Ministry of Youth and Sports
Strategic Plan
2010 - 2014

Final Report

Submitted by
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Vision

To be Perceived as the Centre/Platform for Empowering Youth as Effective Aggregates in National Development and for Excellence in Sports that Generates Value.
Mission

To deliver excellence in youth and sports development by ensuring that our youth are guided towards entrepreneurship, employability, leadership and encourage mass participation in sports for well being.

GOALS

1. To attain and maintain excellence in youth development
2. To attain and maintain excellence in sports development
3. To ensure that the youth are guided towards entrepreneurship and employability
4. To ensure and maintain a healthy populace at all times
5. To maintain an efficient, effective and capable ministry with adequate, well trained and motivated staff
6. To maintain and enter into new partnerships with stakeholders for the advancement of youth and sports in The Gambia
7. To improve and increase the infrastructural stock of the ministry
8. To enhance the research and planning capacity of the MOYS
9. To control the rate of crime, drug abuse and illegal migration among the youth

Derived from and linked to our vision “To be perceived as the centre/platform for empowering youth as effective aggregates in national development and for excellence in sports that generates value” the MOYS aims at fulfilling within this strategic time period the above stated long-term goal.

Taken together, we are confident that with institutional capacity developed and anchored on well-thought strategies that ensure an effective platform for empowering youth as effective aggregates in national development and for excellence in sports and by extension overall socioeconomic management by government would have been delivered by 2014.
Core Values

- Integrity
- Patriotism
- Innovativeness and creativity
- Professionalism
- Teamwork
- Excellence
- Inclusiveness
- Equity and equality
- Honesty and accountability
Foreword

The Ministry of Youth and Sports is a key component of Government that has a fundamental stake in poverty reduction and the ultimate attainment of Vision 2020. It is bestowed with the responsibility to coordinate, facilitate and ensure the development of youth and sports in the country. It provides the Policy direction (Youth and Sports Policies) for the smooth implementation of youth and sports activities and programmes throughout the country.

The Gambia’s youth constituting over 50% of the population necessitates the need for their effective mainstreaming and assuming centre of focus to drive socio-economic change and national development. This argument is based on youth being the bigger cohort of the population as well as the bedrock on which sustainable development has to be anchored. Similarly, it is proven that the importance of sports in national development cannot be overemphasized because it also reinforces youth development and socio-cultural upliftment and unity.

The Strategic Development Plan of the Ministry is designed to respond to and be reflective of the objectives, strategies and regulatory mechanisms designed to ensure the progressive development of youth and sports in a coordinated and coherent manner. It is also meant to ensure that youth and sports development is mainstreamed within the National Development Framework, create opportunities for leadership, entrepreneurship and skills development and other related issues.

With this well consulted and generated strategic plan, it is hoped that the annualized strategic budget will enable the Ministry put itself on growth and a reinvention path by culling up each year from it and into the national budget the development requirements for discussion and approval for implementation with the Ministry of Finance and Ministry of Economic Planning and Industrial Development. It is hoped that given this approach, the Ministry of Youth and Sports will be institutionally stronger and much more proactively well placed to drive a more dynamic and robust youth cohort for sustained incremental national socio-economic growth and development.

It is also hoped that given the strategic management capacity built in the senior management team, they will enable continuous resonance of strategic success for the Ministry over a reasonable time in the future.

Whilst appreciating the assiduity of putting together the first ever strategic plan of the Ministry of Youth and Sports, I call on all stakeholders and development partners to support implementation of programmes embedded therein.
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List of Abbreviation and Acronyms

ADB  -  African Development Bank
CCM  -  Coordination Committee Meeting
DPS  -  Deputy Permanent Secretary
DYS  -  Department of Youth and Sports
GRA  -  Gambia Revenue Authority
ICT  -  Information Communication Technology
IT   -  Information Technology
IMF  -  International Monetary Fund
IFMIS -  Integrated Financial Management Information System
MIS  -  Management Information System
MOEPID -  Ministry of Economy, Planning and Industrial Development
MOF  -  Ministry of Finance
MOHSW -  Ministry of Health and Social Welfare
MOLGL -  Ministry of Local Government and Lands
MOYS  -  Ministry of Youth and Sports
MP  -  Member of Parliament
NEDI -  National Enterprise Development Initiative
NGO -  Non Governmental Organisations
NAO -  National Audit Office
NSC  -  National Sports Council
NYC  -  National Youth Council
NYSS -  National Youth Service Scheme
PIA -  President’s International Award
PMO -  Personnel Management Office
PSC -  Public Service Commission
SMT -  Senior Management Team
UNDP -  United Nation Development Programme
WHO -  World Health Organisation
Section I: Introduction

1.1 The Mandate of the MOYS

The Ministry of Youth and Sports (MOYS)

The Ministry of Youth and Sports is the result of responsibility for establishing ministries for the conduct of business of governance, and it is responsible for the overall administration for the development, promotion and regulation of Youth and Sports is entrusted to the Ministry of Youth and Sports under the direction of the minister. The Ministry is responsible for the guidance and formulation of the sports policy and overall, coordination, and monitoring of youth and sports.

The Department of Youth and Sports (DYS)

Historical Background

The Department of Youth and Sports is the technical arm of the Ministry of Youth and Sports. It was established in 1973 under the then Ministry of Youth, Sports and Culture. In the 1980s the Department was created as a department and later a ministry was established.

Over the years given the growing need for Youth and Sports development, the government of the Gambia formulated Youth and Sports policies (1999-2009) are guides to the development of these important sectors i.e. Youth and Sports. The functions of the department as per these policies are:

Youth Sub-Sector

Functions:
   a) To Oversee the Implementation of the Youth Policy,
   b) Facilitate the Monitoring and Evaluation of various Programmes as articulated in the National Youth Policy
   c) Playing advocacy role to increase opportunities for Youth development.
   d) To imitate lineages and collaboration with relevant Government Sectors and others partners.
   e) To imitate the review of the Natural Youth Policy.

Sports Sub-Sector:

The Department was restructured to enable it monitor facilitate and guide sporting Associations, Regional/ Municipal Sports committees and sporting Zones on matters relating to sports.

Functions:
   a) Day to day Coordination of the sports development programme and activities in close collaboration with the National sports council and other Ministries.
   b) Planning and Implementation of the Sports Policy and Plan of Action
   c) Provision of technical advisory services to the National Sports council
d) Render assistance to the Regional sports committees in order to facilitate their smooth functioning

e) Assist in the Coordination of training Programmes of administrators, Coaches and technical officers

f) Assist in the Mobilization of funds government and other partners in close Sports Council

g) Organize and Coordinate Sports Exchange activities

h) Establish a formal Coordinating mechanism with the Ministry of Basic and Secondary Education Coordinate their activities in the area of School Sports.

i) Over the past years, in respond to the decentralization and the need to develop Sports in Communities the department has decentralized their activities in the two Municipalities and five Regions. The Department has two (2) Youth and Sport Co-coordinators and two Youth and Sports Assistant to work with local Authorities and Youth and Sports structures in the Municipalities and Regions.

National Sports Council (NSC)

Historical Background

The National Sports Council was enacted by the National Assembly and assented to by His Excellency Sheikh Professor Doctor Alhagie Yahya A.J.J. Jammeh on the 14th of December, 2000.

The Council consists of a Chairperson appointed by the Minister of Youth and Sports, elected Regional Sports Chairpersons of the seven administrative regions, the Director of Youth and Sports, Representatives of the Ministry of Basic and Secondary Education and Gambia National Olympic Committee, three experienced sports personalities (two of whom MUST be women) and the Executive Secretary who serves as Secretary to Council as an Ex-officio member.

Functions & Responsibilities

The National Sports Council is the supreme council of sports in the country charged with the following functions and responsibilities:

a) Advise the Minister on matters relating to sports;

b) Act as the main promotional and coordinating agency of sports in the country,

c) Strengthen the cohesion among the various structures of The Gambia Sports Association and other Sporting Organisations;

d) Act as the approving body for the registration of National Sports Associations;

e) Assist in co-ordination, monitoring and evaluating the implementation and impact of the programmes within the policy framework;

f) Develop, promote and co-coordinate all forms of amateur and professional sports at the national and international levels;

g) Promote the diversification of sports to all parts and at all levels in the country;

h) Ensure that the National Sports Association at all levels conform to the national and international rules, regulations, norms, standards and codes of conduct governing the particular sport;
i) Encourage the development, provision and maintenance of sports facilities for all concerned and ensure that they equitable distribution and proper use;

j) Assist registered National Sports Associations in the recruitment of competent coaches, instructors and their technical assistants in building capacity and enhancing performance in sports;

k) Offer assistance to migrant Gambian sports persons in their engagements in foreign countries;

l) Raise and maintain a fund from such sources and by such means as the Minister may approve to enable the council to carry out its functions and achieve its goals;

m) Administer the All Africa Games and all other sporting programmes organised by the Supreme Council for Sports in Africa or other recognised bodies; and

n) Administer and manage the Sports Development Fund.

National Youth Council (NYC)

Historical Background

National Youth Council was established by an Act of Parliament in the year 2000 and as such has various mandates among them is to Organize and coordinate youth programmes, policies and provide guideline for the orientation of youth organizations with the view to harmonizing various youth operations in The Gambia:

It is also the responsibility of the NYC to conduct research on youth development, monitor the implementation of the National Youth Policy of Government and decisions of the National Youth Conference, mobilise resources for youth development, work closely with charitable organisations involved in youth related work and activities, organize youth conferences and festivals, promote networking with other national youth bodies and youth organisations abroad, Plan and implement national youth programmes, maintain a data bank on youth organisations and activities in the country, register national youth organisations, determine the fees for the registration of youth organisations and supervise the operations of the Divisional Youth Committees;

The National Youth Council in short co-coordinates the various youth programmes run by youth organisations in the country. The Council plays a critical advocacy role in the implementation of all youth related programmes particularly those run by State departments. The Council also serves as the main advisory body to government on all matters relating to youth development in the country. At the same time, the Council serves as a channel of communication for all issues, including Government policy and programmes to all affiliated youth organisations. As a non-partisan body, the Council shall take the full responsibility as the mouthpiece of all youth organisations in the country.

The National Youth Council is an autonomous and non-partisan body that allow for the representation of the interest of all young men and women irrespective of their ethnic, political or religious affiliation, to enable it work effectively towards the goals of empowering young Gambian men and women. The National Youth Council shall establish technical committees selected among its members to facilitate, initiate, review and monitor the youth programmes in specific sectors.
The secretariat of the NYC is headed by the Executive Secretary, who is appointed by the Hon. Minister in consultation with members of the Council.

Council members comprise Chairpersons of regional youth committees and the Chairperson alongside the female representative often appointed by the Hon Minister.

Since its establishment, NYC has registered some indelible achievements among them the establishment of youth centers in most of the regions, organized local and national youth events, organized many training programmes for the youth, enhancing the network among the youth and also other youth bodies outside the country. It has since endeavored to play the role of a mouth piece for youth and has done well to advice government in relation to the formulation of youth friendly policies. NYC also succeeded in facilitating the participation of youth at decision making levels among other things.

**Functions of the NYC**

The Council shall:

- Organise and coordinate youth programmes, policies and provide guidelines for the orientation of youth organisations with the view of harmonising various youth operations in The Gambia;
- Conduct research on youth development;
- Monitor the implementation of the National Youth Policy of Government and decisions of the National Youth Conference;
- Mobilise resources for youth development;
- Work closely with charitable organisations involved in youth related work or activities;
- Organise youth conferences and festivals;
- Promote networking with other national youth bodies and youth organisations abroad;
- Plan and implement national youth programmes;
- Maintain a databank on youth organisations and activities in the country;
- Register national youth organisations;
- Determine the fees for the registration of youth organisations; and
- Carry out such other functions that may be desired in furtherance of the objectives of the Council.

m) Supervise the operations of the Divisional Youth Committees.

**National Youth Service Scheme (NYSS)**

**Historical Background**

The National Youth Service Scheme (NYSS) was established by The Gambia Government in 1996 in recognition of its commitment to youth development and also in response to the acute problem of unemployment among youths.

The decision to establish the Scheme by government was born out of its desire to evolve strategies that would put the youths of the country into productive engagement. Available statistics reveal that 47% of the population is made up of youths out of which about 200,000 of them who fall within the age brackets of 17 –
25 years are susceptible to such societal problems as unemployment, indiscipline, frustration, drug abuse and un-ending drinking of ‘Attaya’.

Government is aware that the youths have great potential, and their effective mobilisation is inevitable, if any degree of self-reliance and national development is to be achieved. It is recognised, that the youths are the leaders, the entrepreneurs and community builders. This, being the case, the youth require a certain degree of orientation; preparation and tutelage to enable them perform that future role adequately, effectively and creditably.

It is with a view to underscoring government’s recognition of, and commitment to youth development, coupled with the need to channel their creative energies to productive enterprise that Government decided to introduce the NYSS.

Despite the records of failures in youth development programmes throughout the continent, the president was determined to do something about the desperate plight of the young people of the Gambia. So the National Youth Service Scheme was launched in January 1996 with the full knowledge of some of the successes and failure of earlier efforts in other parts of Africa. Government for the first eight (8) years sought and obtained the support of Nigeria whose National Youth Service Corps (NYSC) already had some considerable experience that she was willing to share. As a result of this support some Nigerians were received at the NYSS every two years while The Gambia builds its own staff capacity to manage the scheme.

The NYSS specifically seeks to train the youth to appreciate the dignity of labour, instil in them the spirit of self-reliance and encourage them to create rather than seek jobs.

Aims
The aims of the service scheme are:

a. To encourage and develop common ties among youths.
b. To promote national unity; and
c. To develop the youths within a dynamic economy.

According to the NYSS Act 1999, the Service Scheme shall carry out its aims in accordance with the following principles:

a) Inculcating discipline in the Gambian youths by instilling a tradition of industry at work, and patriotic and loyal service to The Gambia in any situation they may find themselves;
b) boosting the morale of the youths by giving them the opportunity to learn about higher ideals of national achievement, social and cultural improvement;
c) developing positive attitudes through shared experience and suitable training thereby making the youths more responsive to national interest; and
d) providing the youths with marketable skills, so that they may secure employment in both the formal and informal sectors.
Cardinal Programmes of the NYSS include the Mobilisation and Recruitment Programme, Orientation Programme, Skills Training Programme and Winding-up/Passing out Programme. The skills training programme is one of the most important phases in the Scheme and could be regarded as the main trust of the National Youth Service Scheme. The skills areas are: Agriculture, Auto mechanics, Carpentry, Computer/PC Repairs and maintenance, Electrical/Electronic engineering, Entrepreneurship, Farming, Hair-dressing, Maritime and Small Scale Fishing, Masonry, Painting and Decoration, Plumbing, Refrigeration and Air-conditioning, Tailoring, Welding and Fabrication and Fishing & Maritime Training.

The partner institutions and projects to which corps members are deployed include: Gambia Technical Training Institute (GTTI), the NYSS Nyaniberi Farm, the NYSS Rice farm – NYSS Field Office, Sapu, the NYSS Tailoring Centre, the Gambia College, Maintenance Service Agency, (MSA), the President International Award (PIA), the Gambia Maritime Training Institute (GMTI), Chamen Technical Training Centre (CTTC), KMC, Emamoss Skills Training Centre, KMC, Insight Training Centre (ITC), Gambia Carpentry & Furniture Company (GCFC), Corr Enterprise, Fajara Skills Development Centre, Total Gambia Limited, SOS Hermann Geminer Further Education, and Fishing & Maritime Training. Community service is also rendered from time to time during the training programme.

Since the establishment of the National Youth Service Scheme in 1996, two major studies have been conducted and reports submitted. These were:


The Government of the Gambia is the main funding source of the NYSS. There are however other funding sources and this include funds donated to the service scheme and monies lawfully paid to the service scheme. The NYSS also is engaged in other Income Generation and Cost –Saving Activities in order to compliment government effort in this regard. These includes: tailoring, accommodation & catering and Farming ( Mango fruit production, Banana production, Lime production, Cashew production, Sheep & Goats fattening, Poultry keeping, Bee keeping, horticultural activities and rice production.

**NYSS Youth Enterprise Revolving Fund**

The Gambia Government has set aside a fund (NYSS Youth Enterprise Revolving Fund) specifically for successful NYSS corps members to access for their self-employment ventures. Similarly, as a direct response to government call for public and donor agency intervention, the NYSS and AGIB entered into a joint venture, in providing affordable access to micro-credit facilities for successful NYSS corps members for self-reliant ventures and corps members have since been benefiting from these funds.
Functions of The Board
The Board shall:
   a) Draw up detailed programmes and schedules of training which shall be
designed to achieve the aims of the service scheme;
   b) Ensure that the programmes and schedules drawn up are strictly adhered to;
   c) Evaluate and monitor the management of the service scheme;
   d) Co-ordinate the work of the Regional Committee in furtherance of the aims of
the Act; and
   e) Assess and review the progress of the service scheme.

The Board may delegate any of its functions to a Regional Committee.

Functions of the Regional Committees
A Regional Committee shall be under the control and supervision of the board and
shall be responsible for:
   a) Arranging and providing accommodation, boarding, transportation and other
essential facilities for the welfare of the members of the service scheme;
   b) Preparing reports on members of the Service Scheme;
   c) Arranging the facilities for orientation courses and winding-up exercises;
   d) Compiling information on opportunities for employment within a Regional;
   e) After consultation with the Director, deploying members of the Service
Scheme;
   f) Ensuring the safety and security of the members deployed to the Regional;
   g) Selecting service scheme honours and award winners at the Regional level;
   h) Ensuring the effective integration and full participation of the members
deployed to their Region; and
   i) Developing and executing integrated programmes for the development of the
Region through community development projects.

President International Award (PIA)

Historical Background
The president’s International Award started operations in the Gambia in 1979 through
the ministry of foreign Affairs and then the ministry of education. Until the separation
of education and youth and sports it became under the auspices of the ministry of
youth and sports. It is also a member of the International Award Association within
the framework of the Duke of Edinburgh’s Award in the UK.

Since its inception, it has challenge young people age 14 -25 years to discover hidden
potentials and transform them into productive life and livelihood skills. It provides a
balance progressive programme of extra curricular activities for young people through
out the world. It has four mandatory sections namely; Service, Skills and interest,
physical recreation and adventurous journey divided into three different levels of
Awards namely; Bronze, Silver and Gold. The participant has to participate freely in
all these four mandatory sections at each level of Award before he or she is awarded
any of the three. However, the participant has to follow the sequence of the three
different levels of Awards. The Award programme currently operates in 42 Upper
Basic schools, Senior Secondary schools and vocational centers in the Gambia.
In the Gambia, the Award programme has an added value which provides livelihood skills training to young people as a means for employment as employment creation is one of the Gambia’s challenges to young people particularly those who cannot transit to higher educational opportunities. This programme provides livelihood skills in CARPENTRY, WELDING, ELECTRICAL INSTALLATION, HOME MANAGEMENT, SECRETARIAT DUTIES, COMPUTER TECHNOLOGY, BUSINESS STUDIES including basic maths and English to enhance their writing skills. However, it has still not been able to provide equal opportunities to all young people in the Gambia as it has only one training center situated in Bakau while there are others who equally need the same training and they live far and wide within the Gambia. In last July alone, it has graduated over 100 young people in the various skills adding to the numbers previously trained since 1984 when the skills development enterprise started operations as part of the Award programme in the Gambia.

Over the years it has increased its operations to more strategic programmes geared towards improve the resource base for greater impact on the lives of young people. It has through its partnership programme with the Scottish Award initiated GAMSCOT project. This project has two components namely production and training in areas such as carpentry and welding. The production component provides household materials to the general public as well as contracts for office furniture. One of its biggest contracts was the production of the 2006 election pulling station and pulling boxes through the IEC. The other component is the apprentice training programme for none schooled young people and it runs for three years. It also has a youth hostel that is an avenue for resource mobilisation for sustainability. The hostel has 12 double rooms and is managed by the Award staff.

However, the Award is still not able to cover the length and breadth of the Gambia; it has started its decentralisation programme by establishing a Regional and skills training center in Kerewan North Bank Region. It is hope that the similar programmes will be established in other regions within the Gambia.

It also has an exchange programme with other Award groups around the world particularly in Scotland. The aim of this exchange is to share experiences, learn best cultural practices, share resources for value as well as expose young people to different cultures and extra curricular educational opportunities for responsible leadership.

However, the institution has opportunities to continue to inculcate productive and marketable skills to young people in the Gambia by responding to change and building a strong human and institutional capacity for effectiveness and efficiency in its drive to develop young people in line with national development agendas.

**Mission**

To provide opportunities for young people through knowledge and skills development for employment and responsible leadership

The President’s International Award shall challenge young people to:

a. Develop a positive and realistic self image of young people, the will to know and accept their own strengths and weaknesses and be more aware of ones potentials and talents.
b. Develop self motivating attitudes and an independent mind.

c. Build the capacity of young people through life skill and livelihood skills for creating greater employment opportunities for young people living in the Gambia.

d. Develop a sense of community responsibility and connect to the broader society.

e. Develop a sustainable global partnership for the promotion of the fundamental principles of democracy, accountability and participation of young people in both local and international initiatives.

1.2 Context of the Strategic Plan 2010 - 2014

The Gambia had a compact civil service with a reasonable level of capacity at independence. Its overall competence was maintained until the mid-1970s when it started to deteriorate due to over expansion, patronage hiring, corruption, informality, poor salaries and incentives, low job security at senior levels, lack of up to date policies and processes, short term human resources planning, little investment in job-related practical training, a general culture of indiscipline within the civil service and an exodus of professional and technical personnel.

To address these problems, government came up with initiatives and reforms such as the reduction and control of the wage bill which was supported by the structural adjustment programmes of the World Bank and the IMF, but was abandoned as a result of the following developments: improved centralised management of human resources and career development by the establishment of the PMO, the 1994 military take over, reduction and computerisation of salary grades from 21 to 12, the development of a staff grading and performance system, selective capacity building etc

It is evident from the above initiatives that The Gambia has a long history of civil service reform. However, they were not fully implemented and sustained to yield the desired results. It this that led the government of The Gambia to decide reintroduce the civil service reform. This was further strengthened when the president during the swearing of the members of the Public Service Commission in 2007, announced that he intended to reintroduce civil service reform which will help create a leaner, better remunerated and merit based civil service.

In order to realise this vision, the government requested assistance from the donor community to prepare a civil service reform strategy. The World Bank, ADB and the UK Department of International Assistance responded by conducting two capacity diagnostic and analytic missions in The Gambia. In addition, a two-day capacity assessment workshop and a confidential survey of civil servants on job satisfaction and human resources management practices were carried out. The international consultants involved worked closely with the technical committee and stakeholders.

A report with recommendations was submitted to government in February 2008 and this was followed by a government organised and UNDP funded workshop to present the report to the civil service and the donor community. A task force was then formed with the help of an international consultant to formulate a reform strategy. After 3
weeks of discussions and a one day meeting on the outline of the strategy, a full strategy document was subsequently prepared in July and August 2008.

Thus it is as a result of this civil service reform strategy that this strategic plan for the Ministry of Youth and Sports is been developed. It is the first Strategic Plan of the ministry and will be implemented over a period of five years (2010-2014). It has enabled it chart a long term strategic road map to enable it realise its quest for excellence in youth and sports development. The strategic plan among other things will take advantage of MOYS’ opportunities and strengths, overcome or mitigate its threats and weaknesses by clearly defining its purpose, objectives and strategies that will be implemented over a period of five years (2010-2014) to help realise its objectives.

**Section II: The Strategic Environment of the MOYS’**

Strategic planning it must be recalled is the continuous management process that seeks in a proactive way to predetermine desired organisational growth levels and future states of being, and on the basis of the existing dynamics of both its internal and external environment, craft what it wants to become in a defined future time period, namely its vision. It is the proactive method of formulating what your institution needs to evolve to, by providing realistic challenges and defined steps to accomplish those challenges. A mission statement is then generated from the vision to explain what the purposes or long term goals of the organisation must be in order that when embarked upon and achieved by the institution, the institution would have in turn achieved its vision.

To enable the achievement of the organisation’s mission and in reverse order its vision, the organisation must for each goal generate the exhaustive set of objectives or result indicators that must be achieved; and for each objective, the strategic activities that must be undertaken. The strategic actions constitute the programmes/projects that must be costed and on an annual basis be culled up from the strategic plan to the annual budget framework, financed and implemented. This if done over the strategic plan lifespan, will enable the accomplishment of the implementation of the strategic plan as summarised in the logical framework, and in effect the achievement of its objectives, goal(mission statement) and the vision.

This process of proactive management will lead to the deliberate and continual reinvention of the organisation on an incremental basis over the various strategic planning cycles.

This section details the results of the environmental analysis to determine the structure of the MOYS’ environments and how dynamics in them will impede or help in validating its vision and mission statements, as well as provide the basis for the generation of the objectives and strategies that are most suitable for achieving the organisational vision.
2.1 **The External Environment**

The external environment of an organisation is everything happening outside the domain of the organisation, and may have significant effects on the way the organisation operates in fulfilling or achieving its mandate or objectives. Hence, what is looked for here are the changes in the external environment, since the organisation must take steps to determine appropriate responses to these changes as it struggles to achieve its organisational objectives.

In summary, the outside environment of any government ministry/public organisation includes what happens in other ministries, the National Assembly, Cabinet level, social changes and other policy changes, some of which may include donor activities.

Table 5.1 (page 30) shows in tabular summary the most critical external environmental factors that either present opportunities for the MOYS to optimise its organisational reinvention, or those that have potential to make this reinvention either difficult or even impossible.

For an institution to achieve the desired goals, it must not only analyse its home environment but must critically take stock of the external environment which it does not control. It is only when this is objectively done that critical factors are highlighted and strategies are developed to counter the threats and take advantage of the opportunities using available strengths whilst being mindful of weaknesses.

### 2.1.1 Political Changes

Except for the 1981 attempted change of government which was bloody, that of 1994 was peaceful and aftermath resulted to stability and social order. Also, processes of change of government at the local level have been very peaceful and it is hoped that this trend will continue in the future. This has thus created the conducive environment for the youth and sports programmes to be implemented effectively.

### 2.1.2 Governmental Changes

PMO basket of skills is an opportunity for optimal skills utilisation in various areas using the ability to rotate and move personnel. However, the relatively high rate of turnover of staff in the ministry as a result of dismissals and voluntary exits in search of greener pastures is militating against its drive to achieve excellence in youth and sports development in The Gambia.

### 2.1.3 Educational & Technological Changes

The proliferation of institutions of higher learning and ICT in the recent past has increased youth skills development and employability. Despite this fact, the inadequate availability of ICT facilities in the rural areas, the high cost of internet services and the negative impact this advancement in ICT presents on the moral values of the youth and society is a cause for concern for the MOYS.

### 2.1.4 Economic Changes

High growth rates over the past years have resulted to increased growth in trade and services, where youths are more involved. This growth is a reserve for private intervention in youth and sports programmes. A clear example is the proliferation of
Microfinance institutions that are more receptive to financing youth enterprise. Their good methods and processes of doing business have also resulted to quality service delivery for youth development programmes. Nevertheless, the present traditional banking is characterised by unfavourable lending policies/high interest rates to the youth sector and this is making it difficult for the youth to start and/or grow their businesses.

2.1.5 Legal Changes
The high roll out of higher education graduates amidst fewer job opportunities will lead them to resort to seeking employment as MPs and this will result to a more effective parliament. Presently, very few MPs are educated up to degree levels. Thus the National Assembly will both be an opportunity for a place of employment and effective participation of the youth in shaping the future course for the country. The legislations setting up the satellite institutions is not clear in terms of relations between the directorate of youth and sports and satellite institutions.

2.1.6 Socio-cultural Changed
There exist peaceful coexistence among different ethnic groups and religions in The Gambia. This has created an environment where youth and sports related programmes can be implemented effectively. However, land tenure system in the country which is predominantly freehold militates against ownership of land by the youth. This greatly affects the effectiveness of the youth and sports programmes especially where land ownership by the youth is necessary for them to take full advantage of the programmes, for example, setting up a poultry farm.

2.1.7 Demographic Changes
The Gambia has youthful population comprising about 45% of the national population. This is an advantage for The Gambia because this is the age group that provides most of the labour needs of a country. The proliferation and advancement of education and ITC has also further resulted to a more skilled labour force that is serving the country’s labour needs. However, uneven distribution of the youth population as a result of rural-urban migration affects the service delivery at the urban areas by increasing the demand for social services and a general tendency for unemployment.

2.1.8 Attitude of Donors Towards MOYS
There is increased public interest from main donors (World Bank, European Union, African Development Bank) towards The Gambia. Support to the country is mostly through budgetary support and this if increased and sustained over the long term would lead to an increase in budgetary allocation to the MOYS. The MOYS through the Government of The Gambia also receives grants from donors towards youth and sports development. Nevertheless, their level of interest and funding to the is generally low.

2.2 The Internal Environment
The internal environment of an organisation includes all the elements in it that make it work or otherwise, despite what happens outside it. The factors that constitute the elements of the internal environment of an organisation are things/issues that constitute their distinguished strengths in their industry or those weaknesses that threaten its survival if not resolved.
Table 5.2 shows in tabular summary the most critical internal environmental factors that either form strengths for the MOYS to utilise in reinventing itself or those that have potential to impede this process. However, as opposed the external environment, where the MOYS cannot change the environmental threat dynamics, in the case of the internal environment, MOYS can take steps to address its weaknesses.

2.2.1 The Organisational Structure of MOYS
Hierarchies and reporting lines within the MOYS and its satellite institutions are generally clear. The presence of a Ministry Board /SMT that is constituted by the Minister, PS, DPS and heads of satellite institutions presents an opportunity for long term planning. Also the existing culture within the MOYS is generally open and this encourages innovation, technical dissent and constructive criticisms.

However, division into ministry and satellite institutions, each with a board that are mostly non functional affects its effectiveness in service delivery. In addition, there are overlaps in responsibilities between the satellite institutions and the Department of Youth and Sports.

2.2.2 The Financial Management System of MOYS
The availability of IFMIS enables better accounting and budgeting methods and procedures. However, there is improper coordination of work and donor funds and this has contributed to the inability of the MOYS to raise the needed short and long term funds to finance its programmes. The weak coordination and monitoring has also resulted to the existence many unregistered youth organisations in the country.

2.2.3 Financial Strength and Stability of MOYS
The Ministry and its satellite institutions do not have adequate budgetary allocations thus resulting to inadequate working capital. Its weak methods of donor engagement and coordination of funds has made it unable to mobilize the needed resources for its operation and programmes. Basic rewards and additional incentives are also low.

2.2.4 The Competence and Effectiveness of MOYS’ Top Management
The MOYS is endowed with a crop of knowledgeable, competent and dutiful employees. There also exist adequate personnel policies although these are not fully implemented. However, irregular meetings by the SMT, absence of a CCM, poor team work and spirit among the institutions that form the Ministry and weak delegation of authority due to the absence of improper structures has resulted to poor service delivery.

2.2.5 Availability of Facilities and Equipment
Although there exist management tools in the ministry, these are not very effective due to the absence of an IT network and MIS, inadequate transportation, logistics and the absence of a technology use strategy.

2.2.7 The Human Capacity Strength of MOYS
Most employees of the MOYS have the relevant knowledge and skills to perform their work well and this is further strengthened by the relatively high employee morale and low absenteeism. However, there currently exist no personnel and
development scheme. Basic rewards are low and additional incentives are non existent except at the PIA and NYSS

2.2.8 Public Image of MOYS
The public image of the Ministry is relatively low mainly due to low public awareness about the functions, activities and importance of the Ministry. Therefore, the Ministry needs to come up with a public awareness programme that will change the current perception about the ministry. This will subsequently enhance the Ministry’s ability to raise more funds especially from the public and private sector.
Section III: Ministry of Youth and Sports Strategic Framework

Mission Statement
To deliver excellence in youth and sports development by ensuring that our youth are guided towards entrepreneurship, employability, leadership and encourage mass participation in sports for well being.

GOAL 1:
To attain and maintain excellence in youth development

Objective
1.1 To provide 2500 youths with requisite leadership skills by 2014

Strategies
1.1.1 Strengthen existing training facilities and set up new ones in deprived areas
1.2 Facilitate youth leadership training camps
1.3 Develop a comprehensive national youth leadership training programme

GOAL 2:
To attain and maintain excellence in sports development

Objective
2.1 To develop sports for effective participation in national and international competitions for glory by 2014

Strategies
2.1.1 Facilitate the setting up of proper sports academies (Football, Volleyball, Athletics, Basketball and Cricket etc) at regional and national levels
2.1.2 Strengthen existing sporting facilities and academies
2.1.3 Provide continuous training for coaches, physical and health educators, administrators, medics, athletes and other stakeholders
2.1.4 Develop policy and legal framework for premier leagues where investors can own teams and stadia
2.1.5 In collaboration with the University of The Gambia to set up a Department of Sports
2.1.6 Negotiate and encourage the MOLGL, LGAs and estate developers for adequate allocation of reserve land for sports

GOAL 3:
Ensure that the youth are guided towards entrepreneurship and employability

Objective
3.1 To inculcate a culture of entrepreneurship and provide requisite livelihood skills for youth employability for self reliance and economic enhancement by 2014

Strategies
3.1.1 Provide skills training to the youth and support entrepreneurs through regular programmes and apprenticeship
3.1.2 Provide micro-credit facilities to young farmers and entrepreneurs
3.1.3 Create youth farms (poultry, animal husbandry, horticulture and crop production) at regional levels
3.1.4 Ensure a proper monitoring mechanism and provide value added training for youth enterprise development

**GOAL 4:**
To ensure and maintain a healthy populace at all times

**Objective**
4.1 Promote health through mass participation in sports by 2014

**Strategies**
4.1.1 Organize semi-annual sporting events for aged people and public and private sector workers at regional and national levels
4.1.2 Organize annual summer camps for young people
4.1.3 Collaborate with WHO, MOHSW and other stakeholders in using sports as a tool for promoting health.
4.1.4 Encourage the setting up of fitness and recreation centres in all regions.

**GOAL 5:**
To maintain an efficient and effective and capable ministry with adequate, well trained and motivated staff

**Objectives**
5.1 Ensure that the MOYS and its satellite institutions have adequate staff that are continuously nurtured and trained to enable efficiency and effectiveness in their work
5.2 To develop a structured approach in mobilising financial resources for sustainable funding of youth and sports development programmes and activities
5.3 To develop a structured approach in mobilising material resources through bilateral and multilateral agreements

**Objective 5.1**
Ensure that the MOYS and its satellite institutions have adequate staff that are continuously nurtured and trained to enable efficiency and effectiveness in their work

**Strategies**
5.1.1 Conduct an institutional capacity needs assessment of the ministry and its satellite institutions
5.1.2 Implement the recommendations of the assessment

**Objective 5.2**
To develop a structured approach in mobilising financial resources for sustainable funding of youth and sports development programmes and activities

**Strategies**
5.2.1 Develop long term proposals on youth and sports development programmes for submission to donors.

5.2.2 Undertake bilateral and multilateral negotiations with interested donors and establish long term financing cooperation

**Objective 5.3**

To develop a structured approach in mobilising material resources through bilateral, multilateral and other agreements

**Strategy**

5.3.1 Negotiate with local, bilateral and multilateral partners on the provision of requisite materials

**Goal 6:**

To maintain and enter into new partnerships with stakeholders for the advancement of youth and sports in The Gambia

**Objective**

6.1 To establish partnership with the public/private sector/international donors and other partners/individuals in the mobilization of resources for youth and sports development

**Strategy**

6.1.1 Facilitate shareholdership in the ownership and management of youth and sports facilities

6.1.2 Encourage private and public sectors to invest in youth and sports

6.1.3 Encourage the creation of incentive packages for investors in youth and sports

**Goal 7:**

To improve and increase the infrastructural stock of the ministry

**Objective**

7.1 Rehabilitate and refurbish the existing youth and sports facilities and establish more in areas where absent

**Strategies**

7.1.1 Identify and procure the needed materials for the existing youth and sports facilities

7.1.2 Encourage private sector participation in management of existing sporting facilities

7.1.3 Provide new multi-purpose youth centres and sporting facilities in each of the regions

**Goal 8:**

To enhance the research and planning capacity of the MOYS

**Objective**

8.1 By 2011, establish a research and planning unit for effective programming

**Strategies**
8.1.1 Provide office space for the new research and planning unit
8.1.2 Identify and recruit the needed personnel for the unit
8.1.3 Appropriately equip and furnish the unit
8.1.4 Design evidence based research to inform policy and programme development

**GOAL 9**
To control the rate of crime, drug abuse and illegal migration among the youth

**Objectives:**
9.1 By 2014, reduce drug abuse and crime rate among the youth
9.2 By 2014, reduce the rate of illegal migration among the youth

**Objective 9.1**
By 2014, reduce drug abuse and crime rate among the youth

**Strategies**
9.1.1 Conduct a study on the causes, effects and rate of drug abuse and crime among the youth.
9.1.2 Conduct sensitisation programmes on radio, TV and through workshops/seminars on the negative effects of drug abuse and crime
9.1.3 Collaborate with the security forces on how to combat drug abuse and crime
9.1.4 Encourage and facilitate the setting up of bodies that have programmes that promote tolerance and better understanding amongst youth and with adults, with a view to eradicate ethnic chauvinism, religious bigotry and all other forms of discrimination.

**Objective 9.2**
By 2014, reduce the rate of illegal migration among the youth

**Strategies**
9.2.1 Conduct a study on the causes and effects of illegal migration by Gambian youth
9.2.2 Collaborate with the Department of immigration and other relevant authorities to launch an aggressive advocacy programme that will sensitise the youth on the effects/dangers of illegal migration and teach them how they can legally migrate with the proper skills training.
9.2.3 Negotiate and form agreements with stakeholders on sponsoring projects that will address the causes of illegal migration
Section IV: Strategy Implementation

4.1 Monitoring and Evaluation

This strategic plan needs to be monitored and its effectiveness evaluated as it is being implemented. This is to ensure that implementation results are in line with strategic objectives, and where there are variations, to take steps on time to ameliorate the results.

The implementation framework is in two stages, namely the monitoring and evaluation structure (Logical framework) and the organisational structure; both of which together should be able to provide the platform by which the results of the plan could be achieved. A logical framework was generated from the strategic plan to provide the basis by which strategic action implementation could be monitored, and a limited functional analysis was undertaken in the institution so that work relationships across directorates/departments/units and individuals was realigned to enable a structure that is capable to fulfil the requirements for implementing the plan. These two constitute the institutional implementation framework.

4.1.1 Logical Framework
This provides a snapshot of the entire strategic plan in a few pages, detailing for each goal, its objectives and strategic action, indicators by which each strategic success may be measured and the means by which those performance indicators are verified. In addition, and for each strategic action, a list of important assumptions that forms the basis for success in implementation of the plan is shown as a means by which caution is ensured during the implementation phase.
Vision
To be perceived as the centre/platform for empowering youth as effective aggregates in national development and for excellence in sports that generates value.

Mission or Purpose
To deliver excellence in youth and sports development by ensuring that our youth are guided towards entrepreneurship, employability, leadership and encourage mass participation in sports for well being.

Goals
1. To attain and maintain excellence in youth development
2. To attain and maintain excellence in sports development
3. Ensure that the youth are guided towards entrepreneurship and employability
4. To ensure and maintain a healthy populace at all times
5. To maintain an efficient and effective and capable ministry with adequate, well trained and motivated staff
6. To maintain and enter into new partnerships with stakeholders for the advancement of youth and sports in The Gambia
7. To improve and increase the infrastructural stock of the ministry
8. To enhance the research and planning capacity of the MOYS
9. To control the rate of crime, drug abuse and illegal migration among the youth

GOAL 1
To attain and maintain excellence in youth development

Objective 1.1
To provide 2500 youths with requisite leadership skills by 2014

<table>
<thead>
<tr>
<th>Strategic Activities</th>
<th>Measurable Indicators</th>
<th>Means of Verification</th>
<th>Important Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Strategic Activities</td>
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</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
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</tr>
</tbody>
</table>
| Strengthen existing youth training facilities and set up new ones in deprived areas | - Existing youth training facilities are strengthened  
- New youth training facilities are built in each of the areas where they are absent | - youth training facilities strengthening reports  
- Presence and inauguration of the newly established training facilities | - Adequate funds are available |
| Facilitate youth leadership training camps                                           | - youth leadership training camps are organised and held regularly                     | - youth leadership training camps reports                                             | - There is effective participation by the youth |
| Develop a comprehensive national youth leadership training programme                 | - National Youth Leadership Training Programme is developed                           | - National Youth Leadership Training Programme Document                               | - The leadership training programme is reflective of the domestic leadership needs |

**GOAL 2:**

**To attain and maintain excellence in sports development**

**Objective 2.1**

**To develop sports for effective participation in national and international competitions for glory by 2014**

<table>
<thead>
<tr>
<th>Strategic Activities</th>
<th>Measurable Indicators</th>
<th>Means of Verification</th>
<th>Important Assumptions</th>
</tr>
</thead>
</table>
| Facilitate the setting up of proper sports academies (Football, Volleyball, Athletics, Basketball and Cricket etc) at regional and national levels | - The presence of sports proper academies at regional and national levels             | - Physical visitation of the academies  
- Inauguration/opening ceremonies of the academies | - Private investors are willing to invest in sports academies especially in the provinces |
| Strengthen existing sporting facilities and academies                               | -The existing sporting facilities are strengthened                                   | -Strengthening reports                                                                | -Adequate funds are available to undertake the strengthening process |

The presence of sports proper academies at regional and national levels
Provide continuous training for coaches, physical and health educators, administrators, medics, athletes and other stakeholders

- Coaches, physical and health educators, administrators, medics, athletes and other stakeholders have received training in their respective fields
- Training reports
- Adequate funds are available

Develop policy and legal framework for a private league where investors can own teams and stadia

- The existence of a policy and legal framework
- Policy and legal framework document
- The National Assembly and Cabinet approves the framework document

In collaboration with the University of The Gambia to set up a department of Sports Sciences

- The University of The Gambia has established the Department of Sports Sciences
- University brochure
- The University of The Gambia is supportive to this move

Negotiate and encourage the MOLGL, LGAs and estate developers for adequate allocation of reserve land for sports

- Negotiations held between the MOYS and MOLGL and the LGAs
- Negotiation reports
- MOLGL and LGAs are willing and accommodating to the MOYS proposals

**GOAL 3**

**Ensure that the youth are guided towards entrepreneurship and employability**

**Objective 3.1**

To inculcate a culture of entrepreneurship and provide requisite livelihood skills for youth employability for self reliance and economic enhancement by 2014

<table>
<thead>
<tr>
<th>Strategic Activities</th>
<th>Measurable Indicators</th>
<th>Means of Verification</th>
<th>Important Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide skills training to the youth and support entrepreneurs through regular programmes and apprenticeship</td>
<td>- The youth are provided short term skills training&lt;br&gt;- Entrepreneurs are supported through regular programmes</td>
<td>- NYSS and PIA annual reports&lt;br&gt;- Skills training reports</td>
<td>- Adequate funds are available&lt;br&gt;- Relevant and quality training is provided</td>
</tr>
</tbody>
</table>
Provide micro-credit facilities to young farmers and entrepreneurs
- Micro-credit facilities are provided to young farmers and entrepreneurs
- Micro-credit facilities provision reports
- Adequate funds and material resources are available
- The credit facilities are properly managed by both the Ministry and beneficiaries

Create youth farms (poultry, animal husbandry, horticulture and crop production) at regional levels
- Presence of youth farms in all regions of the country
- Farm operation reports
- Physical visitation of the farms
- Adequate land and funds are available to set up and run the farms

Ensure a proper monitoring mechanism and provide value added training for youth enterprise development
- A proper monitoring mechanism is established
- Monitoring reports
- An effective monitoring mechanism is in place

**GOAL 4:**
To ensure and maintain a healthy populace at all times

**Objective 4.1**
Promote health through mass participation in sports by 2014

<table>
<thead>
<tr>
<th>Strategic Activities</th>
<th>Measurable Indicators</th>
<th>Means of Verification</th>
<th>Important Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize semi-annual sporting events for aged people and public and private sector workers at regional and national levels</td>
<td>- Semi-annual sporting events are held at regional and national levels</td>
<td>- Sporting events reports</td>
<td>- Adequate funds are available&lt;br&gt;- There is a large turn out and participation</td>
</tr>
<tr>
<td>Organize annual summer camps for young people</td>
<td>- Summer Camps are held annually</td>
<td>- Summer camps reports</td>
<td>- There is effective participation by young</td>
</tr>
<tr>
<td>Collaborate with WHO, MOHSW and other stakeholders in using sports as tool for promoting health</td>
<td>- The ministry, MOHSW, WHO and other stakeholders have come up with programmes geared towards promoting health</td>
<td>- Programme document&lt;br&gt;- Reports on events relating to the promotion of health</td>
<td>- The MOHSW, WHO and stakeholders are supportive to this initiative</td>
</tr>
</tbody>
</table>
Encourage the setting up of fitness and recreation centres in all regions.

<table>
<thead>
<tr>
<th>Strategic Activities</th>
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<th>Important Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct an institutional capacity needs assessment of the ministry and its satellite institutions</td>
<td>- Institutional capacity needs assessment conducted</td>
<td>- Institutional capacity needs assessment report</td>
<td>- The assessment is properly conducted</td>
</tr>
<tr>
<td>Implement the recommendations of the assessment</td>
<td>- Recommendations of the assessment are fully implemented</td>
<td>- Periodic capacity needs assessment recommendations implementation reports</td>
<td>- Adequate funds are available to implement all the recommendations of the assessment</td>
</tr>
</tbody>
</table>

**GOAL 5:**
To maintain an efficient and effective and capable ministry with adequate, well trained and motivated staff

**Objective 5.1**
Ensure that the MOYS and its satellite institutions have adequate staff that are continuously nurtured and trained to enable efficiency and effectiveness in their work

<table>
<thead>
<tr>
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<th>Important Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop long term proposals on youth and sports development programmes</td>
<td>- Long term proposals on youth and sports development</td>
<td>- Youth and sports development programmes</td>
<td>- The Ministry has in-house capacity to development sound</td>
</tr>
<tr>
<td>Strategic Activities</td>
<td>Measurable Indicators</td>
<td>Means of Verification</td>
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</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
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<td>------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Undertake bilateral and multilateral negotiations with interested donors and establish long term financing cooperation</td>
<td>- Bilateral and multilateral negotiations on the financing of youth and sports programmes are undertaken with donors</td>
<td>- Negotiation reports</td>
<td>- Donor are interested and willing to funds the programmes in the proposals</td>
</tr>
<tr>
<td>To develop a structured approach in mobilising material resources through bilateral and multilateral agreements and other agreements</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Objective 5.3: To develop a structured approach in mobilising material resources through bilateral and multilateral agreements and other agreements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negotiate with local, bilateral and multilateral partners on the provision of requisite materials (equipment)</td>
<td>- Bilateral and multilateral negotiations held with partners</td>
<td>- Negotiations reports</td>
<td>- Bilateral and multilateral partners are willing to provide the needed materials to the ministry</td>
</tr>
<tr>
<td>GOAL 6: To maintain and enter into new partnerships with stakeholders for the advancement of youth and sports in The Gambia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 6.1 To maintain and enter into new partnerships with stakeholders for the advancement of youth and sports in The Gambia</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitate shareholdership in the ownership and management of youth and sports facilities</td>
<td>- Government and private investors have established joint ownership and management of sports facilities</td>
<td>- Contract documents</td>
<td>- The partnerships are fully abided by</td>
</tr>
</tbody>
</table>
### GOAL 7:

To improve and increase the infrastructural stock of the ministry

#### Objective 7.1

Rehabilitate and refurbish the existing youth and sports facilities and establish more in areas where absent

<table>
<thead>
<tr>
<th>Strategic Activities</th>
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<th>Means of Verification</th>
<th>Important Risks</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and procure the needed materials for the existing youth and sports facilities</td>
<td>- materials for the existing facilities are indentified and procured</td>
<td>- procurement receipts - tours of the facilities</td>
<td>- adequate funds are available</td>
<td></td>
</tr>
<tr>
<td>Encourage private sector participation in management of existing sporting facilities</td>
<td>- Government and private sector has entered into agreement on the funding and profit sharing of revenue from existing sporting facilities</td>
<td>- Contract documents</td>
<td>- The terms and conditions of the contracts are fully adhered to</td>
<td></td>
</tr>
<tr>
<td>Provide new multi-purpose youth centres and sporting facilities in each of regions</td>
<td>- Presence of new multi-purpose youth centres and sporting facilities in each of the regions</td>
<td>-Opening/inauguration ceremonies of the new facilities - tours to the new facilities</td>
<td>- Adequate funds are available</td>
<td></td>
</tr>
</tbody>
</table>
To enhance the research and planning capacity of the MOYS

**Objective 8.1**

By 2011, establish a research and planning unit for effective programming

<table>
<thead>
<tr>
<th>Strategic Activities</th>
<th>Measurable Indicators</th>
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<th>Important Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide office space for the new research and planning unit</td>
<td>- New office space for the research unit is provided within the ministry</td>
<td>- Research and planning unit office</td>
<td>- The ministry has adequate office space to accommodate the new unit</td>
</tr>
<tr>
<td>Identify and recruit the needed personnel for the unit</td>
<td>- Needed personnel are identified and recruited</td>
<td>- Research Unit Staff roll</td>
<td>- The Ministry does not have staff with adequate research skills</td>
</tr>
<tr>
<td>Appropriately equip and furnish the unit</td>
<td>- The research unit is equipped and furnished</td>
<td>- Equipment and furniture purchase receipts</td>
<td>- Adequate funds are available</td>
</tr>
<tr>
<td>Design evidence based research to inform policy and programme development</td>
<td>- Availability of research reports</td>
<td>- Research reports</td>
<td>- Relevant research is conducted and in a proper manner</td>
</tr>
</tbody>
</table>

**GOAL 9**

To control the rate of crime, drug abuse and illegal migration among the youth

**Objective 9.1**

By 2014, reduce drug abuse and crime rate among the youth by 50%

- Conduct a study on the causes, effects and rate of drug abuse and crime among the youth.
- Conduct sensitisation programmes on radio, TV and through workshops/seminars on the negative
## Objective 9.2

**By 2014, reduce the rate of illegal migration among the youth by 70%**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Summary</th>
<th>Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct a study on the causes and effects of illegal migration by Gambian youth</td>
<td>- Illegal migration study conducted</td>
<td>- Funds are available for the study and that the study is properly conducted</td>
</tr>
<tr>
<td>Collaborate with the Department of immigration and other relevant authorities to launch an aggressive advocacy programme that will sensitise the youth on the effects/dangers of illegal migration and teach them how they can legally migrate with the proper skills training.</td>
<td>- Sensitisation programmes/workshops on the dangers of illegal migration held</td>
<td>- An effective sensitisation programme is developed and executed</td>
</tr>
<tr>
<td>Negotiate and form agreements with stakeholders on sponsoring projects that will address the causes of illegal migration</td>
<td>-Negotiations held and agreements formed with stakeholders</td>
<td>-Negotiation reports and agreement documents</td>
</tr>
</tbody>
</table>
4.2 Institutional Structure

The structure of an organisation details in a snapshot the communication framework and work related relationships resulting from the normal interactions of teams and people in that organisation. Strategic planning is change planning, and given this, it is obvious that the new changes will require an appropriate structure. This structure must be able to meet the requirements of the strategic fit of the new orientation.

The organisation chart in 5.2 encapsulates the current structure of the MOYS, which is not necessarily aimed at meeting structural changes needed to meet the implementation requirements of the new strategic focus. It is recognised that the MOYS like other government ministries/institutions cannot have their structures significantly overhauled in this assignment. Instead, this will require a government-wide functional analysis, the results of which may lead to a change in the structures. Despite this difficulty, it is important that the structures of the ministries/institutions included in this strategy process be reviewed to determine their suitability for the new strategic endeavour. In pursuit of this, a limited functional analysis was undertaken and showed that each ministry must evolve if it does not already have one, a structure within its framework for coordination of the implementation of its strategic plan. This will be the unit or directorate that will as well be responsible for coordinating the performance managements system (PMS) that will follow this tools development activity.

The MOYS does not have a defined planning function in its structure. It has a lean structure made up of Minister, Permanent Secretary, and two Deputy Permanent Secretaries and supported by a Principal Assistant Secretary, and a Senior Assistant Secretary. The ministry has under it a Department of Youths and Sports and headed by a Director, who in turn and together with the Permanent Secretary is responsible for coordinating and supervising the functions of five satellite institutions; namely the NYSS, PIA, NYC, NSC AMD ISFH.

It is the consultant’s recommendation that a Research and Planning Unit be set up and the PAS be re-designated as PAS planning, to undertake amongst other things coordinating planning in the MOYS and the implementation, monitoring, review and reformulation of this strategic plan. This done, it is hoped that the real management change that will bring about entrenchment of the strategic management process in the civil service as the new way of management will be ushered in effectively.
4.2.1 The Current Position Organogram

MOYS

NEDI

Department of Youth & Sports

NYSS  PIA  NYC  NSC  ISPH
4.2.2 Current Functional Organogram

1 Notes:
1. Core Functions
   - Youth Development
   - Sports Development
2. Support Functions
   - Finance and Administration
   - Skills and Leadership Training
   - Enterprise Development
3. Recommendations:
   - Introduce planning and Research as support to policy implementation and should be headed by the PAS or a Director.
4.2.3 Proposed Functional Organogram

- Policy Evolution (Minister)
- Policy Implementation (PS, DPS, PAS, SAS, AS)
- Planning & Research (Director)
- Finance & Administration
- Department of Youth & Sports
- Enterprise Development (NEDI)
- Skills & Leadership Training (NYSS & PIA)
- Youth Development (NYC)
- Sports Development (NSC)
### 5.1 External Factor Evaluation Matrix

#### OUR CRITICAL OPPORTUNITIES

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The process of transformation of government in 1994 was peaceful and the aftermath was also peaceful (social stability)</td>
</tr>
<tr>
<td>2</td>
<td>PMO basket of skills is an opportunity for optimal skills utilisation in various areas using the ability to rotate and move personnel</td>
</tr>
<tr>
<td>3</td>
<td>High youth employability due to the availability of more educational and skills development opportunities</td>
</tr>
<tr>
<td>4</td>
<td>High growth rates over the past years have resulted to increased growth in trade and services, where youths are more involved. This growth is a reserve for private intervention in youth and sports programmes</td>
</tr>
<tr>
<td>5</td>
<td>The proliferation of Microfinance institutions that are more receptive to financing youth enterprises, their better methods and processes of doing business has resulted to quality service delivery</td>
</tr>
<tr>
<td>6</td>
<td>Peaceful coexistence of different ethnic groups and religions</td>
</tr>
<tr>
<td>7</td>
<td>Youthful population</td>
</tr>
<tr>
<td>8</td>
<td>There is increased public interest from donors (World Bank, European Union, African Development Bank) towards supporting the national economy, mostly budget support and grants</td>
</tr>
</tbody>
</table>

#### OUR CRITICAL THREATS

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Relatively high turnover of Ministers and Permanent Secretaries</td>
</tr>
<tr>
<td>2</td>
<td>Overall high turnover of staff in search of greener pastures</td>
</tr>
<tr>
<td>3</td>
<td>Present traditional banking which is characterised by unfavourable lending policies/high interest rates to the youth sector</td>
</tr>
<tr>
<td>4</td>
<td>Technology presents a negative impact on the moral values of the youth and society</td>
</tr>
<tr>
<td>5</td>
<td>Inadequate availability of ICT facilities in the rural areas</td>
</tr>
<tr>
<td>6</td>
<td>High cost of internet services</td>
</tr>
<tr>
<td>7</td>
<td>Land tenure system in the country which is predominantly freehold militates against ownership of land by the youth</td>
</tr>
<tr>
<td>8</td>
<td>Uneven distribution of the youth population as a result of rural-urban migration affects the service delivery at the urban areas</td>
</tr>
<tr>
<td>9</td>
<td>Although donor intervention to the youth and sports sector is mostly through grants, their level of interest and funding is generally low</td>
</tr>
<tr>
<td>10</td>
<td>Despite high involvement of youths in the growth sectors, their real returns continue to be low</td>
</tr>
</tbody>
</table>
5.2 Internal Factor Evaluation Matrix

<table>
<thead>
<tr>
<th>OUR CRITICAL STRENGTHS</th>
<th>OUR CRITICAL WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Presence of SMT (Minister, Members - PS, DPS and heads of satellite institutions) presents an opportunity for long term planning and the existing culture generally open and encourages innovation, dissent, criticisms</td>
<td>1 Division into ministry and satellite institutions, each with a board that are mostly non functional affects its effectiveness in service delivery</td>
</tr>
<tr>
<td>2 Employee morale is relatively high and absenteeism is relatively low</td>
<td>2 There are overlaps in responsibilities between the satellite institutions and the Department of Youth and Sports</td>
</tr>
<tr>
<td>3 Availability of IFMIS enables better accounting and budgeting methods and procedures</td>
<td>3 Irregular meetings by the SMT, absence of a CCM, weak delegation of authority due to the absence of proper structures has resulted to poor service delivery</td>
</tr>
<tr>
<td>5 Existence of a youth group database and website</td>
<td>4 Basic rewards and additional incentives are low</td>
</tr>
<tr>
<td>6 Knowledgeable and dutiful employees and the existence of adequate personnel policies</td>
<td>5 There is improper coordination of work and donor funds and the existence of many unregistered youth organisations</td>
</tr>
<tr>
<td></td>
<td>6 The Ministry and its satellite institutions do not have adequate budgetary allocations and are unable to raise short and long term capital</td>
</tr>
<tr>
<td></td>
<td>7 Management tools are not very effective (e.g. Absence of an IT network and MIS, inadequate transportation and logistics, absence of a technology use strategy)</td>
</tr>
<tr>
<td></td>
<td>8 Relatively low public image largely due to lack of understanding of the Ministry</td>
</tr>
<tr>
<td></td>
<td>9 No personnel and development scheme in place</td>
</tr>
</tbody>
</table>
5.3 MOYS Strategic Framework Table (Vision, Mission, Objectives & Strategies)

<table>
<thead>
<tr>
<th>Vision Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be perceived as the centre/platform for empowering youth as effective aggregates in national development and for excellence in sports that generates value.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mission Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>To deliver excellence in youth and sports development by ensuring that our youth are guided towards entrepreneurship, employability, leadership and encourage mass participation in sports for well being.</td>
</tr>
</tbody>
</table>

**GOAL 1:**
To attain and maintain excellence in youth development

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| Objective 1: To provide 2500 youths with requisite leadership skills by 2014 | Strengthen existing training facilities and set up new ones in deprived areas  
Facilitate youth leadership training camps  
Develop a comprehensive national youth leadership training programme |

**GOAL 2:**
To attain and maintain excellence in sports development

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| Objective 2: To develop sports for effective participation in national and international competitions for glory by 2014 | Facilitate the setting up of proper sports academies (Football, Volleyball, Athletics, Basketball and Cricket) at regional and national levels  
Strengthen existing sporting facilities and academies  
Provide continuous training for coaches, physical and health educators, administrators, medics, athletes and other stakeholders  
Develop policy and legal framework for a private league where investors can own teams and stadia  
In collaboration with the University of The Gambia to set up a department of Sports Sciences  
Negotiate and encourage the MOLGL, LGAs and estate developers for adequate allocation of reserve land for sports |

**GOAL 3:**
Ensure that the youth are guided towards entrepreneurship and employability

<table>
<thead>
<tr>
<th>Objective 3: 3.2 To inculcate a culture of entrepreneurship and provide requisite livelihood skills for youth employability for self reliance and economic enhancement</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Provide short term skills training to the youth and support entrepreneurs through regular programmes and apprenticeship</td>
</tr>
</tbody>
</table>
### GOAL 4:
To ensure and maintain a healthy populace at all times

**Objective 4:**
Promote health through mass participation in sports by 2014

**Strategies**
- Organize semi-annual sporting events for aged people and public and private sector workers at regional and national levels
- Organize annual summer camps for young people
- Collaborate with WHO, MOHSW and other stakeholders in using sports as tool for promoting health
- Encourage the setting up of fitness and recreation centres in all regions.

### GOAL 5:
To maintain an efficient and effective and capable ministry with adequate, well trained and motivated staff

**Objective 5.1**
Ensure that the MOYS and its satellite institutions have adequate staff that are continuously nurtured and trained to enable efficiency and effectiveness in their work

**Strategies**
- Conduct an institutional capacity needs assessment of the ministry and its satellite institutions
- Implement the recommendations of the assessment

**Objective 5.2**
To develop a structured approach in mobilising financial resources for sustainable funding of youth and sports development programmes and activities

**Strategies**
- Develop long term proposals on youth and sports development programmes for submission to donors.
- Undertake bilateral and multilateral negotiations with interested donors and establish long term financing cooperation

**Objective 5.3**
To develop a structured approach in mobilising material resources through bilateral and multilateral agreements and other agreements

**Strategies**
- Negotiate with local, bilateral and multilateral partners on the provision of requisite materials (equipment)

### GOAL 6:
To maintain and enter into new partnerships with stakeholders for the advancement of youth and sports in The Gambia
**Objective 6.1**
To establish partnership with the private sector/individuals in the mobilization of resources for youth and sports development

**Strategies**
- Facilitate shareholdership in the ownership and management of youth and sports facilities
- Encourage private and public sectors to invest in youth and sports
- Encourage the creation of incentive packages for investors in youth and sports

**GOAL 7:**
To improve and increase the infrastructural stock of the ministry

**Objective 7.1**
Rehabilitate and refurbish the existing youth and sports facilities and establish more in areas where absent

**Strategies**
- Identify and procure the needed materials for the existing youth and sports facilities
- Encourage private sector participation in management of existing sporting facilities
- Provide new multi-purpose youth centres and sporting facilities in each of the regions

**GOAL 8:**
To enhance the research and planning capacity of the MOYS

**Objective 8.1**
By 2011, establish a research and planning unit for effective programming

**Strategies**
- Provide office space for the new research and planning unit
- Identify and recruit the needed personnel for the unit
- Appropriately equip and furnish the unit
- Design evidence based research to inform policy and programme development

**GOAL 9:**
To control the rate of crime, drug abuse and illegal migration among the youth

**Objective 9.1**
By 2014, reduce drug abuse and crime rate among the youth

**Strategies**
- Conduct a study on the causes, effects and rate of drug abuse and crime among the youth.
- Conduct sensitisation programmes on radio, TV and through workshops/seminars on the negative effects of drug abuse and crime
- Collaborate with the security forces on how to combat drug abuse and crime
- Encourage and facilitate the setting up of bodies that have programmes that promote tolerance and better understanding amongst youth and with adults, with a view to eradicate ethnic chauvinism, religious bigotry and all other forms of discrimination.

**Objective 9.2**
By 2014, reduce the rate of illegal migration among the youth

**Strategies**
- Conduct a study on the causes and effects of illegal migration by Gambian youth
- Collaborate with the Department of immigration and other relevant authorities to launch an aggressive advocacy
| | programme that will sensitise the youth on the effects/dangers of illegal migration and teach them how they can legally migrate with the proper skills training. |
| | Negotiate and form agreements with stakeholders on sponsoring projects that will address the causes of illegal migration |