transform the Gambian economy. This Strategic Planning process is driven by the desire of Government, through the Ministry of Petroleum and Energy, to move the country towards an energy secure future, ensuring energy access for all, the security of supply, a diversified energy mix and an Energy Sector that supports economic growth and prosperity of our country. This ambition is clearly in line with the Sustainable Development Goals and the African Agenda 2063.

Over the years, The Gambia has made insignificant investments in the Energy Sector. The capacity created in the 1st and 2nd Republics is aging, and it has become clear that the demand growth has outpaced power supply and there is an urgent need to increase supply. In response, MOPE has implemented a planning framework for the Energy Sector, anchored on the National Development Plan (NDP). This framework, together with Government's Programme of Action, forms an integral part of this Strategic Plan over the next five years.

For Government to achieve the NDP vision, there must be an Energy Sector that promotes economic growth and development, social equity through expanded access and security to energy services and environmental sustainability through reduced pollution and mitigated effects

of climate change. To this end, MoPE needs to be supported by effective policies, institutions, governance systems, regulations and competitive markets. These policy frameworks are summarized in Table 2 below.

Table 2: Selected Primary Legislations of the Energy Sector

Legislation	Description
National Energy Policy - The Gambia - 2014-2018	Provide the framework for efficient utilization and management of energy resources and environmental considerations. The Act also provides for: • energy planning; • increased generation & consumption of renewable energy; • contingency energy supply; • adequate investment in appropriate upkeep & access to energy infrastructure; • measures for the furnishing of certain data & information regarding energy demand; • supply & generation; The Minister of Petroleum and Energy to make determinations for the establishment of IPPs for the purpose of creating greater competition in the electricity generation sector so as to increase the supply of electricity.
Electricity Act 2005	• To develop and promote cost-effective generation, transmission, and distribution of electricity; • To set standards for electricity services, determine appropriate tariffs, and enable a transition to a private investor controlled and operated electricity sector.
Renewable Energy Act 2013	• To promote alternative sources of energy by providing fiscal and other investment incentives in the sector.
PURA Act 2001	• The PURA Act, 2006, established the Authority to regulate aspects of energy efficiency for better service delivery.

In addition to the aforementioned Acts, the MoPE is further mandated by Acts not administered by the MoPE, including among others: National Environmental Agency Act; NAWEC Act; The Gambia SE4ALL Action Agenda 2015; Land Compensation Act; The Disaster Management Act; The NEMA; The GPA Act; and GIEPA Act.

The Energy Sector in The Gambia has experienced significant challenges in the past two decades. Foremost among these is the dramatic rise in demand for energy as a result of population growth and urbanization, expansion of infrastructure and social services, growth in small and medium size industries, and expansion in the tourism and hospitality sector. As a result, there is an urgent need for investment to modernize and replace the aging electricity facilities.

The Government has also sought to address the challenges faced by the Energy Sector through effective planning and resources mobilization as reflected in a series of Master Plans, the NDP

and the Electricity Sector Road Map (approved by Cabinet in 2017 and updated in 2020). The revised Road Map (2020) will be an implementable plan and a living document that is updated in future by NAWEC and MoPE.

Despite these challenges there are new opportunities on the horizon. In the next two years, The Gambia will be connected to the West African Power Pool (WAPP) via the OMVG and OMVS networks, an opportunity that has significant benefits for a small electricity system and its stability. At the operational level, OMVG and OMVS interconnection is expected to bring frequency and voltage stability and greater security of supply. Cost is expected to decrease through a number of channels, including shared reserves allowing a reduction in national reserve requirements, imports of low-cost hydropower and gas-fired thermal power from neighboring countries and much efficient IPPs within the ECOWAS Regional Electricity Market. It will also afford The Gambia the opportunity to develop large renewable energy generation projects primarily for export thus further reducing the cost of electricity supply. The immediate export opportunity that is under consideration is for The Gambia to host one of the first regional 150 MW PV projects under the WAPP Solar Park Programme. This Regional PV project is intended to improve the supply and reduce the cost of electricity.

2.1.1.2 Electricity sub-sector

The current demand for energy in the country in particular electricity is not matched by a corresponding increase in the supply and this situation has resulted in a significant electricity demand-supply gap. The major challenges in the supply-side have mainly been due to over dependence on fossil fuels particularly rising import bills, price volatility in the global oil market, repair and maintenance of aging generators and plants as well as inadequate investments and financing options. These variables generate direct and indirect financial and capital costs to Government and consumers.

Statistics from NAWEC show that sent-out energy grew at an average rate of 11% per year from 2010 to 2018, reaching 341 GWh in 2018. Peak demand grew from 45 MW in 2017 to 65 MW in 2018. Historical energy and peak demand were constrained by generation and network shortages or outages. (Road Map 2020).

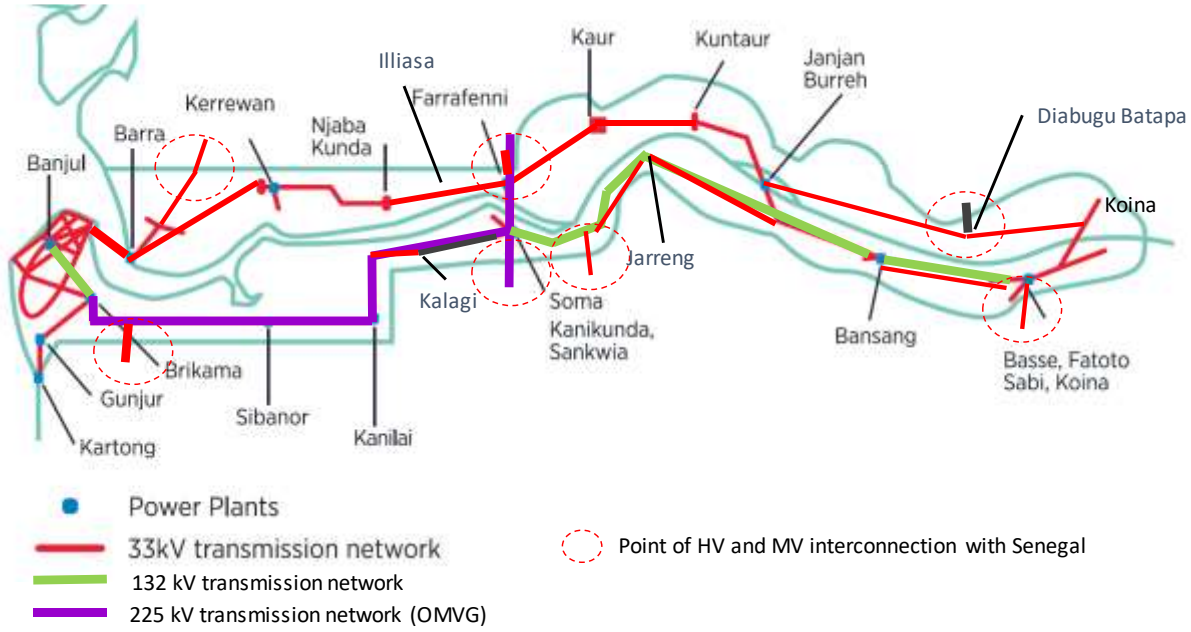
In the baseline model total as of recent Road Map update, sent-out energy grows at an average rate of 6.2% per year, rising from 588 GWh in 2020 to 1,153 GWh in 2030 and 1,949 GWh in 2040. Peak demand in the base case grows at an average rate of 5.5% per year from 117 MW in 2020 to 216 MW in 2030, reaching 336 MW in 2040.

The main electricity provider, NAWEC, spends about 70% of its annual revenue on fuel and spare-parts thus unable to adequately finance its operations and meet other financial obligations. The plan is cognisant of developments in the sector and in the economy at large and is reflective of recent investment decisions and the Road Map and especially planned investments in transmission, distribution, interconnection, IMS and service support.

NAWEC has signed a PPA to import up to 10 MW from SENELEC in Senegal. Substantial investments in Transmission & Distribution (T&D) infrastructure will be necessary to absorb new energy from these partnerships to reduce T&D losses, as well as extend distribution network throughout the country. The creation of a single more reliable network which can be supplied from different sources, either national generation, MV local imports from Senegal, Turkish Karpower-Ship (IPP) or High Voltage (HV) imports from the regional market will help expand access and ensure quality electricity services.

Projects- WB lead: The Government secured financing amounting to about US$300 million for NAWEC which the Utility is currently using to implement Electricity and Water projects. These funds, about half of which are grants, are financed jointly by the International Development Association (IDA), European Investment Bank (EIB), the European Union (EU), Germany and AfDB to improve the operational performance of the Utility, and its capacity to dispatch variable renewable electricity. These projects include On-grid solar PV with storage, T&D restoration and modernization, urgent institutional support for sector turnaround, urgent actions to address the water crisis and access to electricity by all Gambians, and emergency **Covid-19** respond.

Road Map 2019



Imports from the WAPP: regional power trade presents a significant opportunity for The Gambia to import low-cost and renewable power from its neighbours in the West Africa Power Pool. With financing from the World Bank and other donors, sections of the OMVG interconnection are expected to be commissioned as soon as 2021 which will immediately give The Gambia the ability to import electricity through the OMVS and OMVG interconnection.

The NAWEC Business Plan 2021-2025 identified five (5) Strategic Pillars and respective objectives. MoPE must ensure the policy environment is conducive and perform the necessary oversight function to achieve the desired results.

2.1.1.3 Domestic Fuels

Household energy consumption in The Gambia accounts for more than 80% of the energy demand. The household energy sources are mainly derived from wood, which is used for various activities at the household level such as cooking and ironing, and accounts for the largest component of the overall household energy consumption. Another source of household fuel energy is groundnut shells currently being compressed into briquettes and sold with a special stove.

A study conducted by the Development Management Consultants International (DMCI) in 2005 estimated the total [fuel wood] consumed in The Gambia at 796,252.70 tons with a market value of about 226 million Dalasi (2005 prices). However, a report by NARI in 2008 estimated that 477,476 tons of fuel wood is consumed annually, which is a 40 percent reduction from 2005.

In light of the above, Government has shifted policy towards the promotion and the use of alternative sources such as Liquefied Petroleum Gas (LPG) in line with the sustainable management of the natural resources base of the country.

Despite being such a significant contributor to the energy [mix] in The Gambia, the household energy sector is the least regulated and there are several institutions and Ministries involved in regulating different parts of the value chain.

The Ministry of Petroleum and Energy and Ministry of Environment are directly involved in the fuel wood regulation. The Forest Act is in place to help in the regulation but there is need to establish strong and effective coordination between the two Ministries in terms of fuel wood monitoring and regulation. To implement aspects of the regulations, effective alternatives must be identified and implemented to curtail rapid exploitation of the national forest cover.

2.1.1.4 Renewable Energy: Clean Energy Transition

Clean energy transition means shifting energy production away from sources that release a lot of greenhouse gases (GHG), such as fossil fuels, to those that release little to no greenhouse gases. Hydro, wind and solar are some of these clean sources. The direction of the global transition to clean energy was agreed in the Paris Agreement, an international deal between over 180 countries that are part of the United Nations Framework Convention on Climate Change (UNFCCC).

In order to remedy the energy situation, a proactive approach needs to be taken to boost the energy mix through the renewables namely Solar, Wind, Biomass, Hydro etc. This will enhance sustainability and security of supplies and curb negative impacts on the environment.

At the region level, the ECOWAS Energy Protocol was adopted in 2003 designed to improve energy efficiency and increase the use of renewable energy resources. In this light, ECOWAS Member States developed Renewable Energy and Energy Efficiency Policy Frameworks, which were adopted in 2013 by the Authority of Heads of State and Governments. To strength this decision and ensure its implementation, ECOWAS set up the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) in 2008 to ensure “Sustained Development and Cooperation in the Region” in promoting the provision of efficient, reliable and competitive energy sources through the common exploitation of traditional and alternative energy sources.

The Government has recognized the high costs of electricity generation through fossil fuels and the attendant environmental implications, and the use of fuel wood as the main source of domestic energy in the country. This recognition was demonstrated by the establishment of the Gambia Renewable Energy Centre (GREC) in the 1980s to promote adaptive research and development of renewable energy and energy efficiency technology services as well as to coordinate all renewable energy activities in the country.

However, since its establishment, GREC as an institution, has been mainly dormant in respect of the fulfillment of its mandate primarily due to human and financial resource constraints as well as limited policy support at the strategic level. To address these issues, MOPE in partnership with NEA (as the GEF focal point) developed the GEF/UNIDO project. This project is designed to provide financial support and technical assistance to build capacity and promote the use of renewable energy technologies in The Gambia. This intervention aims to consequently revitalize and reposition GREC to adequately execute its mandate. The significant cross-cutting activities undertaken by the GEF/UNIDO project are contained in the *"National Energy Efficiency Action Plan (NEEAP) The Gambia Period (2015-2020/2030), September 2015, p46"*.

A Renewable Energy Association of The Gambia (REAGAM) was also formed and comprises the main renewable energy companies, and is currently housed at the GREC office complex. The Association generally collaborates with GREC in renewable energy promotional activities in The Gambia. Government has put in place the necessary institutional and regulatory framework with the enactment of the Renewable Energy Act, 2013 by promoting the adoption and use of alternative sources of energy in The Gambia.

To address the challenges and improve the provision of efficient, reliable and sustainable energy in the country, MOPE and its predecessor institutions undertook several important interventions in collaboration with key stakeholders. Some of the key regulatory measures taken include:

- The enactment of The Gambia Public Utilities Regulatory Authority (PURA) Act 2001
- The enactment of the Electricity Act 2005
- The enactment of the Renewable Energy Act 2013
- The formulation and adoption of a National Energy Policy and Strategic Action Plan (2014 - 2018).

In collaboration with local and international partners, MoPE conducted several Energy Sector studies designed to improve the energy situation in the country. In tandem with these activities, MOPE actively participates in the development and adoption of regional energy activities and initiatives such as WAPP, ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREE), ECOWAS Regional Electricity Regulatory Authority (ERERA) and OMVG, among others. These engagements are designed to enhance energy sufficiency and thereby bridge the national energy demand-supply gap.

2.1.1.5 Key Challenges and Issues to Address

Significant efforts are underway to transform the Energy Sector, but these efforts require adequate human and financial resources with core competencies and skills, effective inter-agency collaboration as well as public-private partnerships. Some of the key internal challenges that affect the sector include:

a) Limited financing options due to inadequate credit facilities and low investment in the Energy Sector which negatively impacts on the quantity and quality of energy production;
b) Non-competitive remunerations, schemes and conditions of service to attract and retain highly qualified professionals and technicians;
c) Inadequate physical infrastructure e.g. electricity grids, equipment, machinery and other supporting infrastructure;
d) Lack of strong commercial and governance framework that allows investor confidence in the sector;
e) Limited research and development on renewable energy and energy efficiency technologies;
f) Heavy reliance on imported petroleum products to meet the country's energy requirements, placing a heavy burden on the foreign exchange reserves; and
g) Lack of implementable feed-in tariff.

The Strategic Plan presented in this document will seek to address these challenges, whilst at the same time recognizing the long-term perspective needed to tackle them.

2.1.2 Petroleum

Gambia's Petroleum Sector consists of two sub- sectors; upstream and downstream sub-sectors. An overview of these sub-sectors and analysis of the main challenges faced are described below.

2.1.2.1 Upstream Background

The Gambia is part of the MSGBC (Mauritania, Senegal, Gambia, Bissau, Conakry) basin which is fast becoming one of the most promising petroleum basins in the world. It also hosts the AGC joint maritime zone. Prior to 2014, there had been mainly sub-commercial discoveries in the basin and investment in the region was very low. This was mostly due to very low geophysical data on the basin and the related high investment risk for deep offshore exploratory drilling.

The lack of advanced 2D and 3D data, the uncertain political environment amongst others in The Gambia, resulted in very low interest from investors with its only offshore exploratory well being the Jammah-1 drilling by Chevron in 1979, which turned out to be unsuccessful.

Since 2014 however, with interventions from geophysical exploration outfits like TGS, PGS and Geopartners, coupled with further interventions by International Oil Companies (OICs) like FAR, Cairn, Conoco Phillips amongst others, major discoveries have been made in the Basin and this has driven up interest from majors and supermajors across the basin.

The Gambia's offshore acreage has been delineated into 6 blocks namely A1, A2, A3, A4, A5 and A6 by order of farthest distance from the country's shores (with A1 and A4 being its deep-water

blocks). The Gambia has a yet-to-be-delineated ultra-deep area, which has also attracted interest from investors. With the developments in technology for exploration, efforts in deep-water and ultra-deep exploration have become more cost effective.

With the surge in interest, The Government of The Gambia through the Ministry of Petroleum & Energy initiated a bidding round for its open blocks with the launch of its first ever successful licensing round in November of 2017. This led to a Request for Information phase which attracted 21 companies including Tullow, Woodside, BP, FAR, CNOCC, TOTAL and other players.

Prior to this, The Gambia had licensed blocks A2 and A5 to Camac Energy who went on to farm out to Erin Energy. Erin Energy went on to farm-out eighty percent (80%) of its interest in blocks A2 and A5 to FAR before later filing for bankruptcy. FAR and Petronas in 2018 drilled the Samo-1 well. Currently, the A2 and A5 licenses have Petronas and FAR on a 50/50 interest with FAR Gambia Ltd standing as Operator of the License.

In 2019, Block A1 was licensed to BP Exploration (Gambia) Ltd after intense negotiations as the IOC seeks to extend its operator acreages in the Basin.

Block A4 was licensed to PetroNor after successful out-of-court settlement negotiations. This proved a welcome development for the industry as it removes all forms of doubt on the legitimacy of the BP A1 license which was signed in 2019. The new PetroNor License was signed under the terms of the new Model License: Petroleum Exploration and Production License Agreement (PEPLA) which is a more progressive and industry standard document as compared to the previous PEPLA under which African Petroleum signed the previous A1/A4 License.

Preliminary resource estimate pivot blocks A1 and A4 as The Gambia's most prospective blocks followed by blocks A2 and A5. Following the licensing round and the necessary protocols which were coordinated by the Ministry of Petroleum and Energy with support from stakeholder institutions which together formed the Petroleum Negotiation Committee, and further support from the African Development Bank through the African Legal Support Facility and international law firm BCLP, BP was determined to be the most responsive bidder and were in 2019 awarded the license to the A1 Block.

The A1 block is the first license signed under the new Model License PEPLA. The new arrangement sees government through its National Oil Company (Gambia National Petroleum Corporation) taking up a 10% participating interest from signature of license (exploration phase). Prior to the development of the new Model License, government had the option to take up its participating interest at the development phase.

In October of 2018, FAR and Petronas started drilling operations for The Gambia's first offshore well since 1979. This well received serious international attention especially due to discoveries made across its Maritime border in Senegal. Unfortunately, contrary to global expectations and the high spirits of the Operator (FAR), the well was unsuccessful in registering The Gambia's first discovery.

The Gambia's onshore acreage has been delineated into Upper River and Lower River blocks. The Lower River block has shown better prospectivity than the Upper River block.

Even though The Gambia has some onshore coverage for its geophysical data, this is not as extensive as offshore data. On exploratory drilling however, two wells were drilled onshore Gambia in 1960 in Serrekunda and Brikama respectively. Both wells were unsuccessful in

registering a discovery but showed trace amounts of hydrocarbons which told the story of a present petroleum system which would need further exploration activity.

The Ministry of Petroleum and Energy, during its 2017-2019 Licensing Round received interest for the Lower River block. Separate from interests shown by IOCs during the Licensing Round, Gambia National Petroleum Corporation also showed interest in furthering the exploration activities of onshore Gambia.

License Terms

The Gambia's License regime includes a royalty plus tax system, and is for a 30 years' license with the option of a 10 years' extension. It is further separated into a 6 years' exploration phase which is divided into 3 periods of 2 years each. Following a discovery, an exploration appraisal phase begins to ascertain among others, commercial value of the discovery before proceeding to a development and a subsequent production phase. The natural cycle of an Oil and Gas License is followed to the letter by the License Regime.

The Petroleum Act (Exploration and Production) 2004 gives the Minister of Petroleum & Energy the authority to "Monitor and Regulate the petroleum Industry". The Minister is therefore responsible for all negotiations with respect to licenses and permits with interested parties. According to the Act, the President shall also appoint a Commissioner of Petroleum. Industry practice dictates that where the Commission is an autonomous entity, separate from the Ministry, the Ministry of Petroleum and Energy would be responsible for Policy and Policy direction for the industry, whilst the Commission would play a regulatory and enforcement role for the Industry. This practice is also mirrored in the Petroleum Act despite the Commission working within the Ministry as a Unit.

As stipulated in The Gambia's Land Act and mirrored in equal form in the Petroleum Act, "…all rights related to ownership, exploration, development, production and disposal of petroleum existing in its natural state in The Gambia is vested in the State. This clause has effect notwithstanding any right of ownership or otherwise that a person may possess in and to the soil in which petroleum is found or situated".

Entities in the Upstream sub-Sector

- Ministry of Petroleum & Energy – Policy & Regulation
- Commission of Petroleum – Regulation
- Gambia National Petroleum Corporation – Government representative in Licenses

Issues & Challenges of the Upstream sub-Sector

As compared to other sectors in The Gambia and even in comparison to the sector in other countries, The Gambia's Upstream Petroleum Sector is still in very early stages. In Oil and Gas terms, the country is considered a "frontier country". Even though it lies in a proven Oil and Gas basin, The Gambia is yet to make a discovery. This, among others, poses many challenges for the country in a sector which is very competitive.

Regionally, some of the challenges identified by studies and research institutes around the world include:

a) **Infrastructure Challenges** – It is a known fact that all stages of Oil Exploration and Production require significant infrastructural investments. In West Africa this poses a serious challenge considering the state of industrial infrastructure in respective countries. This therefore means that, for most West African countries, including The Gambia, fresh infrastructure investments are required to create an efficient industry.

b) **Price Volatility and Role of Speculators** – A dive in Oil prices in 2014 forced Oil companies to cancel or postpone billions of dollars' worth of investment in Oil and Gas affecting budgets in countries which were highly dependent on Oil Revenue. Countries like Gabon and Ghana had to slash annual budgets drastically due to this. This is also reminiscent of Oil Price crashes around the world in the 1970s which greatly affected OPEC member state Nigeria and whose ripple effects lasted over a decade. Currently with the unprecedented oil price dive due to Covid-19 and its related reduction in demand for petroleum products, many Oil Companies have again postponed or cancelled altogether investments in the sector. In The Gambia, exploration wells that were scheduled for mid-2020 and late 2020 by FAR/Petronas and British Petroleum respectively have been postponed until further notice due to restrictions imposed by Covid-19. Even as oil prices start to recover again, it is clear the impact that price volatility has on the sector.

c) **Skilled Manpower Gap** – For many reasons, the African continent has experienced a huge skilled manpower gap thus leading to the industry having to hire expatriates for most technical jobs. This creates a huge economic loss for the continent as a lot of oil-based revenue is used to pay staff at rates that are much higher than would have been the case if the jobs were sourced locally.

Although the above mentioned are credible challenges for the sector in The Gambia, the local realities amplify some other challenges which regional research does not. These include:

a) **Skilled Manpower Gap (Human Capacity Gaps)** – as evidenced by the stakeholder consultation exercise, a key challenge for the sector is the capacity gap in institutions. As the sector continues to grow and The Gambia looks forward to making a commercial discovery, skilled manpower gaps will begin to have a serious effect on the sector.

b) **Inconsistencies in Legislation** – as has been identified by the Gambia Oil I project which led to the development of the new model license (PEPLA), key stakeholders agree that conflicting legislation and regulations have created sometimes challenging environment. Steps have been taken in the past to amend specific clauses in the IVAT and the GIEPA Act. Notwithstanding, an extensive exercise to review all legislation and regulations that have a bearing on the sector is necessary to keep the sector on its feet. This has led to the Gambia Oil II project which is being done by the Petroleum Negotiation Committee with assistance from the African Development Bank through the African Legal Support Facility and being executed by a consortium led by DLA Pipers. The project will review, standardize and align existing legislations and make recommendations for any relevant future legislations which are currently non-existent.

c) **Lack of clarity on institutional roles and mandates** – Consultations also revealed a lack of clarity on institutional roles and mandates again due to some of the inconsistencies in legislation and regulations. There are some inconsistencies in Licensee obligations due to conflicting instructions in more than one institutional Act thus creating a situation where two different institutions communicate differently with Licensees or potential Licensees on the same issue. Case in point is GRA's attempted auctioning of Erin's 20% stake on blocks A2 and A5 allegedly due to non-payment of taxes which created quite a stir in the industry

as this went against industry standards and dictates of the A2 and A5 License thus threatening legal action and a sullying of investment opportunities from other IOCs.

d) **Managing Public Expectation/Communication** – Stakeholders agree that due to the perception of the public on Oil and Gas related matters, a solid communication strategy must be employed to ensure that public expectations are managed well within the limits of the current phase of exploration. Communicating more on the sector and The Gambia's current phase in the sector, amongst stakeholders and with the public would pose a serious challenge due to the high level of illiteracy and the lack of exposure of the general public.

Addressing these challenges is no easy feat. Even though Infrastructure and Price Volatility challenges exist, the solutions to these exogenous challenges are beyond the realm and control of the Ministry of Petroleum & Energy. This is perhaps the reason why stakeholders have been reluctant to acknowledge these as major challenges. The local realities present challenges which are within the solution scope of the Ministry and would need integration into its planning process

Suggested Solutions & Strategies

Consultations with stakeholders have brought to light a number of possible solutions within the local context and these include:

- **Skilled Manpower Gap** – ***Invest in Human & Institutional Capacity Development*****:** It has been clear from the stakeholder consultations that investing in human capacity development across the petroleum exploration and production value chain should be a key priority for the Ministry of Petroleum and Energy. Considering the design of the model license (PEPLA), with *"Expenditure on Training and Resources"* obligations for Licensees, this is a key resource which can be invested in the development of the requisite skills within stakeholder institutions.
- It must also be noted that, all licenses signed after the 2018 PEPLA was developed have a **Local Content Contribution obligation**. As specified in the PEPLA, "Local Content Contribution is intended for the creation of employment opportunities for Gambians in the petroleum industry, creating and developing sustainable industries in the Gambian economy, promoting the participation of Gambian businesses in the petroleum industry, and development of local capacity in the petroleum industry."
- **Inconsistencies in Legislation** – In recognition of the problems that inconsistencies in respective legislation can have on the industry, the Ministry launched its Gambia Oil II project. Key deliverables of the project include a "review of the legislative framework surrounding the industry, legislative benchmarking, review of existing policies and Strategic Plans" amongst others. This provides a unique opportunity for the Ministry to work with external partners to further align respective legislations that affect the operation of all upstream licenses. Should it be completed within the specified timeframe which also falls within the operational timeframe of the Strategic Plan, this would address most of the concerns surrounding legislation. Working with the same team that worked on the review of the old PEPLA and the adoption of the new PEPLA, it provides a proper foundation for the alignment of legislation to a Model PEPLA which is industry standard and is built to withstand the test of time.
- **Lack of clarity on institutional roles and mandates** – The Gambia Oil II project is set to review legislation which will also look into the mandates of respective institutions as set out in their respective Acts. As this is a medium-term solution to this challenge, stakeholders agreed during consultations, that, more collaboration between stakeholder institutions, especially through the Petroleum Negotiation Committee will help to create a compromise situation for the industry. This will help provide clarity for investors whilst still ensuring that the country maximizes efficiency in managing the affairs of the sector.

- **Managing Public Expectation/Communication** – A key finding during consultations was the lack of understanding by key stakeholders of the industry and the Ministry's role in it. These provided two insights; lack of understanding of stakeholders and an extension of that lack of understanding to the general public. This was also one of the key statements of data management partner TGS who also harped on the need for strategies to manage public expectations. The Ministry through the Petroleum Negotiation Committee has been developing its communication strategy. It will be essential for this document to be made operational as soon as possible with enough flexibility to adapt to situations as they evolve. A clear communications strategy understood by members of the PNC which would in extension provide clarity for their represented institutions would extend to the general public.
- **Environmental Legislation for Upstream Petroleum** - Stakeholders agree (mostly) that although environmental legislation in The Gambia through the NEMA conforms to best practice for most industries, this is not the case with the needs of the petroleum upstream sector. Key clauses in the NEMA Act and derivative regulations, which work for more generic projects pose a serious problem for investors in upstream petroleum. A key example is the "1% environmental levy" as required by EIA regulations through the National Environment Agency. Due to the ambiguity of this clause, and the fact that even the NEA could not tell what constitutes "development" as it pertains to the petroleum industry, this poses a challenge for investors. Developing industry specific environmental legislation or tailoring industry specific sections of current environmental legislation will be essential to encouraging investment as The Gambia competes with all other petroleum economies around the world. It is essential that a key component of the Oil II project focuses on this aspect of legislation for streamlining and alignment.
- **Leveraging on Regional Collaboration** - The Gambia as a member of the African Union, ECOWAS and other regional and sub-regional bodies is also a signatory to various protocols and treaties including ECOWAS's ETLS and the African Union's Africa Continental Free Trade Area (AfCFTA) which represent core policy direction of the sub-regional and regional bodies respectively. Notwithstanding the many challenges to operationalizing these and other inter-trade policies, geographic realities surrounding Gambia's presence in the MSGBC basin provides unique opportunity. Strong bilateral relations between MSGBC countries allows for the following opportunities:
    - ✓ Using regional institutions for legislative benchmarking and development or review of institutional mandates
    - ✓ Secondment and attachment opportunities with regional partners for capacity development
    - ✓ Joint development opportunities for facilities and infrastructure to lower costs
    - ✓ Smooth and more affordable multi-client data acquisition operations across the basin
    - ✓ Data exchange for better prospectivity and greater investment opportunities for the entire basin.

Conclusion

Upstream Petroleum is a high-cost-high-reward sector and the next five years provide a most promising opportunity for the Ministry of Petroleum and Energy to bridge current capacity gaps, align legislation, attract further investment, manage current licenses efficiently and ultimately provide the right framework and foundation for the eventual discovery of oil and gas on The Gambia's acreages.

It is important to note however, that the opportunities are available regardless of a discovery being made during the course of this Strategic Plan. The Ministry of Petroleum and Energy recognizes,

together with key stakeholders, the need to continue work to protect the country's resources and maximize its benefits for the people. Doing this requires strategic work in collaboration with all stakeholders.

As the consultation process has revealed, stakeholders need to be made more aware of the opportunities, risks and the need for continued collaboration to ensure greater efficiency. With the creation of the Petroleum Negotiation Committee and Sub-Committees in key relevant areas in the sector, the foundation for collaboration has been laid. It is essential therefore, for the Ministry of Petroleum and Energy to continue to build on this process especially following the development of the Strategic Plan to enforce its recommendations and strategy for the achievement of all set goals and objectives and the completion of all stipulated activities.

2.1.2.2 Downstream Background

The Gambia imports 100% of its refined petroleum products and these products include PMS (Gasoline), AGO (Diesel), Liquefied Petroleum Gas (LPG), Jet Fuel and Heavy Fuel Oil.

The Gambia currently has one fuel depot located in Mandinari with a storage capacity of 35000 MT for Class 1 & 2 products; 15000 MT for Class 3 and Fuel Oil products; 1000 MT for LPG; with a total storage capacity of 51000 MT. The fuel depot boasts of modern, semi-automated safety equipment and a well designated gantry.

Main importers of fuel products in The Gambia include ATLAS/Addax, Jah Oil, Gambia National Petroleum Corporation, Castle and Petrogas. With the liberalization of the sector however, a plethora of smaller players have also been importing products. Most Light Fuel Oils (LFO) imported in The Gambia are locally consumed while some are re-exported to landlocked countries like Mali, and Guinea Bissau. Heavy Fuel Oil has two main clients; NAWEC and for re-export into the Malian market.

There has been a sharp surge in retailers in the local market. In 2019 alone, 12 new operators received their licenses ranging from Re-Export, Retail and the LPG business. The retail business though liberalized in licensing is strictly controlled in pricing by the Ministry of Finance and Economic Affairs. A strict pricing structure is enforced by the Ministry of Finance with a Platts+Premium model thus creating a uniform pump price for all retailers. There is mostly low-quality products in the market.

The Ministry of Petroleum and Energy provides policy direction for the sector with collaborative efforts from the Ministry of Finance and Economic Affairs, Ministry of Environment, and Ministry of Local Government and Lands (or their line institutions). The Ministry of Petroleum and Energy is guided by the Petroleum Products Act (2016). Other guiding legislation include the Public Utilities and Regulatory Authority Act (2002), National Environment Management Act, Environment Impact Assessment Regulation 2014, Petroleum Products Emergency Supply Plan Regulations 2018, Petroleum Products Health, Safety and Environments 2020, Petroleum Products Importation Regulations 2018, Petroleum Products Service Station Regulations 2018, Petroleum Products Storage Facility Regulations 2020, and Petroleum Products Road Transportation (Business) Regulations 2018.

Licensing and Regulation

The Petroleum Products Act (2016) mandates the Minister of Petroleum and Energy through its Ministry to "initiate, renew, suspend or revoke licenses…, initiate legislation and make necessary regulations…, promote the increase of opportunities for regional petroleum products trade…, advise the government on petroleum products supply policy matters…," amongst others. The Public Utilities Regulatory Authority is the regulatory authority empowered by the Petroleum Products Act to, "perform technical, economic and safety regulatory functions…, supervise, control and ensure the effective and impartial enforcement of the Act…, monitor petroleum products quality, quantity and standards of performance…" amongst others.

Pricing of products is controlled by the government of The Gambia and the Gambia Revenue Authority enforces government's tax mandate.

To fully and legally operate a stationed retail point, registered businesses need permits from the Department of Physical Planning (construction), environmental permit/clearance with support from the Gambia Fire and Rescue Service, and an operating license from PURA.

Government Entities in the Downstream sub-Sector

- Ministry of Petroleum & Energy – Policy
- Public Utilities Regulatory Authority – Regulation
- Commission of Petroleum – Advisory
- National Environment Agency – Environmental Regulation
- Department of Physical Planning – Site and Construction Regulation
- Gambia Fire and Rescue Service – Advisory
- Gambia National Petroleum Corporation – Business arm of Government
- Ministry of Finance & Economic Affairs – Pricing Policy

Issues & Challenges of the sub-Sector

Many studies have been conducted since the discovery of crude oil in 1859 which form the main feedstock for the production of refined petroleum products. These studies have looked into the challenges and issues of the sub-sector whilst studying trends across the world.

Globally, some of the challenges identified by studies and research institutes around the world are:

- **Feedstock changes and choices** - A key element of the global pricing of refined products is the process of refining itself. As the line between midstream and downstream petroleum gets even blurrier, the types of crude being produced around the world have started having an effect on end-product pricing and investment. As the world explores the production of much lighter crude, it is important to note that production margins for refined products have been getting narrower. This ultimately affects prices of products globally. As a 100% importer of products with no in-country refinery, feedstock changes as they relate to refining have an end-user effect on the sub-sector. This is due to the fact that all the terms (pricing, quality, changes in technology etc) are controlled by the large refineries and bigger Oil Producing Countries.
- **The state of globalization** – Globalization has affected many sectors of the global economy but very few as much as the downstream Petroleum Sector. As going solo is no longer

the way to go for businesses in oil, global partnerships seem the most likely way to go. This however works best in well integrated environments where the link between demand and supply can be strong. Environments with weak integration suffer weak linkages between refining facilities and end-users.

- **End-market disruption** – As technology evolves daily around the world, the state of refined products is also evolving with it. Even though this challenge is more futuristic than those previously mentioned, the changes in the automotive, construction and packing industries as they relate to petrochemicals and petroleum products will pose a serious challenge for less sophisticated markets around the world like The Gambia. Countries whose technological advancements for automotive and construction sectors are low in comparison to more developed economies face a serious challenge for evolving needs and products globally.

However, even though the above mentioned are credible challenges for the sector in The Gambia, the local realities amplify some other challenges which regional research does not. These include:

- **Inadequate Storage of Imports** – With the single storage depot servicing the economy being the Mandinari depot with a capacity of 51000 MT for light and heavy fuels, the liberalization of importation of refined products and the proliferation of dealers and importers in the industry, the growth of the middle class which leads to increased use of private and public transportation, it is clear that the economy for refined products has grown much bigger than storage capacity of the country. Although the country has been able to manage stock levels quite well with very few cases of stock-out over the last decade, the threat of future challenges is ever present. With a growing middle-class, a stable economy, further investment in the productive sectors of the economy, it is clear that the need for additional storage in The Gambia is at a climax. The lack of storage options also creates the issue of comingling of imported products (albeit of similar qualities).
- **Overlapping Mandates** – Key stakeholders in their respective consultation sessions emphasized the need for better coordination amongst stakeholders with overlapping mandates. The National Environment Agency being the institution responsible for regulation of all environmental issues across all sectors is a key player in the sector. The Department of Physical Planning under the Ministry of Local Government and Lands is mandated to regulate and license all developments related to the use of land for construction (including the construction of retail outlets for petroleum products). With the need for several permits or licenses leading to the operation of a retail outlet, stakeholders explain that potential operators find themselves developing retail outlets due to their obtaining of one or more of the required licenses (but not all). This poses a serious challenge for the regulator especially when millions of Dalasi have been invested prior to enforcement of regulation.
- **Inadequate Enforcement of Industry Standards** – Stakeholders across the board decry the low industry standards in the sector. These standards are for product quality, quality of support infrastructure, quality of support services and the quality of logistical and distribution equipment. The Gambia retails products of the lowest standards in the sub-region and at comparatively high prices. AGO imports across the market are usually at 5000 ppm (parts per million sulphur content) and there have been reports from stakeholders of fuel qualities being even worse than certified from the vessel. However, due to the lack of requisite testing facilities in The Gambia, monitoring fuel quality has been a serious challenge.

- **High Concentration of Sales Points** – Stakeholders during consultations harped on the proliferations of retail sales outlets for petroleum products especially in the Greater Banjul Area. Cases were cited on residential areas like Manjai which has three operational gas stations within a very short and congested radius with a fourth gas station almost completed. This poses serious environmental challenges for residents and for traffic along the main Manjai road. Similar situations are seen to be present in different parts of urban Gambia.
- **Health, Safety and Environment (Siting in Residential Areas)** – In connection with the high concentration of sales points stated above, there have been reports (inconclusive) of seepages from underground tanks into wells and boreholes. This can be attributed to the low industry standards on infrastructure. Equipment such as underground tanks are sometimes of very low standards with the potential for inward infiltration of rainwater and outward seepage of fuel.

The Global challenges in the sector presented by Deloitte affect all markets including The Gambia. However, for the purposes of this Strategic Plan, it is important to note that addressing these challenges are outside the reach of the Ministry of Petroleum & Energy. Thus, the focus will be on local realities. The Gambia's challenges in the sector are all ex-refinery including the quality of product being procured, its storage in The Gambia, the infrastructure supporting its sale, the price of its end-use and the environment in which it is found.

Suggested Solutions & Strategies

These include:

- **Inadequate storage** – Efforts have been ongoing to attract investment in midstream services in The Gambia. In 2014, anticipating the rise in demand for products, the Ministry of Petroleum & Energy developed Aide Memoirs for refineries and storage fuel depots to engage investors into the sub-sector. Considering the volatility of the political landscape between 2014 and 2016, these plans proved unsuccessful. Currently, Castle Oil has responded positively to this growing need by investing in a storage depot which is currently being developed. Stakeholders have still suggested additional storage will be needed and a down-river re-export depot will also be important if The Gambia is looking to take advantage of its geographic position to engage other sub-Saharan African countries on products.
- **Overlapping mandates** – All key stakeholders in the sector believe that proper coordination from the main sector ministry (Ministry of Petroleum & Energy) will help in solving the problem of overlapping mandates. With better cooperation between respective ministries and strategic direction of the Ministry of Petroleum & Energy, concerted effort can be put into aligning regulations and policies. Currently the Department of Physical Planning leads a stakeholder task force which includes all key sector players for smoother processing of licenses and permits. Notwithstanding, it is important the Ministry takes the lead and develops policy to this direction. It is also important that, as has been helpful in the Upstream sector, the Ministry installs a permanent licensing committee comprising key stakeholders.
- **Low industry standards** – Stakeholders agree that solving this problem must be able to factor in two things; review of current regulations across the licensing and operations value chain, and ensuring that support facilities (e.g fuel testing lab) are established in the country. With the right regulations in place, the right environment for investment in quality control facilities will be created.
- **High concentration of Sales Points** – With alignment of mandates, review of regulations and proper enforcement, the issue of high concentration of sales points in residential areas without

the requisite buffers will be a thing of the past. In as much as access to retail sales points is an important development for the sector, it is equally essentially that buffers are observed and residential areas receive protection from hazards.

- **Health, Safety and Environment (Siting in Residential Areas)** – Similar to the problem of the proliferation of gas stations in residential areas, proper enforcement of regulations will provide better protection for ground water and for residents' lives and properties. As has been observed recently with the industrial fire in the Kanifing Industrial zone in 2020, the effects of hazards are quite devastating. With non-enforcement of regulation to provide security for communities, there can be devastating consequences.
- **Environmental Legislation for Downstream Petroleum -** The National Environment Management Act (1994) provides the framework for environment protection and management in The Gambia. The law is very deliberate on protection of the environment from hazards of various industries including petroleum. Notwithstanding, the Petroleum (Health, Safety & Environment) Regulations (2017) provide additional and more specific guidelines for protection of the Environment in the sector. These regulations are international standard regulations which, if enforced will tackle most of the potential environmental issues in the sector. However, for proper enforcement to be effective, it is essential that institutions mandated to enforce regulation of different aspects of the value chain are aligned with the 2017 regulations, understand its contents and work together in its enforcement. It must be noted that, most stakeholders were unaware of the existence of the 2017 regulations and its contents. It will be imperative for the regulations to be communicated to all players in the sector and enforcement to be strict.
- **Leveraging on Regional Collaboration -** The Gambia as a member of the African Union, ECOWAS and other regional and sub-regional bodies is also a signatory to various protocols and treaties including ECOWAS's ETLS and the African Union's AfCFTA which represent core policy direction of the sub-regional and regional bodies respectively. Strong bilateral relations between ECOWAS and African countries should assist the sector in the Gambia better manage its petroleum products, to:
  - ✓ Engage in re-export trade and increase the economic benefits of trading in refined products
  - ✓ Engage in transit trading of refined petroleum products
  - ✓ Work with other countries on infrastructural development projects for the provision of quality products and services in the downstream sector as has already been done in the Energy Sector
  - ✓ Work with partners in neighbouring countries for human capacity development in quality testing and assurance
  - ✓ Develop sub-regional standards to create a shared market environment for trading in products which lowers importation prices and increases product quality in the local market.

Conclusion

Downstream Petroleum is one of the key drivers of economic development around the world. With a growing economy, it is important for an efficient petroleum products value chain to be in place for sustainable investment to take place.

Achieving this requires the right policy environment to put in place the right legislation and regulations, provide the right tools and environment for enforcement of regulations, support in creating the right investment environment for standards and capacity to be enhanced and to be able to provide quality products and services to both businesses and individuals.

It is clear that with a growing democracy, opportunities to invest in the downstream sector will increase as the population increases and political stability is assured. It is therefore imperative that stakeholders receive engagement from the policy driver as often as possible to continually improve on the tools in the sector and in end-user satisfaction.

2.1.3 Geology

2.1.3.1 Background

The Gambia is underlain almost entirely by Cenozoic sedimentary rocks. Its geology is characterized by thick and generally recent sequences of sediments and sedimentary rocks, deposited in the last 66 million years. It is however expected that deeper basement rocks are likely present beneath the Cenozoic sedimentary rocks, but these rocks have not been scientifically studied mainly due to high cost of conducting exploration or research at such great depths. The oldest rock types are found in the eastern parts of the country. Along the River Gambia there are mainly sandstones, and kaolinitic clay stones from Oligocene, Miocene or Pliocene. Ironstone, mainly iron oxides, gravel, clay and sand dating to the Pleistocene are found in the eastern part of the Gambia. In the coastal areas of the country, sand of varying textures, salt, silt and clay are common dating to the Holocene.

Most of the recent geological research in the country focused mainly on oil and groundwater exploration. Petroleum geologists have conducted several thousand kilometers of seismic surveys throughout our segment of the Mauretania-Senegal-Gambia-Guinea Bissau-Guinea Conakry (MSGBC) basin, which stretches from Mauretania to Guinea-Conakry along the Atlantic coast, both onshore and offshore. The MSGBC basin has attracted a lot of attention in recent years due to the several significant hydrocarbon discoveries in Greater Tortue, Marsouin, Teranga, and SNE. These recent discoveries have consequently attracted more exploration in the MSGBC basin which from seismic surveys indicate potentially huge deposits of hydrocarbons. However, thus far, the offshore exploration for hydrocarbons in the country has not yielded any favourable results.

2.1.3.2 Overview of Mineral Resources

With regards to the heavy mineral deposits found in The Gambia, these were formed during the Quaternary Period, a geologic timespan from 2 million years ago to date under the Pleistocene Epoch, spanning from 2 million years to 12,000 years ago. In the 1950s, mining began for heavy mineral sands rich in titanium, containing large concentrations of ilmenite, zircon, rutile and gangue minerals. The heavy mineral deposits in The Gambia exist inside the relic beach dunes that run parallel to the coast in low sand ridges. The heavy mineral sands are of medium to fine grain texture, and are well sorted. The ridges are usually 2-3 metres thick, with maximum thickness of 5 metres in few places. The mineral content of the deposits in these ridges range from 1%- 8%, or 30% at the maximum purity. To date over 300,000 metric tonnes of heavy minerals have been exported.

The country has large deposits of glass-grade quartz sand that have not been mined specifically to exploit the quartz sand. Although the deposits are found in different locations, the largest deposits in Darsilami are estimated at 41,156,600 tonnes (*Source: 1:250,000 scale Investigation of Regional Geology and Mineral Resources of The Gambia, China National Complete Import & Export Corporation, 1995*). Other locations with potentially large deposits include Faraba Banta, Abuko/Lamin and Brufut. But due to rapid and uncontrolled urbanization, many locations where

the large deposits have been found, were later transformed in urban settlements or the minerals were mined as a source of construction materials.

The five largest kaolin deposits are found in the eastern part of the country, namely in the Kuntaur-Basse-Kundam-Fatoto area. The deposits vary in length from 60 to 800m, and their thickness varies from 1.5 - 4 meters reaching a maximum depth of 9 meters. The Kundam deposits are the largest estimated at over 3,000,000 metric tonnes. However due to high contents of impurities such as ferric oxide and titanium oxide, the deposits can only be used as low-grade raw materials in the manufacture of chemical ceramics, refractories and rubber.

Several geological investigations of mineral and groundwater resources were conducted on ad hoc basis between 1927 and 1976. Besides these investigations, some geophysical research had also been conducted during in the said period. The government realizing that all mining and minerals resources related matters could be better coordinated in a structured manner, it created the Geological Department of The Gambia in 1976 within the Department of Lands and Surveys. Later in 1980 the Geological Department was transferred to the Ministry of Mines and Lands, and in 1986 it moved again to the Ministry of Economic Planning. After becoming a fully-fledged Directorate, it was moved to Office of The President until in 2017 when it was finally transferred to the Ministry of Petroleum and Energy.

2.1.3.3 Mandate of the Geological Department

The mandate of the Geological Department is defined in the Approved Scheme of Service and Mines and Quarries Act, 2005, which is to make provision for prospecting of minerals, for carrying out mining and quarrying operations, and for incidental or connected matters.

The main functions of the Department are to initiate, promote, coordinate, implement and evaluate all geoscientific programmes pertaining to mineral exploration and development in the country. It also includes to collect, store, and disseminate information relating to the geological and mineral resources in The Gambia; and provide information and technical assistance to Government institutions, consultants and the public on matters pertaining to geological, geophysics, and hydrogeology. Such information is relevant for major civil engineering projects, land use planning, underground water exploitation, environmental management, health and agricultural projects.

The mandate of the Department also is to serve as the government agency responsible for supervising, monitoring and regulating all mining and quarrying operations in the country. The mining licences for major mining operations are signed by the Minister of Petroleum and Energy on the recommendations of the Director of the Department. In light of the fact that mining and quarrying operations have in the recent past become quite contentious, which have led to severe social unrest, particularly the loss of lives and properties, the Minister instructed the creation of a Special Mining Advisory Committee whose main responsibility is to review the entire licence application process before the committee endorses the recommendations of the Director for a licence application to be granted.

2.1.3.4 Issues and Challenges

In all regions of the country, there are major construction activities being currently undertaken for new roads and housing, particularly in close proximity to growth centres. In the Greater Banjul Area for example, the high demand for building construction material, such as sand and gravel

has resulted in illegal sand mining or quarrying not being done in accordance with the agreed provisions. In certain coastal communities where sand mining is being undertaken, the resentment of affected communities has triggered violent confrontations between inhabitants of affected communities and holders of mining permits, resulting in severe injuries and even deaths in rare cases.

From consultations with regional governors and other regional senior officials, it has also emerged that there is grave concern about the rising levels of conflicts between building contractors and farm owners. In some instances, the contractors have taken the liberty to extract sand from people's farmlands without their prior consent. These farmlands which were never habilitated after the end of the mining, leaving them in an unproductive state and becoming an eyesore.

In other cases, some sand miners have not even bothered to apply for quarrying licence/permits due mainly to the absence of a staff from the Geological Department who are permanently resident in the particular region. There are also credible reports of connivance between mining contractors and Alkalos in avoiding or not following due legal process to obtain a valid mining permit. Mining without a proper licence/permit has caused substantial loss of government revenue caused by the non-payment of royalties and other fees. Furthermore, the lack of government oversight, has caused the environment to be severely degraded around such illegal mining sites.

Sand mining and quarrying gravel of construction materials are being conducted in accordance with the provisions of the Mines and Quarries Act, 2005. PART II of the Mines and Quarries Act, Section 4 states that the ownership and control of every mineral found anywhere in the country shall reside in the State. This means that the State is legally empowered to extract minerals anywhere in the country, after paying due and fair compensation to the land owners as required under the Land Acquisition and Compensation Act. Further, no individual or company shall be authorized to conduct any reconnaissance, prospecting or mining activity unless it is authorized in accordance with a permit/licence granted under this Act.

Section 113 of the Mines and Quarries Act further provides guidance for environmental protection in mining activities in accordance with the provisions of the National Environment Management Act (NEMA), 1994. The environmental challenges associated with sand mining include leaving eyesores and their inherent negative impacts, degraded scenery, landscape fragmentation causing loss of biodiversity, creation of breeding grounds for deadly vector-borne diseases etc. Excessive removal of coastal sand has also directly or indirectly threatened ecologically sensitive coastal beaches important as tourism or biological diversity hotspots, especially for migratory birds as in the case of the Tanji Bird Reserve and Bijol Island.

To sum up, the main challenges of the sector include the following:

- Inadequate consultations with key stakeholders within the communities about planned mining activities. Even in cases where limited preliminary consultations did occur, there were no follow-ups once the mining started
- Inadequate geoscientists in the Department
- Inadequate geological knowledge of mineral deposit and occurrence in the country
- Inadequacy of construction material especially within the Greater Banjul Area (GBA) and major growth centres
- Widespread illegal sand mining and gravel extraction throughout the country

- Severe environmental degradation in and around mining and quarrying sites - failure of the mining companies to rehabilitate abandoned mining sites. There are many reports of livestock drowning in the water-filled pits which were never rehabilitated
- The mining activities within the communities have had negative impacts on livelihoods sourced from mainly vegetable gardening. There are increasing cases of salt intrusion and permanent waterlogging of the old gardens.
- Limited human resources capacity to enforce provisions of the Mines and Quarries Act throughout the country

The Geological Department intends to increase geological mapping throughout the country in order to identify and demarcate prospective mining sites. The main areas for obtaining mining construction materials have been in the Greater Banjul Area, resulting in excessive mining and causing numerous conflicts with local communities. There are areas which are less populated with potential large deposits that could be mined without severe impacts on livelihoods and the general environment.

The current laboratory at the Department has many obsolete testing equipment which would need to be replaced, as well as undertake upgrading the skills of laboratory personnel. With the laboratory fully functional, the ultimate aim is to conduct as many lab tests as possible within the country. The laboratory would further facilitate increased mineral exploration because mineral samples could be quickly tested and thereby guide further stages in the exploration efforts.

The Department currently has a treasure trove of geological documents and maps. Unless these are digitized quickly, these important items could be misplaced, lost or damaged inadvertently. All geological data irrespective of their age are important source of information. The digitalization of the maps and documents as well as the creation of a new geological documentation centre are of utmost urgency.

The mining of construction materials has been ongoing even before the creation of the Geological Department. The largely unregulated mining activities and the current ones without adequate monitoring have left eyesores in many parts of the country. The rehabilitation of these abandoned and unproductive mining areas could be changed to offer productive livelihoods for surrounding communities. The proposed land use changes could range from horticultural gardens, fishponds for aquaculture to biodiversity hotspots for visiting tourists.

The current mining legislation need to be amended to optimize resource utilization, improve efficiency in mining practices and minimize environmental degradation resulting from mining. The major complaints from most interviewees are the limited amounts of stakeholder consultations, apparent lack of transparency in the granting of licences and the unclear definitions of corporate social responsibility in the existing legislation. The statutory requirements for consultations with key local stakeholders before the commencement of mining and throughout the mining cycle has not been very clearly defined in the current legislation as well. Considering all these factors, the current mining legislation would need to be amended as a matter of urgency.

As more mining licences are being granted throughout the country, it would soon become a major challenge to monitor which areas are being assigned, which individuals are mining which area and all the specific conditions attached to each licence granted. In countries where many licences are being granted on continuous basis, a mining cadastre has been created to be responsible for receiving applications for licences; evaluating their eligibility; coordinating their technical and environmental evaluations; accepting and processing applications for renewals and extensions of

mining licences. The mining cadastre is created in conjunction with both National Registry of Mining Rights where all details of every mining licence are stored. Furthermore, mining cadastre is supplemented by Cadastral Survey Map which divides the country into a grid system where the perimeter of every licence is drawn onto the grid in order to avoid overlaps etc.

2.2 Institutional Capacity Assessment of MoPE

2.2.1 Introduction

As indicated earlier, in tandem with the sector reviews and diagnosis described above, an institutional capacity needs assessment (ICNA) of MoPE was also conducted to ascertain the institutional readiness of the Ministry to fully attain its vision, mission and mandate from three perspectives as follows:

- I*nstitutional/policy level* (the policies, legislation, power relations and social norms that describe the broader system within which individuals and organizations function, and one that facilitates or hinders their existence and performance);
- *Organizational level* (the internal policies, arrangements, procedures and frameworks that allow an organization to operate and to deliver on its mandate); and
- *Individual/Human Resources level* (the experience, knowledge, skills and competencies vested in people).

Table 3 shows the key areas assessed for each level through interviews with staff of the Ministry. The ICNA did not cover the satellite institutions of the Ministry, namely NAWEC and GNPC.

Table 3: Main Assessment Areas

Capacity Dimension	Areas Assessed
Institutional/policy level	• Effectiveness and Adequacy of Legal and Regulatory Environment • Effectiveness and adequacy of the Policy Framework • Effectiveness of Governance and Accountability Framework • Effectiveness of Mechanisms to Engage with Stakeholders
Organizational level	• Alignment of the Vision, Mission and Mandate with the NDP Priorities • Adequacy of Structures to respond to Vision, Mission and Mandate • Adequacy of Budget and Resources • Adequacy of Systems in place – Finance, ICT, etc • Adequacy of Equipment and Working Environment • Planning Effectiveness and Delivery of Programmes • Adequacy of Systems for M&E and Data
Individual/Human Resources level	• Availability of Skills, Knowledge and Qualifications of Staff to fully Deliver on their Responsibilities • Availability of Highly Specialized Skills to Deliver on the NDP • Effective Inter-Ministerial Collaboration Mechanisms • Incentives and Opportunities for Continuous Professional Development • Mechanisms for Knowledge Sharing

Annex 3 presents the detailed findings and recommendations of the assessment. The section below is a summary of the main findings of the capacity needs assessment and the implications drawn for the Strategic Plan development.

2.2.2 Overview of the Main Findings of the Institutional Capacity Assessment

The findings that relate to the Vision and Mandate of the Ministry, as well as the three levels of capacity assessed are highlighted below.

Vision and Mandate

Based on the outcome of the Survey, a significant majority (89%) of respondents know the Ministry has a Vision and Mandate. While 56% of respondents agree that the existing structures are suited to deliver on the Vision and Mandate, it is important to note that a significant number 44% feel differently.

The Survey reveals 71% of respondents agree that the Vision and Mandate is appropriate to the NDP overall goal and strategic objectives, and 25% indicate that they do not know whether it is appropriate or not. On the subject of alignment of the Vision and Mandate to the NDP priorities, the Survey further reveals that 70% of respondents confirm the alignment while 26% of respondents indicate they have no idea at all.

However, the Survey also reveals that respondents have different versions/notions of what the Vision and Mandate of the Ministry is, meaning there is no standard or agreed version of the Vision and Mandate.

Hence the need for the Ministry to develop and/or standardize the Vision and Mandate and ensure that all staff are aware and familiar with it, which is a key requirement going forward.

Policy and Regulatory Environment

The Survey reveals that a majority of respondents are aware of the Legislative framework governing the Ministry and its operations. However, there is still room for improvement to ensure a full understanding by all staff because a combined number of respondents, equivalent to 61% do not know whether the Ministry was established by Law or whether that Law has been updated recently or even whether the Ministry has a Regulatory Framework. It is therefore important that the Ministry sensitize/communicate more with the staff on these issues.

Similarly, while there appears a general consensus on the existence of effective Governance and Accountability mechanisms, approximately 30% of respondents disagree. This significant number of respondents who disagree calls for measures to improve existing Governance and Accountability mechanisms.

Given the Ministry's Mandate, it has a significant pool of partners and stakeholders in and outside of Government that accompany it in the execution of this Mandate. The Survey reveals that 93% and 86% of respondents confess to working effective with partners/stakeholders in and outside of Government respectively. This notwithstanding, 52% of respondents identify challenges working with partners/stakeholders, and another 28% have no idea at all, thus calling for measures to address the said challenges.

The importance of having an effective and adequate legislative framework, well-designed Vision and Mandate coupled with the existence of effective Governance and Accountability mechanisms

and strategic partnerships with stakeholders cannot be overemphasized especially for an organisation like the MoPE.

Organizational Systems

It is worthy to note that 44% of respondents disagree that the existing Organisational structure is suited to deliver on the Vision and Mandate of the Ministry, and that another 52% acknowledge challenges/shortcomings with the existing structure. This means the Ministry has urgent structural challenges to address in order to be able to execute the Strategic Plan.

The Survey reveals that the budgetary allocation to the Ministry is not only inadequate but is also not disbursed on time as 36% of respondents confirm that the budget allocation is inadequate, and another 39% believe it is not disbursed on time. This poses a challenge for programme execution and staff productivity. Senior Management should therefore endeavour to address this challenge as a matter of urgency.

As for the adequacy of the systems in place, the Financial and ICT systems have been acknowledged to be efficient and adequate even though 50% of respondents disagree that the Ministry has an effective HR system in place. Equally, 50% of respondents disagree that the Ministry has an adequate and effective M&E system in place, 29% agree and another 21% have no idea. On the availability of a well-trained M&E staff, 32% of respondents agree, 50% disagree and 18% have no idea. Similarly, 58% of respondents indicate that an adequate MIS does not exist, 15% believe otherwise and 27% do not know. In the interest of efficiency, effectiveness and value for money, the Ministry should endeavour to have in place adequate systems for HR, M&E and data management.

The working environment and attendant equipment are rated adequate and functional while logistical support is unanimously rated inadequate by a significant number of respondents (70%). Senior Management should endeavour to improve the logistical support within the Ministry to ensure smooth execution of programmes and activities.

According to the Survey, Annual Work Plans are developed, but not fully implemented, while the impact of implemented programmes on Gambian society is rated adequate.

Given the foregoing and the need for the Ministry to deliver on the Strategic Plan, it is imperative that key issues related to M&E system, logistical support and work planning and programme delivery are addressed as a matter of urgency.

Human Resources: Individual Skills, Knowledge and Competencies

The Survey reveal that the Ministry is endowed with adequate leadership and vision, an optimum middle managerial cadre coupled with the right technical skills to deliver on its Vision and Mandate. This is encouraging as these are assets in the execution/implementation of the Strategic Plan.

It is interesting to note that while the Ministry has been progressive in getting women at the managerial and technical levels, a combined response from 79% of respondents disagree that women are well represented at these levels, believe there is still room for improvement, and there is no proactive policy to get women well represented. Accordingly, the Ministry is encouraged to redouble its efforts in getting women represented in the said positions.

Based on the Survey, the Ministry need to improve its staff retention strategies as only 39% of respondents agree that it has been able to retain staff, while a combined response of 46% disagree, and believe there is room for improvement.

In the same vein, the Ministry need to build that critical mass of staff with highly specialised skills, as the Survey reveals only 39% of respondents agree to the existence of such staff, and 50% advocate the need for improvement in increasing the numbers of this category of staff.

Capacity building and professional development of staff are critical for the existence and sustainability of any organisation, and MoPE is no exception. The Survey reveal that 68% and 40% of respondents agree that the Ministry has an annual budget for training and the budget is effectively used respectively. A combined 49% of respondents believe there is still room for improvement in the amount and utilization of the training budget. Senior Management should therefore endeavour to monitor and ensure effective and efficient utilization of the budget in order to develop, motivate and retain staff. This is also closely tied to incentives and opportunities for continuous professional development.

Senior Management should improve on the existing mechanisms for knowledge sharing among staff because there is unanimity in the need to improve knowledge sharing among staff with an overwhelming 96% of respondents answering in the positive. While 25% of respondents agree to the existence of mechanisms for knowledge sharing among staff, 36% disagree, and another 36% believe it is inadequate.

There is need for the Ministry to redouble efforts to improve aspects of its human resources related to availability of specialized skills, staff retention and knowledge sharing.

2.2.3 Results of the SWOT Analysis

A SWOT Analysis was conducted through a participatory group session with a cross-section of staff from the various Units/Departments of the Ministry.

This exercise gave an insight into the strengths and opportunities, weaknesses and threats that can impact the implementation of the Strategic Plan. It was an interesting and fruitful session with staff openly expressing their views/opinions and sharing and reinforcing views/opinions on what they perceive as the strengths and opportunities, weaknesses and threats of the Ministry.

In the ensuing discussion, the strengths and weaknesses of the Ministry were discussed and analysed under the following four themes/headings, while the opportunities and threats were listed separately:

- Human Resources
- Policy, Legislation and Institutional Structures
- Financial Resources, and
- Work Environment and Partnerships

Staff were very clear as to what they consider the key assets, opportunities, threats and weaknesses in moving the Ministry forward – See Table 4 below.

Table 4: MoPE SWOT Analysis

STRENGHTS	WEAKNESSES
Human Resources • Leadership & Vision ✓ Policy environment conducive to international investment; ✓ Benchmarking for international standards and policies; ✓ Capacity to negotiate and make decisions. • Competent and young staff ✓ Institutional memory. **Policy, Legislation and Institutional Structures** • Availability of basic Legislative Instruments • Updated Policies • Well-defined Units with clear Mandates **Financial Resources** • Adequate and sustainable funding • Resources from Donors and Investment Partners • Support to local development from resources generated by Sectors (eg:Geology and Petroleum). **Work Environment and Partnerships** • Good Teamwork • Physical (Office) Environment • Equipment and Facilities • Inter-institutional cooperation with Stakeholders • Good communication system among staff.	**Human Resources** • Inadequate or non-existent Job descriptions/ToRs/Schedule of Duties • Lack of clarity in roles and responsibilities • Staff retention challenges • Frequency of staff postings • Poor decision-making process in handling HR/posting matters (eg: staff lobbying for postings etc, etc) • Inadequate staff with Specialized Skills • Inadequate incentives to attract and/or retain staff with specialized skills • Key vacancies within Ministry (Accounts, Records, Planning, Energy, Geology; Study leave, Secondment) • Inadequate induction of general staff of the Ministry on key policies of the different Sectors. **Policy, Legislation and Institutional Structures** • Lack of legal framework for some existing ad-hoc structures (eg: Geology: Special Mining Advisory Committee SMAC) • Need to regularly update sector policy and legislation • Legislative gaps • Policies and legislations in place do not permit access to resources generated by Sectors (eg: Levies from geological activities) • Lack of clarity of Mandate between Ministry and its satellite institutions (eg: NAWEC, GNPC) • Bilateral Investment Treaties (BITs). (A pre-requisite for attracting Investors in Petroleum Sector) **Financial Resources** • Budgetary constraints • Limited access to funds earmarked for Sectors (eg: Geology) • Need for attitudinal change among certain Ministry staff/Attitudinal problems of staff • Delays in disbursement of funds from MoFEA. • Low implementation rate of annual budgets. **Work Environment & Partnerships** • Irregular Meetings (SMT, Departmental, General, Retreats) • Weaknesses in communication with stakeholders and general public • Inappropriate structures vis-à-vis the evolution of future Mandates • Lack of regular maintenance of equipment and facilities • Inadequate access to data, information and expertise

	• The "***Maslaha***" syndrome.
OPPORTUNITIES	**THREATS**
• Potentially large deposits of natural resources • Significant increase of Government revenue through data sales/royalties and license fees • Technological Innovations - impact on all sectors • Regional Peace and Security • Global interest in investments in the extractive industries (mining, petroleum, energy sectors etc) • Local content opportunities in leveraging the presence of petroleum companies in the country • Funding mechanisms under Climate Change (eg: GEF) • Potential membership of Extractive Industries Transparency Initiative (EITI). • Renewable Energy • Energy Efficiency (domestic and industrial use) • Dredging (Sand)	• Political instability • Political interference • Policy and legislative inadequacies • Global pandemics (Covid-19) • Development and expansion of alternatives to fossil fuels • Pressure to deliver services • Global economic instability • Investor perception on profitability • Impact of Global warming and environmental disasters • Environmental impact (Deforestation, coastal erosion) • Challenges in land-use planning • Challenges in exploiting transboundary resources

2.3 Implications of the Diagnostic Overview for the Strategic Plan Development

The situational analysis/diagnostics of the three sectors under the Ministry – Energy, Petroleum and Geology – presented above, as well as the findings of the institutional capacity assessment of MoPE, has a number of implications for the development of the MoPE Strategic Plan.

Overall, six main areas have emerged which serve to inform and underpin the new Strategic Plan of MoPE, and these are namely:

- ***Legislation and policy frameworks***: ensuring that adequate policy and legislative frameworks are in place is vital for the development and management of the country's energy, petroleum and geology sectors. While all these sectors have made progress in this area, a significant amount of work remains to ensure that policies in place drive the modernization and transformation of the sectors, facilitate private sector investment and bring them in line with the country's commitment to address impacts of climate change and foster the transition to a green, low-carbon economic growth.
- ***Service delivery***: energy, geology, downstream petroleum services have a direct impact on life and livelihoods of citizens, as well as the economy of the country in general. A key example is the adverse effect of inefficient service delivery in the Energy Sector on businesses and the economy in general, as well as citizens' wellbeing. From the foregoing analysis, it is evident that service delivery needs to be significantly improved in all these sectors.
- ***Regional collaboration and integration***: the natural resources that fall under the purview of the Ministry are all transboundary resources, and/or lend themselves to regional collaboration for their successful development and management. This calls for the Ministry to develop and apply proactive policies for the harnessing of these transboundary

resources for the benefit of the citizens of the country, in close collaboration with neighboring countries.

- ***Communication, awareness raising and partnerships***: given the large number of stakeholders involved in these sectors, the communication gaps that exist giving rise to misunderstandings, and the absence of strategies to work with partners, it is of critical importance for the Ministry to design, implement and monitor a communication and partnership strategy. Moreover, all key stakeholders consulted have pointed to the lack of effective communication actions as a source of misunderstandings regarding government efforts in these sectors.
- ***Adequate and re-tooled organizational structures and systems***: along with policy frameworks, the analysis has clearly demonstrated the need for the Ministry to design new and innovative institutional models, and upgrade systems such as M&E, ICT, etc, in order to carry out its mandate more efficiently and effectively.
- ***Skilled and well managed human resource base***: given the complexity of the sectors and their technological requirements, as well as the need for expertise in areas such as complex contracts negotiations, it is of vital importance for the Ministry to have staff with the right skills mix appropriate to its mandate.

The six areas identified above provide the building blocks for the MoPE Strategic Plan Framework presented in Chapter 3 that follows.

Chapter 3: The Strategic Plan Framework

3.1 Introduction

Chapter 3 presents the Strategic Plan Framework of the Ministry of Petroleum and Energy over the plan period (2021-2025). It aims to provide Ministry staff and stakeholders a holistic and succinct overview of the work of the Ministry, while at the same time presenting details on the focus areas and priority activities/interventions of the sectors under the Ministry.

In this regard, the Chapter first presents the Vision, Mission and Mandate of the Ministry. This is followed by a set of guiding principles that underpin the Strategic Plan. Drawing upon these and building upon the situational analysis presented in Chapter 2, the overall goal, objectives and outcomes of the Strategic Plan for the plan period (2021-2025) are outlined. An integrated Strategic Plan Framework bringing together all of these elements is then presented. Finally, a detailed description of the outcomes, outputs and the related priority and key interventions for each strategic objective is presented.

3.2 Vision, Mission and Mandate of the Ministry of Petroleum and Energy

Through a participatory process, involving a cross-section of Ministry staff, the vision, mission and mandate of the Ministry were reviewed and re-defined during plan development process, and these are presented in Table 5 below.

Table 5: Vision, Mission and Mandate of the Ministry of Petroleum and Energy

Element	Statement
Vision	To attain universal access to modern energy and geological services, explore and exploit petroleum and other mineral resources for a revitalized economy for national well-being (socio-economic development) in a sustainable manner
Mission	• (Energy) To ensure the provision of adequate, affordable and reliable energy services and clean cooking fuel in a sustainable manner. • (Petroleum) To derive optimal benefit from the petroleum value chain by sustainably promoting, regulating and managing the efficient and effective conduct of petroleum operations. • (Geology) To provide efficient geological services, explore, evaluate and harness our geological and mineral resources to enhance infrastructural and sustainable socio-economic development.
Mandate	The use of energy, petroleum and mineral resources as a stimulus for economic growth, employment and sustainable development; the efficient and sustainable harnessing of hydrocarbon and mineral potentials as well as the availability of reliable, adequate, affordable and sustainable energy supply to power the economy of The Gambia.

3.3 Guiding Principles

The MoPE Strategic Plan 2021-2025 is guided by the following principles

a) *National Ownership and Leadership*: foster national ownership and leadership of the country's energy, petroleum and geological resources for the benefit of citizens and safeguard national interests in the development and exploitation of these resources
b) *Participatory*: ensure full participation of all stakeholders in plan implementation
c) *Transparency*: promote full transparency in the development and exploitation of the energy, petroleum and geological resources in order to strengthen accountability
d) *Equity*: ensure all citizens benefit from and can fully participate in the development and exploitation of these resources
e) *Environmental Compliance*: ensure that the highest environmental standards are observed in the development and exploitation of these natural resources, and mitigate adverse consequences on local communities and their livelihoods and contribute to meeting the country's commitments under the Paris Agreement on Climate Change
f) *Partnership*: advocate and promote mutually beneficial partnerships in the development and exploitation of the energy, petroleum and geological resources.

3.4 Plan Goal, Strategic Objectives and Outcomes

3.4.1 Plan Goal

To provide a coherent and integrated framework to guide the work of the Ministry over the plan period (2021-2025), and to strengthen accountability and delivery of results in the energy, petroleum and geology sectors.

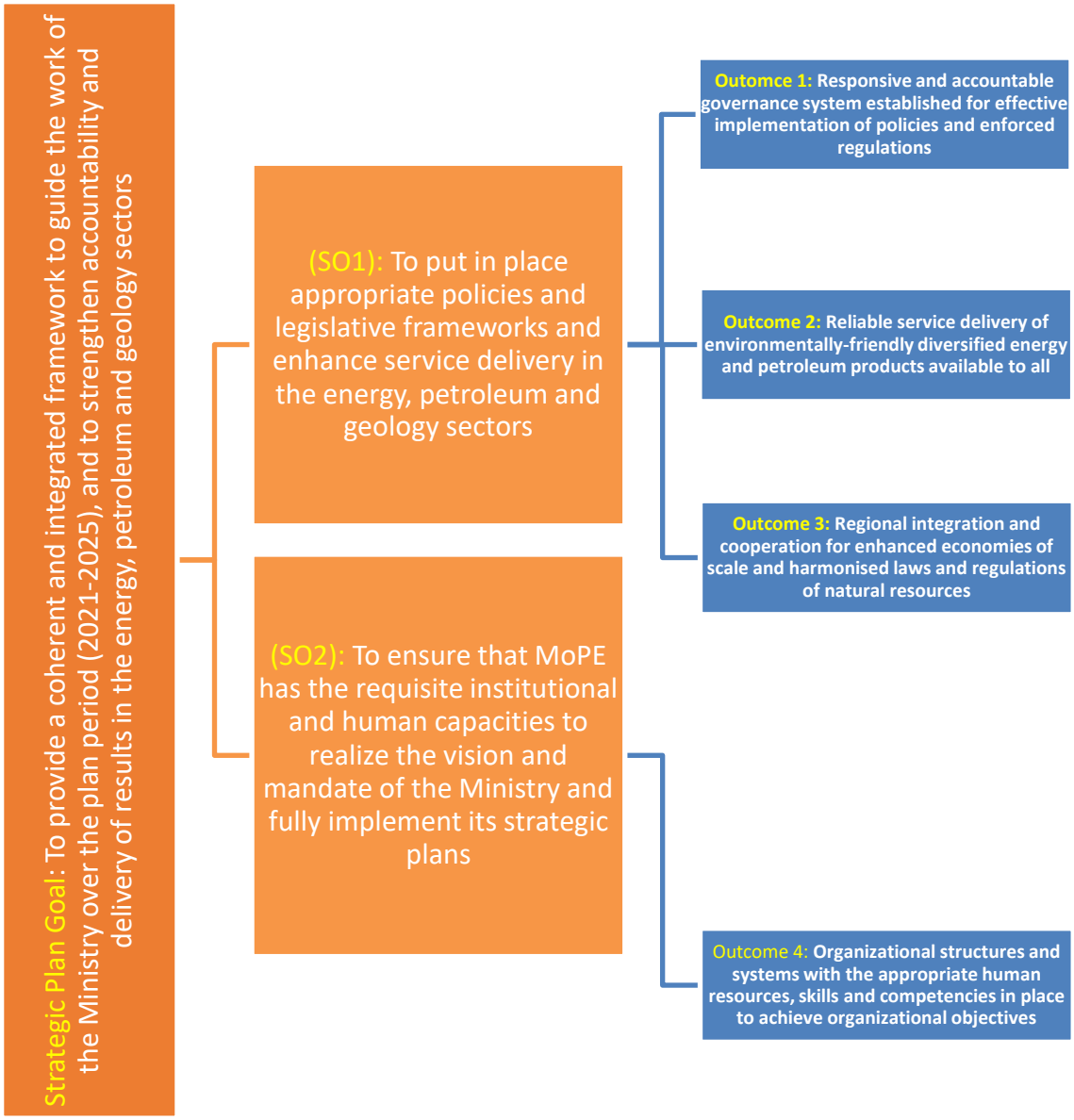
3.4.2 Strategic Objectives and Outcomes

In line with the above goal, two strategic objectives have been identified for the plan period 2021-2025:

- SO1: To put in place appropriate policies and legislative frameworks, and enhance service delivery in the energy, petroleum and geology sectors
- SO2: To ensure that MoPE has the requisite institutional and human capacities to realize the vision, mission and mandate of the Ministry and fully implement its Strategic Plans

Figure 1 below shows the linkages between the plan goal, strategic objectives and their related outcomes.

Figure 1. Plan Goal, Strategic Objectives and Outcomes.



3.5 The Strategic Plan Framework

The Strategic Plan Framework for MoPE consists of three dimensions as follows:

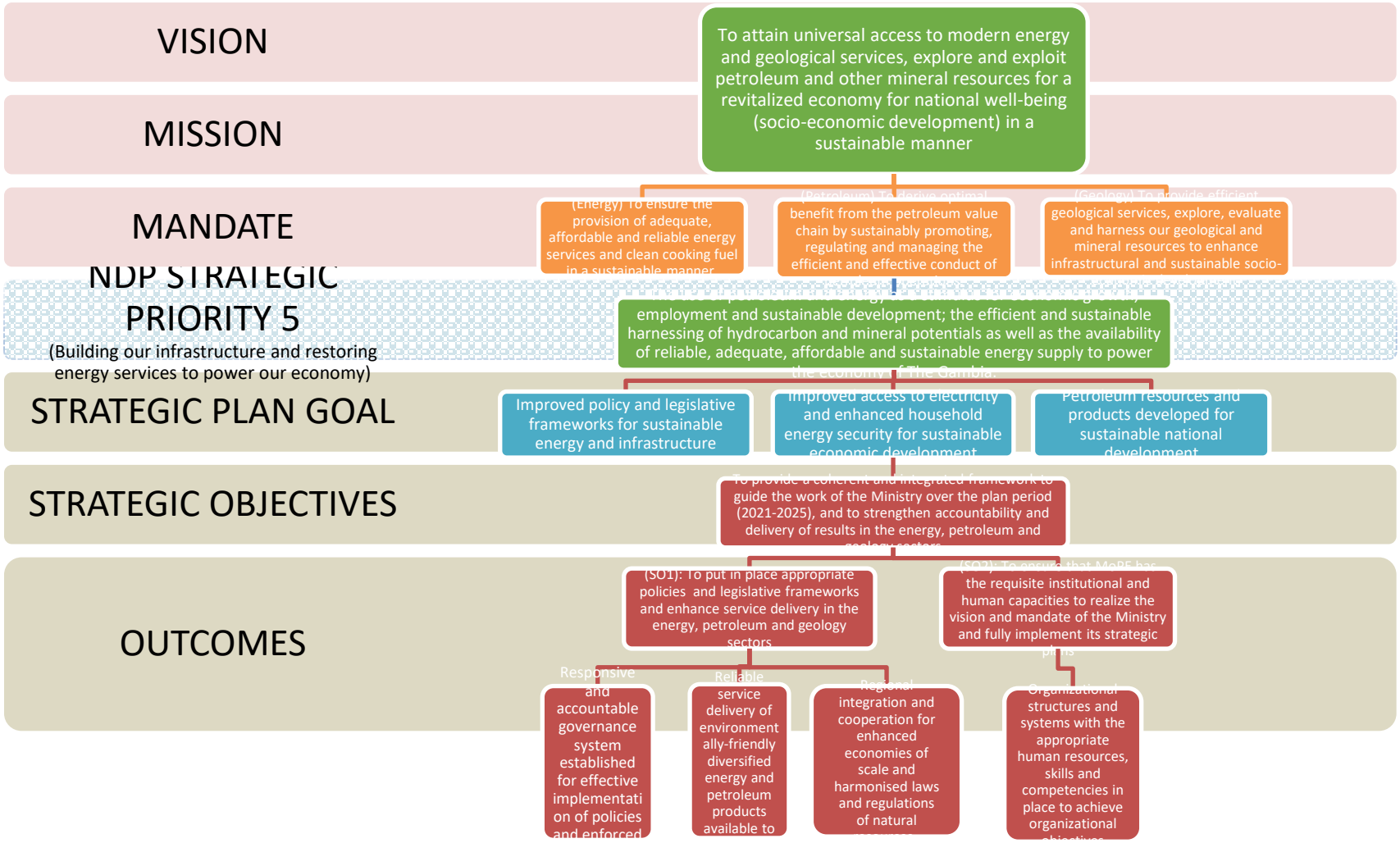
- Dimension 1: the legal and operational foundation of the work of the Ministry and this covers its vision, mission and mandate;
- Dimension 2: linkages with the National Development Plan, which serves as the anchor of the Ministry Strategic Plan; and

- Dimension 3: core elements of the Strategic Plan proper consisting of the goal, strategic objectives and the related outcomes.

These three dimensions – presented schematically in Figure 2 below – are interlinked and interdependent, and provide a coherent framework which will underpin the work of the Ministry for the plan period 2021-2025.

This framework which is anchored on the National Development Plan (2018-2021), also integrates the Sustainable Development Goals and the African Agenda 2063.

Figure 2: Strategic Plan Framework



The sections that follow below outline in detail for each strategic objective the outcomes, outputs and key related interventions. These are further synthesized and organized as a results matrix which is presented in Chapter 4, dealing with monitoring and evaluation.

3.6. Key Interventions by Strategic Objective, Outcome and Output

Strategic Objective 1 (SO1): To put in place appropriate policies and legislative frameworks and enhance service delivery in the energy, petroleum and geology sectors

Under this strategic objective, the Ministry aims to have in place effective and sound policy frameworks for the energy, petroleum and geology sectors, and ensure that there is efficient and effective service delivery for the benefit and wellbeing of citizens and drive the sustainable growth of businesses and the economy in general. In doing so, the Ministry will endeavour to capitalize on regional integration and collaboration with neighbouring countries for the optimum development and exploitation of these transboundary resources.

Three outcomes have been identified under this strategic objective. These outcomes with their related outputs and key priority interventions are expanded upon below.

Outcome 1: Responsive and accountable governance system established for effective implementation of policies and enforced regulations.

Under this outcome, the Ministry will work to ensure that the following five outputs are achieved during the plan period:

- Sector policies reviewed for effective implementation;
- Governance structures for all the sectors established and functional;
- Adequate resources available and efficiently used for enhanced productivity;
- Local participation enhanced in all sectors; and
- Communication and partnership enhanced for effective service delivery.

Review of Sector Policies and Regulations

Good progress has been made in all the three sectors of energy, petroleum and geology, in terms of the availability of the requisite policy frameworks to guide the development and exploitation of these resources. However, continuous review will be required to ensure that the policy frameworks are up-to-date, are adjusted to reflect changes in the sector, and are benchmarked against international best practices and standards. This would serve to promote efficient use of these resources, and provide the right incentives to attract investment, especially given the capital-intensive nature of these sectors.

The policy frameworks of other sectors outside the purview of the Ministry can also have an important bearing on the management of these resources. For example, environmental policies and regulations play a vital role in mining, energy use and petroleum exploration and development, and they fall under the responsibility of the Ministry of Environment. In many instances, as such policy frameworks are often developed independently, this can give rise to inconsistencies and contradictions and potentially adversely affect other sectors. Consequently, efforts are also needed to harmonize and iron out policy inconsistencies, overlaps, and duplications with other sector policy frameworks. The Ministry will therefore work with other custodians of policy frameworks to address this challenge.

For the Energy Sector, the Ministry will strengthen evidence-based planning, policy setting and investment to improve energy security through supply- and demand-side management options and increase competition through effective regulation. Measures will be taken to secure energy supply and ensure that demand is well managed. In order to promote and increase renewable energy penetration, the Ministry and partners will develop and implement feed-in tariff. Domestic energy needs will be addressed through the development and enforcement of a policy on alternative use of fuel wood for cooking.

A robust policy framework is of vital importance for the development of the nascent Petroleum Sector. In the upstream sub-sector, the Ministry will work with stakeholders and partners to review and align legislation (currently ongoing within the framework of the Gambia Oil II project), organize extensive marketing programmes for the licensing of open blocks, and extend 3D seismic data coverage across all Gambian acreages with further delineation of ultra-deep blocks. It will take measures to enforce effective license management in accordance with all license provisions on licensed blocks and undertake periodic re-assessment of commercial terms (PEPLA/Model License) for investment in the sector as cycle develops.

In the downstream sub-sector, steps will be taken to complete the review of legislation and regulations to provide industry best practice standards in the sector. It will also take measures to strengthen collaboration between public service institutions providing regulatory oversight by developing a permanent inter-institutional licensing and monitoring committee.

In the mining and geology sector, the Ministry will develop a Minerals and Mining Policy document in close collaboration with stakeholders, as well as review the existing mining legislation and propose necessary amendments. Additional measures will be taken to develop mining cadastre and supplementary bodies, increase enforcement of mineral codes nationwide to ensure greater legal compliance and strengthen collaboration with relevant national institutions to monitor mining activities effectively nationwide.

Functional Governance Structures for the Sectors

Sound governance is of critical importance in the development and management of the country's energy, petroleum and mining resources. Ensuring that sound governance frameworks are established and functional is a key priority for the Ministry.

Across all sectors, the Ministry will endeavor to ensure that the Boards established are fully functional and that the sectors (energy, petroleum and geology) put in place appropriate grievances and redress mechanisms to satisfy consumers.

In the Energy Sector, lack of strong commercial and governance framework that allows investor confidence in the sector is a major impediment. The Ministry will work with NAWEC, its Board and the key donors (e.g World Bank) to implement good corporate governance for effective and efficient service delivery. It will also vigorously support the development, implementation and monitoring of performance-based policy for the Electricity Utility.

In the Petroleum Sector, the Commission of Petroleum currently exists as an entity under the Ministry of Petroleum & Energy. As has been observed from other countries, an independent and autonomous regulator is important for the efficient oversight required for the sector. Divorcing regulation from policy development is an important step to proper management of licenses. The Ministry of Petroleum & Energy will intensify current efforts to fast-track the establishment of a

fully functional and autonomous Commission of Petroleum. It is expected that this will be established by an Act of Parliament latest by 2021.

Governance issues within the Mining and Geology sector will be addressed and strengthened through the Special Mining Advisory Committee established in September 2019. Several meetings and field trips/visits have been held by the Committee since 2019.

Availability and Efficient Use of Resources

The sectors under the Ministry are all capital intensive, and require the participation of private sector partners and investors – within and outside the country. Across all the sectors the Ministry will vigorously pursue Public-Private Partnerships (PPP) arrangements and promote investments in infrastructure.

In the Energy Sector, NAWEC's turnaround strategy, when fully implemented and improvements made in the Utility balance sheets, will be a major catalyst for attracting PPP and IPPs.

In the Petroleum Upstream sub-Sector, arrangements in the various Licenses provide resources for capacity development. These, captured under "Training and Resources" allow for the Ministry and stakeholders to have a financial cushion towards this end. However, due to the capital-intensive nature of the sector, other forms of financial assistance and support are necessary. Currently, the African Development Bank through the African Legal Support Facility, provides support to the Ministry's review of legislation and regulations. It is important to note however that more support will be required to position the Ministry and the sector stakeholders optimally for the benefit of the sector.

In the Petroleum Downstream sub-Sector, there has been limited financing options. To be able to achieve the set goals for the sector, it is important for more private sector investment to position the Ministry and stakeholders optimally for better service delivery. Even though PURA does have some form of funding for its regulatory function, investment is needed for the different activities required for the success of this Strategic Plan. It is therefore imperative for government to open up more to external funding and for the Ministry to develop strategies to engage the private sector in these areas.

In Geology and mining, the country is not really endowed with large deposits of different minerals. Besides the mining of Heavy Mineral Concentrates (HMC) in Sanyang and environs, the mining has mainly concentrated on the quarrying of construction materials. But there is an urgent need to conduct more geological investigations with a view to discover new minerals. Regarding the large kaolin deposits near Fatoto, more concerted efforts should be made to market these mineral resources to foreign investors. Booklets on all the available mineral resources could be distributed by Gambian Missions/Embassies around the world.

Local Participation Enhanced in all Sectors

Although capital intensive, all the sectors offer tremendous opportunities for Gambians to directly benefit as investors. The Ministry will take measures to boost local participation by the following:

- Developing a local content policy, especially with respect to petroleum, and in the other sectors as well;
- Putting in place policies that would ensure that citizens – particularly women entrepreneurs - are awarded contracts, based on merit, in activities in these sectors; and

- Promoting policies that will boost employment opportunities for Gambians in foreign companies operating in the sectors.

Enhancing Communication and Partnerships for effective Service Delivery

The Ministry is tasked with managing critical and sensitive sectors of the Gambian economy which requires robust communication and partnerships. However, stakeholders have lamented the information void that exists regarding these sectors giving rise to unfounded and often erroneous perceptions by the general public. Lack of an effective communication strategy has generated public misunderstanding of the state of play in critical sector such as petroleum and generated skepticism regarding government efforts to address the country's acute energy challenges. Poor consultations and communication with local communities have played a key role in the recent conflicts that have taken place in the mining sector. The Ministry will therefore strengthen its communication, outreach and partnership efforts overall.

At central level, the Ministry will develop and implement a robust communication and partnership strategy to strengthen its public image and create better understanding of its work. It will also support sector-specific initiatives aimed at raising awareness and building partnerships in the following ways:

- For energy, it will support measures to develop a partnership strategy to ensure effective win-win energy contracts with IPPs;
- For upstream petroleum, steps will be taken to develop and implement: a communications strategy for better understanding of the sector by institutions and the general public; and an upstream partnership strategy for existing and potential licensees, regulators, government licensees and support services companies in the sector;
- Likewise, in the petroleum downstream sub-sector, the Ministry will support efforts to: develop and implement a communications strategy for better understanding of the sector by institutions and the general public; ensure proper communication between the Regulator and the general public, especially for grievance redress and its processes, and develop a partnership strategy for public-private opportunities in storage and quality control in the sector;
- In the mining and geology sector, the following measures will be taken: develop comprehensive communication strategy in close collaboration with the MOPE Communication Officer to increase public awareness about the role of the Department; conduct sensitization campaigns in secondary schools to attract more school leavers to join the Department; initiate regular press releases on mining activities for the general public to be posted on the MOPE website; and develop a booklet on available mineral deposits to be provided to GIEPA, Gambian Missions abroad and on MOPE websites.

***Outcome 2: Reliable Service Delivery of Environmentally-friendly Diversified Energy, Petroleum and Geology products available to all*.**

As shown by the diagnosis of the sector, access to energy services in the Gambia is low, unpredictable and of sub-standard quality. This contributes to the high costs of doing business in the country. Furthermore, as a signatory of the Paris Agreement on Climate, The Gambia is committed to developing clean/green energy technologies as an important step in its vision to transition to a low-carbon green development pathway by the year 2050. Challenges continue to

be faced as well in the provision of household energy which is affordable and environmentally friendly.

Similar service delivery challenges are also evident in the downstream petroleum and mining sectors. In the downstream petroleum, much remains to be done to improve quality of petroleum products, reduce costs and mitigate adverse environmental impacts especially in the urban settings. The mining sector is faced with severe challenges related to the design, exploitation and management of quarries, and their rehabilitation. This has given rise to serious conflicts between local communities and quarry operators. Furthermore, the sector is hampered by poor equipment, poor data and documentation and lack of adequate knowledge on mining resources in the country, all of which adversely impact service delivery.

The Ministry is therefore committed under the plan period to significantly strengthen service delivery in all the three sectors. The three main outputs under the plan period are:

- Reliable supply of electricity accessible to all;
- A diversified supply of quality petroleum products to meet domestic demand
- Natural resources explored and exploited in a judicious manner in accordance with standardized geology services

Reliable Supply of Electricity Accessible to all

To ensure that there is a reliable supply of electricity and to boost access, the Ministry will support the following measures:

- Improve energy regulation and competition, and that environmental assets and natural resources are protected and continually enhanced by cleaner energy technologies,
- Manage, coordinate and monitor programmes and projects focused on access to energy,
- Manage and facilitate the development & implementation of clean and renewable energy initiatives as well as cooking fuel,
- Efficient, competitive and responsive modern energy infrastructure network,
- Efficient and diverse energy mix including cooking fuel for universal access within a transformed Energy Sector, through implementation of policies that adapt to and mitigate the effects of climate change, and
- Improve the monitoring of provision of electrification activities in support of universal access to energy.

In downstream petroleum sub-sector, improved service delivery will be promoted and enhanced through the establishment of a quality monitoring and control facility for products together with the reinforcement of quality protocols and regulations. Measures will also be taken to facilitate greater stakeholder collaboration with more process transparency for all players, ensuring a better New Media presence as well as the efficient monitoring of compliance in the sector.

Natural resources explored and exploited in a judicious manner in accordance with standardized geology services

The Mining and Geology Sector faces serious service delivery challenges as highlighted in the sector overview and diagnostic analysis in chapter 2. It therefore requires a comprehensive range of measures and interventions to redress the situation. These are presented in Table 6 below.

Table 6: Key Interventions to strengthen service delivery in the Geology/Mining Sector

• Develop norms and standards for the design and management of quarries for extraction of construction material • Develop in close collaboration with NEA norms and standards for the approval process of EIA, Environmental Compliance Monitoring etc • Develop norms and standards for the environmental rehabilitation of mines and quarries in partnership with the EIA Working Group at NEA • Design and implement a Mining Cadastre and subsidiary structures to effectively manage all mining and exploration titles in The Gambia • Collaborate closely with MOPE Planning Unit to re-prioritize Department's activities in order to achieve set targets • Provide GPS coordinates to NEA GIS Unit in order to provide nationwide maps of all existing and proposed mining sites • Digitize all geological maps and reports, and ensure proper documentation and archive of important geological documents • Conduct comprehensive inventory of all geological equipment and prepare a status report on their functionality or arrange their possible replacement if required • Rehabilitate abandoned mining sites for other uses such as horticultural gardens, ecotourism sites or playgrounds • Produce an Annual Mining Report to include the tonnage of minerals mined and revenues accrued from mining • Conduct further geological investigations for the possible discovery of new mineral deposits • Develop staff skills and also purchase appropriate laboratory equipment in order to conduct basic geological testing in-country • Endeavour to conduct most of the basic geological laboratory analysis in country.

Outcome 3: Regional Integration and Cooperation for enhanced Economies of Scale and Harmonized Laws and Regulations of Natural Resources

Regional collaboration and integration provide tremendous opportunities in the energy, petroleum and mining sectors. In all three sectors, The Gambia is a signatory to and member of several regional and continental protocols: Petroleum (e.g. ECOWAS ETLS, AU/AfCFTA, etc); Energy (OMVG, WAPP, ECREEE, ERERA); Geology (Extractive Industries Transparency Initiative [EITI], ECOWAS Model Mining & Minerals Development Act [EMMMDA] for harmonization of mining codes within the ECOWAS sub-region, ECOWAS Geo-Extractives Observatory & Cadastral System, ECOWAS Geo-extractives Database & Statistical Information Reporting Framework and ECOWAS Integrated Guidelines on Corporate Social Investment). At the bilateral level, the agreements between NAWEC and Senelec, and NAWEC and Turkish Karpower-Ship (IPP) have had a major positive impact on expanding electricity access in rural Gambia and has contributed to bring about greater stability in the sector.

During the plan period, the Ministry will build upon these and make a concerted effort to leverage upon the opportunities inherent in regional collaboration. Specifically, it will seek to achieve the following two outputs during the plan period:

- South-South cooperation pursued and engaged; and
- Capacities enhanced through south-south development opportunities

With respect to energy, the Ministry will, among other measures: leverage on existing regional membership of WAPP, OMVG, ECREEE and ERERA for stable, secure, affordable, reliable and regulated electricity supply for all Gambians; ensure human capacity is developed to ensure value

for regional power sharing contracts, operations and maintenance; leverage on the fibre infrastructure of OMVG interconnection line; and strengthen existing power sharing partnerships with neighboring countries and IPPs.

Efforts for upstream petroleum will entail the following: using regional institutions for legislative benchmarking and development or review of institutional mandates; secondment and attachment opportunities with regional partners for capacity development; joint development opportunities for facilities and infrastructure to lower costs; smooth and more affordable multi-client data acquisition operations across the basin; and data exchange for better prospectivity and greater investment opportunities for the entire basin.

For downstream petroleum, the Ministry will work with partners and implement the following: provide the requisite political engagement to take advantage of ECOWAS Trade protocols for greater private sector engagement in re-export trade for the sector and for better private sector engagement in transit trading of refined petroleum products; improve regional collaboration on infrastructural development projects for the provision of quality products and services in the downstream sector as has already been done in the Energy Sector; work with partners in neighbouring countries for human capacity development in quality testing and assurance; and engage regional partners for the development of sub-regional standards to create a shared market environment for trading in products which lowers importation prices and increases product quality in the local market.

Regional collaboration will be strengthened under the plan to benefit the geology sector through the following measures to be undertaken by the Ministry and its partners:

- Adopt the ECOWAS Model Mining & Minerals Development Act (EMMMDA) for harmonization of mining codes within the ECOWAS sub-region,
- Accent to the ECOWAS Geo-Extractives Observatory & Cadastral System upon its approval by ECOWAS Commission,
- Accent to the ECOWAS Geo-extractives Database & Statistical Information Reporting Framework upon approval by the ECOWAS Commission,
- Adopt ECOWAS Integrated Guidelines on Corporate Social Investment, Localization and Local Content Development in the Geo-extractives Sector,
- Adhere to the standards of Extractive Industries Transparency Initiative (EITI) for the promotion of open and accountable management of oil, gas and mineral resources, and
- Establish a Grievance Redress Mechanism for the Mining/Geology Sector.

Strategic Objective 2 (SO2): To ensure that MoPE and its sectors has the requisite institutional and human capacities to realize the vision and mandate of the Ministry and fully implement its Strategic Plans

To drive the vision, mission and mandate of the Ministry and capacitate the latter to achieve the strategic objectives and related outcomes outlined above, it is clear that strengthened organizational and human resource capacities will be needed. Yet, the institutional capacity assessment undertaken shows that although the Ministry can boast of strong capacity assets in terms of leadership and vision, policy frameworks, etc, there are several weaknesses at the organizational and human capacity level.

Building upon past efforts, a determined effort will be made to address these gaps at the organizational and individual capacities level. The key interventions for these two dimensions of capacity are outlined below under Outcome 4.

Outcome 4: Organizational structures and systems with the appropriate human resources, skills and competencies in place to achieve organizational objectives

The Ministry under the plan period will endeavor to strengthen its planning, budgeting systems, along with its systems for HR management, M&E and MIS. Furthermore, all three sectors under the purview of the Ministry require well-trained professionals with adequate technical skills in the related fields, as well as competencies to manage complex contracts negotiations with partners who have global experience and reach. The Ministry therefore needs to be endowed with cutting edge skills in order to ensure that it is able to safeguard the best interests of The Gambia, and put in place forward-looking policies and ensure efficient service delivery.

In line with the above, the Ministry will pursue three outputs under this outcome during the plan period, namely:

- Organizational systems established and functional;
- Qualified and adequate skilled personnel available in all sectors; and
- Effective coordination and collaboration in and between all sectors in the Ministry

Organizational systems established and functional

At the level of the Ministry, the institutional capacity assessment revealed several organizational weaknesses. If functions related to planning, budgeting, monitoring and evaluation are compromised, the capacity of the Ministry to implement and track progress of the Strategic Plan will be questionable.

Consequently, measures will be taken to address these weaknesses in the following ways:

- With respect to the budget, the Ministry will develop a strategy for engagement with Ministry of Finance and donor partners to highlight the need and urgency for adequate and timely allocation of funds for the Ministry's activities. It will also create an effective budget disbursement plan and good budgeting tools,
- The Planning Unit of Ministry will be strengthened to ensure timely implementation of annual work plans and to fully execute the M&E function,
- Adequate and effective HR, MIS and M&E systems will be established and the capacity of staff enhanced for effective implementation; and
- The ICT system will be upgraded and the logistical support within the Ministry improved.

Similarly, at sector level, a number of measures will be taken to address weaknesses at the organizational level. With respect to energy, the Ministry will take steps to revisit the current structure of the Energy Unit and align it to PMO recommendation to reinforce management of increasingly dynamic and diverse energy sources.

For the upstream petroleum, the Ministry will work with partners to increase institutional collaboration through the Petroleum Negotiation Committee, and will seek to re-align institutional mandates through the Petroleum II project of new interventions to allow for a more dynamic collaboration between sector institutions and organizations.

With respect to the downstream petroleum sub-sector, the following measures will be taken: improve sector coordination from the Ministry to improve regulation and licensing process; develop permanent inter-institutional licensing structure to eradicate current institutional mandate overlaps in the sector; and re-align institutional mandates in collaboration with sister Ministries for more efficient Licensing and sector regulation.

The Ministry will strengthen the Special Mining Advisory Committee through the amendment of mining regulations to ensure that license/permit application procedures are duly followed. It will improve the official participation of the Geological Department in bodies of relevant national institutions of which it is a statutory member, such as the NEA Working Group and Technical Advisory Committees (TACs) at regional levels. Finally, it will work to set up permanent Geological Department offices in all regions to effectively monitor mining activities nationwide.

Qualified and adequate skilled personnel available in all sectors

The human resources and skills needed for the sectors which the Ministry is tasked to spearhead is complex, and at the same time highly specialized. The Ministry will need to have a comprehensive understanding of the needs at present and evolving requirements into the future in order to properly position the sectors. Therefore, the Ministry will eschew ad hoc approaches and for a start will undertake a more deliberate planning of the HR needs at central level, as well as at the sector level. In so doing, it will distinguish between routine training to elevate competencies and capacities of all staff across the board, from the specialized, highly skilled profile needed to be at the cutting edge of the related industries.

Notwithstanding that, a number of areas have emerged in the various sectors during the consultations and these are highlighted below by sector.

For the Energy Sector, the plan envisages the following measures:

- Strengthen the human capacity of MOPE and NAWEC in electricity bilateral and multilateral electricity contract negotiation to ensure value for money power purchase agreements
- Develop human capacity in all forms of renewable energy and energy efficiency
- Develop MOPE capacity in effective and efficient Monitoring & Evaluation of energy projects and IPPs and
- Strengthen the capacity of the Planning Unit.

Measures envisaged for Petroleum Upstream include:

- Coordinate and invest in capacity development programmes for stakeholder institutions and industry relevant personnel in public sector
- Develop secondment, attachment and study programmes with partners in the sub-region for public servants relevant to the sector
- Improve communication with private sector and the GCCI to encourage investment in capacity development within local companies for better sector participation
- Extensive communiques and workshops for better private-public sector interaction, transfer of knowledge and improved collaboration in investment opportunities.

During the consultations it was recommended that the position of a Commercial Adviser be created. It was argued that the position of a Commercial Adviser is crucial to the achievement of set goals by the Ministry of Petroleum & Energy. The position will continually monitor the

commercial arrangement of licenses and advise government through the Minister of Petroleum and Energy on policies around this. The Ministry will closely examine this recommendation.

For Downstream Petroleum:

- Work with partners in neighbouring countries for human capacity development in quality testing and assurance
- Continuous training of technical staff on industry standards and enforcement protocols
- Development of HR standards required for monitoring and regulation enforcement to be enforced on all satellite institutions involved in the licensing and regulation process.

There is a serious dearth of human resources and skills for the Geology Sector, with only 3 to 4 trained geologists in the country. The following interventions are envisaged to address the gaps:

- Strengthen the requisite institutional and capacity needs of Geological Department's staff to effectively manage mineral resources
- Collaborate with relevant national institutions including UTG to initiate 4-year degree programme in Earth Sciences
- Initiate short-term training, and/or attachments and staff exchanges with partners in neighbouring countries to improve special skills in geological mapping and sustainable mining.

Effective coordination and collaboration in and between all sectors in the Ministry

Under the plan period, the Ministry will seek to strengthen sector coordination through a number of measures, including the following:

- Institute a permanent inter-institutional licensing committee for upstream petroleum;
- Establish a coordination committee for the Petroleum Downstream stakeholders; and
- Improve level of participation of the Geological Department in all statutory committees.

In Chapter 4 that follows, the strategic objectives, outcomes, outputs and priority interventions outlined above have been translated into a robust results framework in order to ensure accountability and tracking of results. The chapter also outlines the mechanisms and processes through which the monitoring for results and impact will be undertaken.

Chapter 4: Monitoring and Evaluation Framework

4.1 Introduction

The purpose of an M&E plan is to serve as a guide for the Ministry and its stakeholders in producing timely, high quality data that would enable them to:

e) Assess the effectiveness, efficiency, and impact of the Strategic Plan;
f) Identify implementation bottlenecks;
g) Identify solutions for the bottlenecks; and
h) Provide an opportunity to enhance effectiveness, efficiency and impact of the Strategic Plan.

4.2 The Results Framework

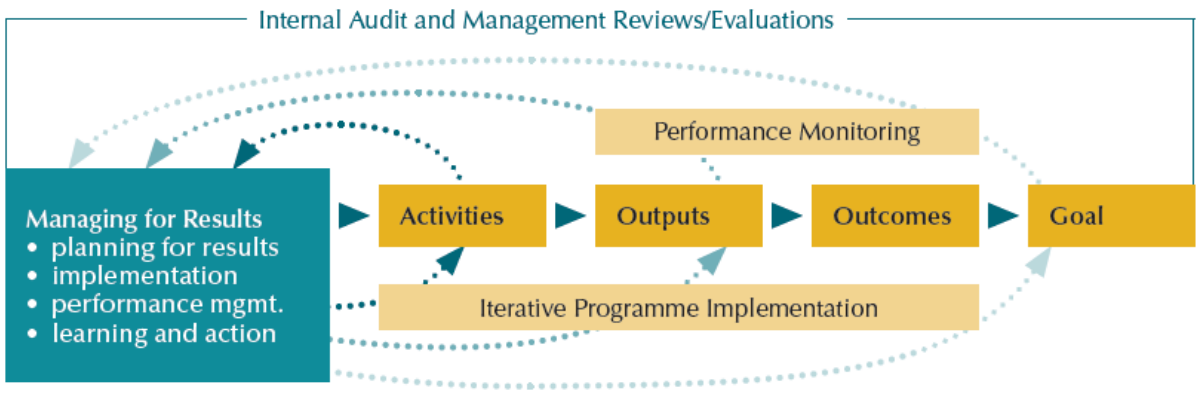
The Results framework (see Table 7 below) appropriately reflect the results anticipated in the Strategic Plan and outline the theory of change between the different desired results levels. The results are crafted in a coherent manner using a Results Based Management language and in full compliance with the SMART criteria. Each result is accompanied with Indicators, baselines and realistic targets that would guide implementation and measurement of results. Moreover, the results are consistent with the National Development Plan and the Sustainable Development Goals Outcomes.

The results framework has **four** outcomes which are anticipated to result in changes in the institutional and behavioural capacities that occur between the completion of outputs and the achievement of goals or an impact. The outcomes are high level results and are the collective priority usually at policy or programme levels. The realization of the outcomes will usually require the contributions of multiple institutions and sectors working together.

There are **thirteen** outputs to measure the changes in capacities of the sectors under the Ministry that results from the completion of activities. It is imperative that resources are provided and within the period specified. These outputs are to be measured for accurate reporting of progress made and hence they are all accompanied by indicators.

The indicators in the results framework are a mix of quantitative and qualitative variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of an intervention. Indicators are an integral part for operationalizing the M&E Plan. If a result cannot be measured through an indicator, or data for the indicator cannot be collected, it will be impossible to know whether the result was achieved. Hence, it is imperative that each indicator has an associated means of verification sources which will provide information that is readily accessible, reliable and up-to-date to measure progress.

Figure 4.1: The conceptual framework for articulating the results matrix is illustrated below:



4.3 Strategies for Monitoring and Evaluating the Strategic Plan

The **Strategies** for monitoring and evaluating the Ministry of Petroleum & Energy Strategic Plan (2021-2025) are outlined below:

The key interventions in the Strategic Plan require conducting monitoring and collecting routine data to assess performance of the implementation of projects, conducting field observations, periodically reviewing and evaluating the progress of these interventions. The routine monitoring activities need to be imbedded into the implementation of the interventions.

A schedule of key M&E activities (see Annex 5) should be developed as a guide for monitoring key implementation activities. The M&E activities range from annual reviews, field monitoring, mid- and end-term evaluations, etc. They create the platform for accountability and facilitates learning to enhance the performance of the sectors.

These M& E activities are:

1. **Field visits** to intervention sites at various stages of the intervention implementation. These visits provide valuable qualitative and quantitative information that cannot be obtained from written reports. It provides an insight into the processes and opportunity for quick remedial of actions (if need be) for the interventions. It is best practice, that standardized field monitoring checklist and report templates are developed for use. During site visits, data can be derived from records, registers, etc. that are all available and should be noted and may be used for reporting on progress of the intervention.

2. **Annual Reviews** - These events provide stakeholders an opportunity to come together and formally review, take stock of progress made, challenges encountered, and effect changes (if necessary) to the workplans (see Annex 6). These activities assist in ensuring that the national strategy is built into the work plans and kept 'alive', relevant and on track to achieving the set goals.

3. At mid- and end-term of the Strategic Plan, it is recommended that **evaluations or in-depth reviews** are conducted to assess:

- Which results have been achieved?
- Which strategies are working effectively and efficiently?
- Which strategies are not working and why?
- What are the intended and unintended results achieved?

Knowledge Generation activities are important to conduct to ensure that there is availability of data for reporting on the results framework. It is important that there is available data for accurate measurement of progress and support the realization of the programmes and projects envisaged results. The Ministry and the agencies under its purview should commission studies, surveys and evaluations taking into account technical and human resources capacities (feasibility). These activities should be synchronized with decision-making opportunities. See Annex 7 for an example of a calendar of knowledge generation activities.

All the information generated should be prioritized and there is a need to develop a Management Information System which will be used to store and manage data for easy access and use by different audiences. Lastly, a reporting template should be developed as a guide to ensure that the reporting on the Strategic Plan is coherent and accurately accounts the progress made.

The M&E Plan can only be fully implemented if adequate resources are provided to boost the capacities of the Planning, Monitoring and Evaluation Unit of the Ministry and associated sectors. The execution of this M&E Plan requires human and financial resources. There is need, therefore, to build consensus on enhancing the Planning Unit of the Ministry and developing an M&E system.

Table 7: Results Matrix of MoPE Strategic Plan

Strategic Plan Outcome 1: Responsive and accountable governance system established for effective implementation of policies and enforced regulations.						
Strategic Plan Outputs	**Key indicators**	**Base lines**	**Targets**			**Means of verification**
			2021	**2023**	**2025**	
1. Sector policies developed or reviewed for effective implementation	Availability of revised policies for the petroleum upstream and downstream sectors	No	No	No[1]	Yes	The revised policies documents
	Availability of a revised and aligned legislation for the Petroleum sector	No	No	No[2]	Yes	The revised legislation
	No of revised regulations in the petroleum sector	0	2	4	7	The revised regulations
	Availability of a policy for alternative use of fuel wood for cooking	No	Yes	Yes	Yes	Policy for alternative use of fuel wood
	Availability of a revised Energy Policy	No	Yes	Yes	Yes	The revised Energy Policy document
	Availability of a training policy for the Ministry	No	Yes	Yes	Yes	A Training Policy Document

[1] At least 50% of the policies will be revised

[2] At least, a draft of revised legislation is completed

	Availability of a Minerals and Mining Policy	No	Yes	Yes	Yes	The Minerals and Mining Policy
	Existence of an autonomous Petroleum Commission	No	Yes	Yes	Yes	The Gazette
	Availability of a communication strategy for the Petroleum upstream and downstream sectors	No	Yes	Yes	Yes	The communication strategy document
2. Governance structures established and functional	Existence of Boards in all the Institutions	No	Yes	Yes	Yes	The board minutes
	Percentage of board recommendations implemented annually	O	100% `	100%	100%	The board minutes
	Availability of a Consumer Grievance Redress System	No	No[3]	Yes	Yes	The MoPE Annual report
	Percentage of consumer complaints resolved	0	80%	80%	100%	The MoPE Annual report
	Availability of a Grievance Redress System for Licensees in the Petroleum Upstream sector	No	No	Yes	Yes	The MoPE Annual report
	Availability of a Grievance Redress Mechanism for Mining	No	Yes	Yes	Yes	The Geological Department Annual report
3. Adequate	No. of public private partnerships	0	3	5	9	The MoPE Annual report

[3] A working system draft completed

resources available and efficiently used for enhanced productivity	projects					
	Percentage of investment funds in petroleum infrastructure	Tbd	tbd	tbd	tbd	The MoPE Annual report
	Amount of investment funds available for energy infrastructure	0	$430 m	$516 m	$600 m	The MoPE Annual report
4. Local Participation enhanced in all sectors	Availability of local content policy	No	Yes	Yes	Yes	The MoPE Annual report
	No. of specialized professionals working in local companies	Tbd	Tbd	Tbd	Tbd	The MoPE Annual report
	No. of contracts awarded to local companies	Tbd	Tbd	Tbd	Tbd	The MoPE Annual report
5. Communication and partnership enhanced for effective service delivery	Availability of a sector wide communication strategy and/or plan	No	Yes	Yes	Yes	The communication strategy
	Availability of inter-Ministerial collaboration mechanism	No	Yes	Yes	Yes	The MoPE Annual report
	Availability of MoPE-Stakeholders' collaboration mechanism.	N0	Yes	Yes	Yes	The MoPE Annual report
	Availability of an Upstream Petroleum Partnership strategy for existing and potential licensees, regulator, government licensee and support services companies in the sector	No	No	Yes	Yes	The Upstream Petroleum partnership strategy document

	Availability of a partnership strategy for public-private opportunities in storage and quality control in the sector	No	No	Yes	Yes	The Partnership strategy document for Public- private Opportunities
	No. of press releases on mining activities for the public posted on the MOPE website annually	0	6	18	24	The press releases
	Availability of a brochure on mineral deposits	No	Yes	Yes	Yes	The Brochure on Mineral deposits

Strategic Plan Outcome 2: Reliable service delivery of environmentally-friendly diversified energy and petroleum products and geology available to all						
Strategic Plan Outputs	**Key indicators**	**Base lines**	**Targets**			**Means of verification**
			2021	**2023**	**2025**	
1. Reliable supply of Electricity accessible to all	% Increase in transmission and distribution capacity	55%	65%	85%	100%	NAWEC Annual reports
	% Increase in energy supplied from renewable sources of solar, Wind, biomass and hydro energy	1%	25%	50%	60%	NAWEC Annual reports
	% decrease in transmission and distribution losses	20%	2%	2%	2%	NAWEC Annual reports
	increase in electricity generation in GWH	351 gwh	421 gwh	505 gwh	600 gwh	NAWEC Annual reports

2. A diversified supply of quality petroleum products secured to meet domestic demand at competitive market prices	Existence of additional storage depot	No	No	Yes	Yes	Petroleum Commission annual reports
	Existence of a monitoring and Quality Control facility	No	No	Yes	Yes	Petroleum Commission annual reports
	Existence of an inter-institutional licensing and monitoring committee for Oil Marketing Companies, Importers, Re-exporters and Storage Facilities	No	No	Yes	Yes	Petroleum Commission annual reports
3. Natural resources explored and exploited in a judicious manner in accordance with standardised Geology services	Availability of a GPS coordinates for nation-wide maps of all mining sites	No	Yes	Yes	Yes	Geological Department Annual reports
	Percentage of digitalised Geological maps and reports	0	100%	100%	100%	Geological Department Annual reports
	No. of abandoned mining sites rehabilitated	0	100%	100%	100%	Geological Department Annual reports
	No. of annual reports produced on tonnage of minerals mined and revenues accrued	0	1	3	5	Geological Department Annual reports

Strategic Plan Outcome 3: Regional integration and cooperation for enhanced economies of scale and harmonised laws and regulations of natural resources				
Strategic Plan	**Key indicators**	**Base**	**Targets**	**Means of verification**

Outputs		lines	2021	2023	2025	
1. South- South cooperation pursued and engaged	No. of signed south-south cooperation MOUs	0	5	1	2	The MoPE Annual report
	Volume of re-export trade for refined petroleum products	Tbd	Tbd	Tbd	tbd	The Petroleum Commission Annual report
	No. of regional proposals developed	0	5	2	2	The MoPE Annual report
	% increase in affordable Electricity imports from the regional market	1.2%	20%	25%	30%	The MoPE Annual report
	Availability of an adopted ECOWAS Model Mining and Minerals Development Act	No	Yes	Yes	Yes	The MoPE Annual report
	Rate of adherence to the standards of Extractive Industries Transparency Initiatives (EITI)	0%	50%	80%	100%	The MoPE Annual report
2. Capacities enhanced through south-south development opportunities	Availability of a regional database on petroleum	No	Yes	Yes	Yes	The MoPE Annual report
	No. of personnel trained	0	tbd	tbd	tbd	The MoPE Annual report
	No. of regionally accessible/used facilities	0	tbd	tbd	tbd	The MoPE Annual report
	No. of staff on secondment with regional partners	5	10	15	20	The MoPE Annual report
	No of staff trained on quality testing and assurance of	0	tbd	tbd	tbd	The MoPE Annual report

	petroleum products					

Strategic Plan Outcome 4: Organizational structures and systems with the appropriate human resources, skills and competencies in place to achieve organizational objectives						
Strategic Plan Outputs	**Key indicators**	**Base lines**	**Targets**			**Means of verification**
			2021	**2023**	**2025**	
1. Qualified and adequate skilled personnel available in all sectors	No of specialised petroleum professionals recruited	Tbd	tbd	tbd	Tbd	The MoPE Annual report
	No of specialised energy engineers recruited	6	10	15	18	The MoPE Report
	No of specialised renewable energy skill labour	2	5	8	10	The MoPE Report
	Existence of an Undergraduate Earth Science Programme at UTG	No	Yes	Yes	Yes	The MoPE and Geological Department Annual Reports
	Availability of a costed training plan for the Institution	No	Yes	Yes	Yes	The MoPE Annual report
	Implementation rate of the training Plan	0	30%	85%	100%	The MoPE Annual report
	Availability of training budget for the Ministry	Yes	Yes	Yes	Yes	MoPE Annual Report
	Availability of a recruitment policy for increased women representation at Managerial and technical levels	No	Yes	Yes	yes	The MoPE Annual report
2. Institutional systems established and functional	Availability of an M&E system	No	Yes	Yes	Yes	The MoPE Annual report
	Availability of a Human Resources System	No	Yes	Yes	Yes	The MoPE Annual report

	Availability of a Management Information System	No	Yes	Yes	Yes	The MoPE Annual report
	Existence of Geological Department offices in all regions	No	No	Yes	Yes	The MoPE Annual report
3. Effective coordination and collaboration in and between all sectors in the institution	Existence of a Permanent inter-institutional licensing committee	No	Yes	Yes	Yes	The MoPE Annual report
	Existence of a coordination committee for the Petroleum Downstream stakeholders	No	Yes	Yes	Yes	The MoPE Annual report
	Existence of a representative of the Geological Department in all statutory committees	No	Yes	Yes	Yes	The MoPE Annual report
	No. of Policy Committee Meetings	0	4	12	20	Policy committee meeting minutes
	Percentage of Policy Committee recommendations implemented	0	100%	100%	100%	Policy committee meeting minutes

Chapter 5: Implementation Arrangements and Risk Analysis and Mitigation

5.1 Introduction

Effective implementation of the Strategic Plan requires on the one hand, robust implementation arrangements that ensure effective internal oversight and coordination, and on the other hand a clear delineation of roles and responsibilities for all stakeholders and partners that will be involved in the Strategic Plan.

In addition, an analysis of risks and identification of the related mitigation strategies is vital for success and sustainability. This chapter (5) therefore presents arrangements for plan implementation, which deals with the internal oversight mechanisms and the roles and responsibilities of stakeholders. The chapter also presents a risk analysis and mitigation matrix for the MoPE Strategic Plan 2021-2025.

5.2 Internal Oversight Mechanisms for Plan Implementation

The Ministry has oversight responsibility for three critical sectors that are of vital importance to the country's growth and economic development prospects. Robust oversight mechanisms are therefore necessary to ensure a smooth implementation of its Strategic Plan. This section outlines internal mechanisms for plan oversight.

Two internal oversight mechanisms within the Ministry are proposed, namely:

- A Policy Committee – to be chaired by the Hon Minister and with membership composed of senior management within the Ministry and consisting of the Permanent Secretary, Adviser to the Minister, the two Deputy Permanent Secretaries, the Heads of the autonomous Entities under the Ministry (NAWEC, GNPC), Petroleum Commission, Director of Energy Unit and Director of Geological Department.
- A Technical Committee – chaired by Permanent Secretary and assisted by the Planning Unit and involving Technical leads from Energy Unit, Geological Department, GNPC, NAWEC and Petroleum Commission.

Table 8 below outlines the main tasks of these committees.

Table 8. Main Tasks of Committees.

Oversight Mechanism	Membership	Main Tasks & Modus Operanda
Policy Committee	• Hon. Minister • Permanent Secretary • Adviser to Minister • Commissioner of Petroleum • Deputy Permanent Secretaries (2) • Deputy Commissioner of Petroleum • Director of Energy Unit • Director of GNPC • Director of NAWEC • Head of Planning Unit	*Main Tasks* • Provide overall policy oversight for the Strategic Plan • Reviews Progress Reports on Strategic Plan Implementation • Approves adjustments to the Strategic Plan taking into account new developments in various sectors • Assists sectors to mobilize resources to meet Strategic Plan objectives *Modus Operandi*

		• Chaired by Hon Minister • Meets at least twice a year • A Deputy Permanent Secretary to serve as Secretary
Technical Committee	• Permanent Secretary • Head of MoPE Planning Unit • Head of MoPE Energy Unit • Head of MoPE Petroleum Unit • Deputy Director Geological Department • Head of Planning NAWEC • Head of Planning GNPC	*Main Tasks* • Provides technical oversight for plan implementation • Coordinates the preparation of progress reports on SP Implementation • Coordinates the MTR and Final Evaluation of the SP • Ensures integration of adjustments to the Strategic Plan as directed by the policy committee • Ensures that an integrated annual planning and review is put in place and functional • Identifies and alerts the Policy Committee on any implementation challenges likely to impede progress • Prepare and hold annual stakeholders' forum *Modus Operandi* • Chaired by Permanent Secretary • Meets at least quarterly • Secretariat provided by Planning Unit, MoPE

Notwithstanding the Ministry level oversight mechanism, each of the respective sectors will be encouraged to set up internal mechanisms to monitor implementation.

For example, in the Petroleum Sector, it was recommended that a Strategy Implementation Team be set up. As the Ministry continues to develop and improve strategy for the development of the sector, it is essential that a team dedicated to such implementation is developed within the Ministry. This will help separate policy development from implementation for better efficiency. The composition and operational modalities of such a team will be determined by Senior Managers of the sector within the Ministry.

5.3 Implementation Responsibility Matrix

The Ministry will need the support and contribution of its many stakeholders and partners if the Strategic Plan is to be successfully implemented. It is therefore essential to clearly identify which stakeholders will be involved in what areas of the Strategic Plan. Table 9 is an implementation responsibility matrix which identifies lead players for each of the outcomes of the Strategic Plan and the associated partners and stakeholders.

To enable stakeholders to effectively play their part, the Ministry will organize Annual Stakeholders' Forum bringing together all relevant stakeholders in order to foster a participatory and inclusive process in the implementation and review of the Strategic Plan.

Table 9: Implementation Responsibility Matrix of the MoPE Strategic Plan 2021-2025

Outcomes	Sector	MoPE	Government MDAs	Non-state Actors	Partners
Strategic Objective 1 (SO1): To put in place appropriate policies, legal and regulatory frameworks and enhance service delivery in the energy, petroleum and geology sectors					
Outcome 1: *Responsive and accountable governance system established for effective implementation of policies and enforced regulations.*	Ministry	Lead: Senior Management Others: Communication, ICT, Planning, Petroleum, Geological Department and Energy Unit	MoFEA, PMO, OP, NA MoEnv, MoLGL, MoJ, MoICI,	Private Sector Operators, NGO, CSO, Communities	Development Partners, Donors
	Energy	Lead: Senior Management and Energy Others: Administration. (Planning, ICT Units)	MOFEA, PMO, OP, NA, PURA, MoLGL, NAWEC, MECNAR, NEA	CSO, NGO, IPP, REAGAM, ASCEG	WB, EU, UNIDO, GEF, ECREEE, IRENA, AfDB, UNDP
	Petroleum	Lead: Senior Management Others: Petroleum Commission, ICT, Planning Units	Upstream: MoJ, Geological Department, GNPC, Petroleum Negotiation Committee (through the Gambia Oil II Project), NA, MoICI, GRTS, Downstream: PURA, Department of Physical Planning, National Environment Agency, GFRS	Upstream: GCCI, TANGO, Private Media, CSOs Downstream: OMCs, Gam-petroleum, Transporters	AfDB (ALSF), Development Partners, MSGBC Basin States (Ministries of Petroleum)
	Geology	Lead: Senior Management, Geological Department Others: Special Mining Advisory Committee, Planning Unit	MoJ, NEA, MoLGL, NA LGAs/Councils, GT Board	VDCs, NGOs, Quarrying/Mining Licence holders Affected Local Communities, Mass Media	ECOWAS Commission, Development Partners, Bilateral Partners, EITI
Outcome 2: *Reliable service delivery of environmentally-friendly diversified energy, petroleum and geology products available to all*	Energy	Lead: Senior Management and Energy Others: Administration (Planning, ICT Units)	MECNAR, NEA, PURA, NAWEC, NA, MoFEA	CSO, ASCEG, REAGAM	UNIDO, GEF, WB, AfDB, UNDP, EU
	Petroleum	Lead: Senior Management Others: Petroleum Commission	PURA, NEA, MoFEA	Gam-petroleum, Traders (Petroleum Products)	Development Partners
	Geology	Lead: Geological Department Others: Senior Management, Special	MoHERST, UTG	Gambia Association of Civil Engineers & Architects, GamWorks Agency,	

Outcomes	Sector	MoPE	Government MDAs	Non-state Actors	Partners
		Advisory Management Committee		Private Construction Contractors	
Outcome 3: *Regional integration and cooperation for enhanced economies of scale and harmonized laws and regulations of natural resources*	Energy	Lead: Senior Management and Energy Others: Administration (Planning, ICT Units).	MOJ, MOFEA, Ministry of Trade, MoFA, NAWEC	GCCI, CSO	WAPP, ERERA, OMVG, ECREE
	Petroleum	Lead: Senior Management Others: Petroleum Commission, Procurement, Planning Units	MoFA, MoJ, PNC	Private Legal Practitioners, Gambia Bar Association	MSGBC States, ECOWAS, AU
	Geology	Lead: Senior Management Others: Planning Unit	NA, MoJ, MoFEA	Gambia Bar Association, Media	ECOWAS Commission, International Partners
Strategic Objective 2 (SO2): To ensure that MoPE has the requisite institutional and human capacities to realize the vision, mission and mandate of the Ministry and fully implement its Strategic Plans					
Outcome 4: *Organizational structures and systems with the appropriate human resources, skills and competencies in place to achieve organizational objectives*	Ministry	Lead: Senior Management Others: Planning, Communication, ICT, Energy Units, Petroleum, Geological Department	PMO, OP, MoFEA, MoJ, NA, MoWCSW, MoHERST	Private Sector Operators	Development Partners, Donors
	Energy	Lead: Senior Management and Energy Others: Administration (Planning, ICT Units)	MoFEA, PMO, UTG, GREC	CSO	WB, EU, UNDP, ECREE, IRENA, UNIDO
	Petroleum	Lead: Senior Management, Petroleum Commission Others: Planning and Procurement Units, Geological Department	Upstream: Gambia National Petroleum Corporation, PNC, MoJ, NA, MoFEA, OP, PMO, MoFA, MoHERST, UTG, GTTI Downstream: PURA, MoLGL, MoFA, OP, PMO, MoFEA, MoHERST, UTG,	International/Foreign Training Institutions, Foreign Universities	MSGBC Basin States (Petroleum Ministries), Development Partners, Regional Training Bodies (eg. Regional Maritime University), Donors, Licensees
	Geology	Lead: Geological Department Others: Senior Management, Special Mining Advisory Committee, Planning Unit	PMO, PSC, MoFEA, NA, MoHERST, UTG, GTTI	Mass Media, NGOs VDCs, Affected Communities, Gambia Association of Civil Engineers & Architects, GamWorks Agency, Private Construction Contractors	International partners, ECOWAS Commission, Bilateral Partners, Regional Training Institutes,

Outcomes	Sector	MoPE	Government MDAs	Non-state Actors	Partners

5.4 Risk Analysis and Mitigation

The Energy and Petroleum Sectors, and to a lesser extent, Mining and Geology are sensitive sectors with many inherent risks in their development, exploitation and management. These risks need to be understood and mitigation measures put in place in order to safeguard their judicious management. Table 10 identifies various risk factors and proposes mitigation measures for the respective sectors.

Table 10: Matrix of Risks and Mitigation Measures

Risk Category	**Mitigation Measures**		
	Energy	Petroleum	Geology
Political and Governance Risks	The high-level commitment of Government to the Energy Sector coupled with a strong NAWEC Board and effective regulation will also mitigate the political and governance risks.	This is a generic risk for all forms of investment but more so for a sector which is an extremely high-cost initial and operating investment sector. This can be highlighted as one of the reasons (amongst others) for a lack of interest by majors and supermajors before 2016 in The Gambia. As the country redefines its democracy and respect for rule of law, it is essential that investors continue to see a progressive democracy for them to make the required investments for the sector.	Uncontrolled and illegal mining of construction materials from authorised and unauthorised sites by licensed and unlicensed contractors pose challenges for communities, Geological Department and Government (revenue) in general. Continued Government commitment to a well-regulated Mining sector coupled with a strengthened Special Mining Advisory Committee granted legal status in the mining regulations scheduled to be amended, introduction and enforcement of a Grievance Redress Mechanism, and the setting up of Geological Department offices in all Regions will mitigate political and Governance risks.
Macroeconomic Risks	Government's commitment to proactive deb restructuring with the support of development partners, fiscal discipline, reduction of domestic borrowing/financing, and	The direct risk from the volatility of oil prices especially with the continuous development of green energy technology is one which investor are continually aware of. Providing an	Government commitment to providing an enabling environment for contractors, communities and investors to undertake sustainable exploitation of the

	maintaining a flexible exchange-rate regime.	environment which encourages investment regardless of the potential for oil price dives is key to increasing advantage for the sector in The Gambia.	mining/geological resources will mitigate macro-economic and associated risks.
Worsening Fiscal Terms		Ensuring that fiscal terms do not change is an impossibility for any economy, but especially for frontier countries yet to understand the extent of their resources. Providing fiscal stability is key to reducing risk for investors and in extension, the sector. Currently, the PEPLA provide stability through the "Economic Stabilization" Clause. It is essential for future reviews and developments of the model license take this into consideration	
Sector Strategies and Policies Risks	Success depends on continued commitment from the political leadership coupled with the support of MOPE and Board and Management of NAWEC as well as the willingness to accommodate lessons learnt at the Sectoral level. The creation and effectiveness of the Energy Sector Road Map Taskforce led by MOPE will certainly mitigate risks associated with sector strategies and policies.	Adequate and transparent legislation and policies will help mitigate risks.	
Institutional Capacity for Implementation	Government's continued commitment to Civil Service Reforms (2018-2027) buttressed by strong vision and leadership at the level of the Ministry. Strong national institutions coupled with adequate and transparent legislation and policy frameworks.		

and Sustainability	A stable, highly trained and well-motivated staff supported by a dedicated and adequate training budget and an efficient and effective training plan. Adequate and timely disbursement of funds from MoFEA, donors and investment partners.		
Conflict and Insecurity	Strong national institutions and policies coupled with national and regional political stability will mitigate the risks of conflict and insecurity.	Security risk evaluates the likelihood of state or non-state actors engaging in actions that harm the financial, physical and human assets of a company, and the extent to which the state is willing and able to protect those assets. Actors that may pose a security risk include political extremists, direct action groups, the security forces, foreign armies, insurgents, petty and organised criminals, protesters, workforces, local communities, indigenous groups, corrupt officials, business partners, and in-country company management and staff." It is imperative therefore for the sector in The Gambia to be stable enough to boost investor confidence. License terms should also be able to protect investors to some extent against security risk. The improvements of the PEPLA provide improved protection for investors and is something to build on as legislation improves.	The mining of construction materials without adequate monitoring has not only left eyesores in many parts of the country - abandoned mining sites, degraded scenery, fragmented landscape, and threatened ecologically sensitive coastal beaches -, but has also increased tensions between mining contractors and communities often leading to violent confrontations. In order to regulate and contain such activities, the Special Mining Advisory Committee will be strengthened, a Grievance Redress Mechanism introduced and enforced, and Geological Department Offices established in all the Regions of the country. Promote Corporate Social Responsibility among mining contractors and investors.
Disease Pandemics	Strict adherence to WHO/MoH protocols on masks, hand-washing and social distancing, leveraging on technology for virtual meetings coupled with the advent of vaccines will mitigate risks associated with the Covid-19 Pandemic.		

Annex 1A: List of Institutions and Persons Consulted - Energy Sector

1. **Office of President/PMO**
   Elizabett Jp Bahan,
   Momodou Lamin Dibba,
   Isatou Dibba, Isatou Nyassi,
   Lamin Saidy,
   Sheriff Jallow,
   Ousman Barrow,
   Musa Camara,
   Awa Jobe,
   Musa Satto,
   Ebrima MK Jarjue,
   Saifou S. Bafgie
2. **Ministry of Finance and Economic Affairs** -
   Alagie Fadera
3. **Ministry of Petroleum and Energy**
   Kemo Ceesay,
   Lamin Marong
   Babucarr Bittaye
4. **PURA**
   Momodou Sompo Ceesay
   Matarr Touray
5. **NEA**
   Mr Camara
6. **GCCI**
   Babucarr
7. **World Bank**
   Christopher Trimble
   Lydia
8. **NAWEC**
   Edrissa Jarjue,
   Bakary kanteh,
   Alhagie Dibba,
   Tijan Manneh,
   Ngoneh Jallow,
   Momodou Sankareh,
   Amat Cham,
   Momodou Alieu Bah,
   Tijan William,
9. **PETROGAS**
   Mr. Conteh
10. **Ministry of Justice**
    Mr. Saho
11. **GEF/UNIDO**
    Kadijatou Diallo
    Emmanuel Correa
12. **REAGAM**
    Chris Dean
    Sait Gaye
13. **MoLRG - LAND & Physical Planning**
    Kebba Ceesay,
    Mamudou Manjang,
    David Gomez,
    Fatou Gibba
14. **GIEPA**
    Mr. Sowe
15. **Ministry of Trade**
    Bai Mass Mbye
    Mr Kanteh and Team
16. **EU**
17. **OMVG**
    Edrissa Jarju
    Bailamin Sillah
18. **National Assembly**
    Mr. Jobe
19. **GBOS**
    Lamin Dibba
20. **Gambia Tourism Board**
    Mr. Camara
21. **Gambia Hotel Association**

Annex 1B: List of Persons and Institutions Consulted – Petroleum Sector

1. **Office of President/PMO**
   Elizabeth JP Bahan,
   Momodou Lamin Dibba,
   Isatou Dibba,
   Isatou Nyassi,
   Lamin Saidy,
   Sheriff Jallow,
   Ousman Barrow,
   Musa Camara,
   Awa Jobe,
   Musa Satto,
   Ebrima MK Jarjue,
   Saifou S. Badgie
2. **Ministry of Finance and Economic Affairs**
   Alagie Fadera,
   Momodou K. Dibba,
   Jumu Wally,
   Momodou Sambou
3. **Ministry of Petroleum and Energy**
   Jerreh Barrow,
   Kannie Touray,
   Buba Bajo,
   Sayerr Sarr
4. **PURA**
   Momodou Sompo Ceesay
   Matarr Touray
5. **NEA**
   Lamin Camara
6. **WB**
   Christopher Trimble
   Lydia
7. **Gambia National Petroleum Corporation**
   Yaya F. Barrow,
   Dr. Lamin Sanyang,
   Anna Kwokori,
   Lamin Manneh,
   Isatou Jallow,
   Lawrence Drammeh,
   Sukai Jah
8. **PETROGAS**
   Lang Conteh
9. **Ministry of Justice**
   Abdou Aziz Saho
10. **MoLRG - LAND & Physical Planning**
    Kebba Ceesay,
    Mamudou Manjang,
    David Gomez,
    Fatou Gibba
11. **GIEPA**
    Momodou Lamin Sowe
12. **Ministry of Trade**
    Bai Mass Mbye
    Mr Kanteh and Team
13. **Ministry of Environment**
    Ibrahim Colley
14. **Geological Department**
    Alieu Jawo
15. **GeoPartners**
    Jim Gulland
16. **TGS**
    David Contreras
17. **National Roads Authority**
    Fallou Ndow
18. **Atlas**
    Hally Mass Jobe
    Dodou Njai

Annex 1C: List of Institutions, Localities and Persons Consulted – Geology Sector

1. Brikama Area Council Modou Jonga CEO **2. NEA** Lamin Camara, Senior Programme Officer Environmental Impact Assessment (EIA) **3. Geological Department** Abdoulie M. Cham Director **4. Ministry of Evn., Climate Change & Natural Resources** Contact person: Alagie Manjang DPS **5. Gunjur-** a) Gike Darboe b) Fattyding Darboe c) Bai Darboe d) Saikuba Barrow e) Momodou Bojang f) Kittim Barrow g) Momodou Jabang h) Momodou Manneh i) Yusufa Touray j) Fakaba Touray k) Karamo Barrow l) Omar Barrow m) Mbyeding Janneh	**6. Sanyang-** a) Lamin Jabang b) Gibba Jabang c) Burukus Gitteh d) Essa Jabang e) Saikou Konteh Bojang **7. Pirang-** a) Maliane Touray b) Baba Bojang c) Nyakasi Bojang d) Borry Njie e) Pabi Manneh f) Amadou Touray g) Alagie Bambo Touray h) Lang Bah i) Lamin Araba Sanyang	**8. Faraba Banta-** a) Omar Kujabi b) Nfally Saidykhan c) Lamin Sanyang d) Bakary Colley e) Essa Saidykhan f) Iso Camara g) Salif Jallow h) Binta Sano **9. Bafuloto-** a) Ebou Badjie b) Kebba Saidy c) Amadou Colley d) Madi Saidy e) Ousman Saidy f) Dukanda Sarjo

Annex 1D: List of MoPE Staff Consulted for the Institutional Capacity Assessment

	Name	Designation
1.	Jerreh Barrow	Commissioner of Petroleum
2.	Kanni Touray	Deputy Commissioner of Petroleum
3.	Momodou B Sarr	Adviser to Hon. Minister
4.	Mansata M Darboe	Deputy Permanent Secretary
5.	Oulaye Camara	Deputy Permanent Secretary
6.	Abdoulie Jallow	Geological Assistant
7.	Abdoulie M Cham	Director of Geological Department
8.	Adama Gassama Jallow	Senior Energy Officer
9.	Alieu Jawo	Assistant Director of Geological Department
10.	Sanna Fatajo	Senior Planner
11.	Amadou Kinteh	Assistant Secretary
12.	Amie Touray	Private Secretary I (Commissioner of Petroleum)
13.	Aminata Sankareh	Assistant Accountant
14.	Aminata Sanneh	Information Officer
15.	Babucarr Bittaye	Principal Energy Officer
16.	Bafoday Sanyang	Senior Energy Officer
17.	Buba Bajo	Principal Petroleum Officer
18.	Bubacarr Cham	Inspector, Mines & Quarries
19.	Bubacarr Jallow	Assistant Procurement Officer
20.	Eliman Joof	Senior Procurement Clerk
21.	Emily Macauley	Accounts Clerk
22.	Fatou Kineh Jeng	Senior Assistant Secretary
23.	Fatou Njie Freeman	Principal Private Secretary (Permanent Secretary)
24.	Isatou Jah	Assistant Records Officer
25.	Ismaila Saho	Inspector, Mines & Quarries
26.	Kemo K Ceesay	Director of Energy
27.	Kumba Saho	Principal Private Secretary (Hon. Minister)
28.	Lamin F Ceesay	Assistant Secretary
29.	Lamin K Marong	Senior Energy Officer
30.	Maimuna Jobarteh	Records Clerk
31.	Mariama Bah	Senior Planner
32.	Mohammed Lamin Sanneh	Senior ICT Support Technician
33.	Musa Bah	ICT Support Technician
34.	Sayeer G Sarr	Petroleum Data Assistant
35.	Sheick Omar Bittaye	Principal Assistant Secretary
36.	Yira Jammeh	Principal Assistant Secretary
37.	Zainab Mendy	Senior Records Supervisor

Annex 2: List of Documents Consulted/Reviewed

Energy

1. Electricity Act 2005.
2. National Energy Policy 2005
3. SEFA SGR-Gambia GMG Country Programme_
4. The Gambia SE4ALL Action Agenda February 2015
5. DOE Strategic Plan 2015 -2020
6. Electricity Road 2018
7. WAPP 2020-2023 Business Plan
8. Draft Ministry of Energy (MoE), THE GAMBIA -STRATEGIC PLAN (2016 – 2020)
9. Civil Service Reform Programme (CSRP) 2018-2027 Strategy
10. Gambia Electricity Road Map Update Demand estimation and forecast final report 2020
11. Gambia Electricity Restoration and Modernization Project (GERMP) M&E Report Project Progress Report (August 2020)
12. NAWEC Draft Strategic Plan 2019 to 2025
13. National Energy Policy - The Gambia - 2014-2018
14. Renewable Energy Act 2013
15. PURA act 2001
16. The National Environmental Agency Act
17. Land Compensation act
18. The NEMA
19. National Development Plan
20. GERMP progress report

Petroleum

1. National Environment Management Act (NEMA) 1994
2. Petroleum Products Health, Safety and Environment Regulations 2017
3. Ministry of Petroleum & Energy, Mid-Year Budget Performance Report 2019
4. Ministry of Petroleum & Energy, Programme Based Budgeting Framework 2020-2023
5. Petroleum Commission Annual Report 2019
6. Petroleum Storage Facilities Regulation 2017
7. Petroleum Products Emergency Supply Plan Regulations 2017
8. Petroleum Products Importation Regulations 2017
9. Petroleum Service Stations Regulations 2017
10. Petroleum Products Transportation Regulations 2017
11. Ghana Petroleum (Exploration, Development and Production) Act 2016
12. Ghana Petroleum Commission Act, 2011
13. Ghana Petroleum Revenue Management Act 2015
14. International Association for Energy Economics, Nigeria Local Content, Challenges and Prospects – Jean Balouga
15. World Bank Group, Balancing Petroleum Policy toward value sustainability and security – Alexander Huurdaman & Anastasiya Rozhkova
16. ResearchGate, Challenges in Africa Oil and Gas Sector – Norbert Musisi
17. Gambia Petroleum (Exploration, Development and Production) Act 2004
18. Model Petroleum Exploration, Development and Production License 2019
19. Petroleum Revenue Policy of the Ministry of Petroleum & Energy (Draft – 2019)
20. Gambia Oil II Project, Workstream Summary, Summary of Deliverables
21. Gambia National Petroleum Corporation Strategic Plan (2020)
22. PURA act 2001
23. The National Environmental Agency Act
24. Land Compensation Act
25. One Downstream (Deloitte), Strategic Imperatives for the evolving refining and chemical sectors

Geology

1. Mines and Quarries Act, 2005
2. Mines and Quarries Regulations, 2011
3. Restricted Minerals (Precious) Regulations, 2019
4. National Environment Management Act, 1994
5. EIA Procedures, National Environment Agency, 1999
6. Reports of Special Mining Advisory Committee, MOPE, 2019-2020
7. Review of the Constitutional Review Commission on the Draft Constitution for the Third Republic of The Gambia, 2020
8. ECOWAS Model Mining and Minerals Development Act (EMMMDA), ECOWAS Commission, 2019
9. The EITI Standard, Extractive Industries Transparency Initiative, 2019
10. Minerals and Mining Policy of Ghana, Ministry of Land and Natural Resources, 2014
11. Mining and Minerals Policy of Kenya, Ministry of Mining, 2016
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Institutional Capacity Assessment

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Annex 3: Main Findings and Recommendations of the MoPE Institutional Capacity Assessment

Introduction

The ICNA was conducted at three levels namely: i) *Institutional/Policy* level (the policies, legislation, power relations and social norms that describe the broader system within which individuals and organizations function, and one that facilitates or hinders their existence and performance); ii) *Organizational level* (the internal policies, arrangements, procedures and frameworks that allow an organization to operate and to deliver on its mandate); and iii) *Individual/Human Resources level* (the experience, knowledge, skills and competencies vested in people).

Accordingly, three tools (Questionnaires) were developed along these three levels and administered to the three categories of staff at the policy, technical and administrative levels. In keeping with standard practice, each tool has a provision for respondents to make recommendations, expand, qualify or clarify their input.

The tools were administered to individual staff while consultations with the Consultant was on a one-on-one basis in order to ensure maximum confidentiality. Questionnaires were sent out in electronic form followed by a face-to-face session between Consultant and individual staff. Completed forms were then forwarded by individual staff via email to the Consultant.

The Questionnaires were sent to thirty-six (36) members of staff, and the same number of staff attended the face-to-face sessions with the consultant. However, of the 36 Questionnaires sent out, 28 (78%) respondents submitted the completed forms.

Institutional/Policy Level Assessment

On effectiveness and adequacy of Legal and Regulatory frameworks, 24 (86%) respondents agree that their Organization is established by law while 23 (82%) confirmed that there exists a regulatory framework.

Similarly, 89% of respondents know the Vision and Mandate of their organization and 71% agree that the Vision and Mandate is appropriate to the NDP overall goal and strategic objectives.

However, 43% and 25% of respondents do not know whether the law governing their organization has been updated recently, and whether the Vision and Mandate are aligned to the NDP overall goal and strategic objectives respectively. Hence the need for the MoPE to sensitize/communicate more with the staff on the legal and policy frameworks of the Ministry.

On the question of effectiveness of Governance and Accountability mechanisms for which we received only 27 respondents, 18 (67%) and 17 (63%) respectively responded in the affirmative while 8 respondents representing 30% disagree that an effective governance mechanism exists.

A significant number of respondents agree to be working effectively with key partners within Government (93%) and outside of Government (86%). However, 13 (52%) out of 25 respondents indicated challenges working with partners, 20% disagree and another 28% have no idea.

Assessment Area	Recommendations
Effectiveness and Adequacy of Legal and Regulatory Environment	• MoPE to formulate the needed legal and regulatory framework to address the deficiency, as without a well-guided Legal and Regulatory Environment there would always be lapses in delivery; • Develop a legal and regulatory environment, provide mechanisms for staff to be compliant with it; • To review and update the existing frameworks while working on new ones to be at par with developmental aspirations of the sector;

	• The Department of Geology in consultation with stakeholders should develop regulations on mining, quarrying and restricted minerals so as to give better effect to the Act.
Effectiveness and Adequacy of the Policy Framework	• MoPE urgently needs a Vision, Mission and Strategic Plan for relevant, effective and efficient guidance to commensurate with the NDP; • MoPE should develop a Vision and Mandate that is aligned with NDP in order to achieve the overall goal and strategic benefits for the nation as a whole. • There should be a clear understanding of the Vision and Mandate in relation to the NDP • Vision Statement: To attain universal access to sustainable and improved energy services, petroleum and other mineral resources for a revitalized economy and national wellbeing. • Mission Statement: To coherently coordinate the formulation and implementation of energy, petroleum and mineral resource policies, strategies and programmes through effective public-private partnerships, regional and international strategic cooperation that ensures the sustainable supply of energy, and utilization of petroleum and mineral resources. • To establish an in-depth geological information and identify, assess, exploit and harness the country's mineral resources with a view to increase the resource base of the economy. • The Geological Department's main mandate and services is not well captured in the NDP, and its contribution to the national economic development is not fully reflected in the NDP
Effectiveness of Governance and Accountability Framework	• Organization should have effective governance and accountability framework; • Establish clear, inclusive and transparent rules and modus operandi; • Need an effective communication system for accountability and good governance system within the organization; • The governance and accountability framework needs to be enforced; • The Ministry should have a very effective governance and accountability framework that will make each and every one knows who to report to when the need arises.
Effectiveness of Mechanisms to Engage with Stakeholders	• Develop a policy that will guide the working relations with partners; • Proper coordination and communication. • Organization needs to develop a communication strategy • Strengthen the chain of communication between the parties involved with the Ministry. As effective and timely communication always seems to be a challenge within Gambian institutions. • To provide effective monitoring mechanism on the dealings with stakeholders. • Develop Memorandum of Understanding with stakeholders and always assign a focal person to manage the activities for every stakeholder.

Organizational Level Assessment.

On the question of alignment of the Vision, Mission and Mandate of MoPE to the NDP priorities, 19 (70%) out of 27 respondents confirmed the alignment while 7 (26%) respondents indicated they have no idea.

15 out of 27 respondents representing 56% agree that there exists a well-define and established organizational structure suited to deliver on the Ministry's Vision and Mission. While 52% of respondents confirm having challenges/shortcomings with the existing structure, 22% of respondents disagree.

On the issue of the Budget and Resources, 6 (21%) respondents agree that the Ministry's budget is adequate, 10 (36%) disagree and 11(39%) have no idea. A significant number of respondents (39%) believe the annual budget is not disbursed on time, 25% of respondents believe it is timely disbursed and 32% of respondents do not know. Similarly, 50% of respondents do not know whether the Ministry receives budget support from its donors. The Planning Unit of the Ministry should therefore endeavour to share information on the budget and budget processes with the rest of the staff.

On the issue of the adequacy of the systems in place to facilitate the efficiency of the Ministry's work, 14 (50%) respondents agree that there exist efficient Financial and ICT systems within the Ministry while 8 (29%) and 11

(39%) disagree respectively. Another 50% of respondents believe that an HR system does not exist in the Ministry.

On adequacy of equipment and work environment, the exercise reveals that 19 (70%) and 18 (67%) respondents out of 27 respondents agree that their working environment and equipment are adequate and functional while 8 (30%) and 9 (33%) respondents disagree respectively. Logistical support was classified as inadequate by 70% of respondents. Given the large number of respondents who disagree on the adequacy of the working environment, equipment and logistical support, it is important that the Ministry improves on the existing structures and equipment for greater motivation, productivity and staff retention.

Annual work plans are key in executing the Ministry's Mandate, but these must be well-designed and fully implemented to have the desired effects. The survey revealed that while 93% and 71% of respondents agree that annual work plans are developed and that implemented programmes adequately impact on the wellbeing of citizens, 46% of respondents believe that these work plans are not fully implemented and a combined 43% have no idea about these work plans, their implementation or impact. Senior Management/the Planning Unit should therefore be proactive in engaging and/or encourage all staff to participate in the development and implementation of the Ministry's work plans.

Monitoring and Evaluation (M&E) is a very important function in the existence of any organization/institution. Despite its importance, it is interesting to note that 14 (50%) respondents disagree that an adequate and effective M&E system and a well-trained M&E staff exist in the Ministry. On the management of data, the exercise reveals that 15 (58%) out of 26 respondents disagree that the Ministry has an adequate MIS, 4 (15%) respondents agree and another 7 (27%) have no idea at all. For efficiency, effectiveness and value for money, the Ministry should endeavour to have in place adequate systems for M&E and data management.

Assessment Area	Recommendations
Alignment of the Vision, Mission and Mandate with the NDP Priorities	• The Ministry to work on the alignment of its Mission with the NDP Priorities, • The Vision, Mission and Mandate should be aligned with the NDP priorities and every staff should be aware of the Vision and Mission's alignment with the NDP priorities • MoPE should revise its Vision, Mission and Mandate and align it with the NDP. • The Ministry's overall Mandate may be aligned to the NDP, but the Geological Department's Mandate is not well incorporated into/aligned with the NDP.
Adequacy of Structures to respond to our Vision, Mission and Mandate	• There is need to strengthen the organizational structure; • Create organizational structure that is aligned with our Vision and Mission. • To make the necessary changes on the organizational structure to suit the Vision, Mission and Mandate. • To better implement the Vision and Mission, the Ministry should have a strong middle management cadre to move its agenda. This will provide a bridge for the Head of the Institution and technicians and also support knowledge management.
Budget and Resources	• Need for consultation with MoFEA and donors to highlight the urgency of having the budget on time and also allocate enough funds for the Ministry's activities. • Create an effective budget disbursement plan and good budgeting tools. • Ensure timely disbursement of finances from the MoFEA and donors by requesting for allocation at least four weeks prior to the commencement of activities • MoPE and Ministry of Finance should focus more attention on providing adequate support to the Geological Department • The Ministry need to do a proper needs assessment and plan well for any short fall in the budget.

Adequacy of Systems in Place	• Strengthen the Planning Unit of Ministry to fully execute the M&E system/function which may include further capacity building and adequate resources to embark on M&E visits to project sites and acknowledge and act on M&E reports prepared by the M&E team. • Create a well-structured HR system that will deal with the affairs of employees and a well-structured M&E for effective programme implementation • Establish HR and M&E Systems and enhance the capacity of this unit to effectively carry out its functions. The Financial system needs to act fast to release funds for timely and effective implementation of activities. • The ICT system should be upgraded. • A proper and well-equipped ICT lab with enough offices for (MIS) staff should be built to ease their work or service. • Adequate and well-trained MIS and M&E officers should be employed to balance and control the financial statue of the Department (Geology). • To continue building capacity on M&E, ICT and MIS.
Adequacy of Equipment and Working Environment	• Action Officers should be provided with functional working tools such as laptop/desktop, printer and scanner to effectively and efficiently deliver their mandate. • The organisation should provide its employees with adequate and proper working tools; • Procurement should provide office stationeries on time for effectiveness; • Procure and/or repair non-functional vehicles, computers and photocopiers, • Ensure that a high internet bandwidth is available • Equal opportunity should be created for all employees except where there is a merit-based threshold; • Staffs should be provided with vehicles to easily access office and home. • Provide staff with transportation to and from work. • Staff with vehicle to be allocated fuel • Provide staff with a mini-van to ease their journey to work. The well-being of staff is also vital. • Purchase enough utility cars for staff for easy and convenient travel from home to work and to deliver correspondence (letters) to partners within and outside Government.
Planning Effectiveness and Delivery of Programmes	• Proper monitoring shoulder be encouraged by conducting quarterly and mid-year meeting to review AWP • Planning Unit should actively participate in Departments' activities implementation • Implementation of the annual work plans should begin early in the year, and Senior Management should get MoFEA to release funds accordingly/appropriately. • The KPIs to implement the work plan should be agreed on, and duties clearly assigned to responsible Heads to supervise and implement the AWP fully. • Various Units and Departments are not compliant with the workplan. Each Unit need to develop annual work plan and submit before the end of the year • Get Human Resources Management and M&E Units • Monthly meetings should be held at Senior Management level and at Unit or Department levels • Ensure all programmes in the work plan are implemented on time.

Adequacy of Systems for M&E and Data	• Establish an M&E System and enhance the capacity of this Unit to effectively carry out its functions. • Empower Planning Unit to undertake the M&E function • Create an adequate and effective M&E system and train staff for effective implementation. • Build capacity of, and provide adequate financial incentives for ICT, M&E and MIS staff. • Enough financial resources should be spent on developing an effective system and on training of staff. • Upgrade skills of the Geological Department's personnel in M&E .

Human Resources: Individual Skills, Knowledge and Competencies

On the issue of adequate leadership and vision, the survey reveals that 22 (79%) of respondents agree that the leadership and vision are adequate and 6 (21%) believe there is room for improvement. Similarly, 16 (57%) respondents agree that the Ministry has optimum middle managerial cadre to deliver, and 11 (39%) respondents believe there is room for improvement.

Staff with the right technical skills is an asset for any organization. While 39% of respondents agree that the Ministry has staff with the right technical skills to deliver on its Vision and Mission, 50% of respondents believe there is room for improvement.

On the issue of the existence of a Human Resource Development strategy, it is observed that while 29% of respondents agree, 32% disagree and another 25% have no idea at all.

On gender issues, 57% of respondents agree that women are well represented at managerial and technical levels in the Ministry, 11% disagree and 29% believe there is room for improvement. 32% of respondents disagree that a proactive policy exists to ensure that women are well represented at all levels within the Ministry. A combined response of 71% of respondents disagree that women are well represented, believe there is room for improvement and, that there is a proactive policy to get them well represented. This reveals an urgent need for the Ministry to redouble its efforts in getting women staff to be well represented at the managerial and technical levels within the Ministry.

Staff retention is a major challenge for many organizations as staff often leave for greener pastures and/or out of frustration with existing conditions or lack of opportunities. The survey reveals that 39% of respondents agree that the Ministry has been able to retain staff, while 32% disagree and 14% feel there is room for improvement. The Ministry should therefore improve on its staff retention strategies.

On the issue of specialized skills to implement the Vision and Mission, and NDP priorities, 50% of respondents believe there is room for improvement, and 39% agree. 36% of respondents believe the Ministry has short-, medium- and long-term measures to address gaps in specialized skills, 25% believes there is room for improvement, while another 36% have no idea.

An annual budget dedicated to training, if properly utilized, is critical for capacity building, professional development and staff retention. 68% of respondents agree that an annual budget for training exists, and 29% agree that there is room for improvement. 10 (40%) out of 25 respondents agree that the budget is effectively utilized, 20% disagree while another 20% feel utilization could be better improved. The existence of a Training budget is one thing, but using it effectively is quite another. Hence the need for the Ministry to ensure that the budget is properly utilised for the purpose for which it was allocated.

The existence of mechanisms for inter-ministerial collaboration and good team cohesiveness within the different units/structures of the Ministry have been affirmed by 54% and 61% of respondents respectively.

Opportunities and incentives for continuous professional development are critical in attracting, motivating and retaining staff. The survey indicates that 29% of respondents agree that opportunities and incentives for

continuous professional development exist, 21% disagree while 43% agree that the existing opportunities and incentives need to be improved.

Given these statistics, the Ministry should improve on the existing opportunities and incentives to motivate and retain its staff.

Knowledge sharing is important for professional development of staff and subsequent productivity/output. Hence the need to put in place mechanisms to facilitate knowledge sharing among staff. Given this importance, while only 25% of respondents agree that mechanisms for knowledge sharing exist in the Ministry, an overwhelming 96% agree that knowledge sharing among staff can be improved.

Assessment Area	Recommendations
Availability of Skills, Knowledge and Qualifications of Staff to fully Deliver on their Responsibilities	• More professional or on-the-job training needs to be provided for staff particularly in Management, M&E and PPA negotiations skills. • Appoint competent staff and also train the existing staff. • There should be proper training needs assessment and training to be based on the different needs of Ministry • The gaps in Policy and Project proposal development and implementation should be addressed. • Both the Ministry and the Geological Department are highly specialized areas that need competent skills and knowledge to effectively deliver on their mandate, hence the need to build capacity of staff. • Develop a policy for adequate women representation at Managerial and Technical levels • Take affirmative action to encourage women who are within the Science Sector to engage in engineering. • Heads of Units of the Ministry should encourage female members/staff to actively participate in technical programmes. • Encourage and motivate women to take up technical skills as careers which is a core function of the Ministry. • Government to come up with strategic plans to promote women participation and education in the sector to address inadequacy. • Motivation and adequate incentives to retain staff. • The organization can retain staff by motivation through in-country training, exposure in the sub-region and beyond to gain knowledge in cutting-edge information technological tools which will enhance effectiveness and productivity in exercise of our duties.
Availability of Highly Specialized Skills to Deliver on the NDP	• Need to encourage professional development of staff through training and capacity building, internships, workshops, continuous short- and long-term training • Staff should be availed the opportunity to train at least twice annually to reinforce knowledge and skills and be regularly updated on best practice. • To tie the budget expenses to the planned training needs as most of the time it is difficult to access the training budget. • Effectively use the Training budget with a well-planned training schedule for all categories of Staff. • Training budget needs to be used effectively to bridge the gaps for capacity building for junior staff • To ensure that the budget is entirely utilized for training with commitment to identify on a regular basis appropriate training programmes for staff. • Prepare training plan and make sure staff are trained as per the plan • Ensure more resource allocation and training decentralized at all levels • Training benefits should be reflected through performance. • Short, medium and long-term training is needed for all staff.

Effective Inter-Ministerial Collaboration Mechanisms	• A Government policy or regulation should outline and guide inter-ministerial collaboration more especially on cross-cutting issues • Sign MOUs and identify focal persons for every stakeholder for monitoring purposes • Regular consultations, motivation and commitment to enhance staff skills and capacity building • Ensure more frequent meetings to update staff, and have internal training and reporting of knowledge and skills and good practices to enlighten colleagues on paradigm shifts • Develop an effective communication plan • Adequate consultation, involvement and engagement.
Incentives and Opportunities for Continuous Professional Development	• Continuous professional development should be among the top priorities • Internships and attachments of 3 or 6-months at relevant institutions for hands-on experience should be encouraged • Professional and/or on-the-job training need to be provided for staff particularly in Management, M&E and PPA negotiations skills • Incentives and opportunities for profession development should be created and promoted for sustainability of the organization • Need to encourage professional development and capacity building • There should be continuous professional development within and outside Government • Management should have the Will and commitment to professional development.
Mechanisms for Knowledge Sharing	• Develop a policy that will encourage knowledge sharing among staff • Develop a strategy for knowledge sharing and organize debriefing sessions for staff returning from any training and travel to share their experience or knowledge with colleagues • Enforcement by Management of regular internal training sessions • Senior Management to encourage quarterly staff meetings, workshops or seminars • Provision of training or capacity building reports and also step-down training to the rest of colleagues • In-service training and knowledge sharing among Units through staff meetings conducted at regular intervals • Presentations created and shared at least through email.

Annex 4: Schedule for Key M&E Activities Template

Activities	**Phase 1**											
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Develop Annual Workplan												
Conduct Field Monitoring												
Activities	**Phase 2**											
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Conduct Mid-year Review												
Conduct End-year Review												
Activities	**Phase 3**											
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Conduct Mid-term Evaluation										Nov	Dec	
Conduct End-term Evaluation												

Annex 5: Strategic Plan Implementation Review Template

Strategic Plan Outcome	Strategic Plan Output	Indicators	Progress Achieved	Resources Spent	Challenges	Proposed Actions
1.	1.1	1.1a (Baseline; ,Target) 1.1b	• … • … • …			
	1.2	1.2a 1.2b	• … • …			
	1.3	1.3a 1.3b	• … • …			

Annex 6: Calendar for Knowledge Generation Activities Template

Activities	2021	2022	2023	2024	2025
Studies and Surveys					
Evaluations					
Other activities					