



Republic of The Gambia
Department of State for Finance and Economic Affairs

National e-Government Program

Baseline study on the ICT infrastructure

(Report and recommendations of the e-Readiness Survey)

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1. INTRODUCTION

1.1 Background

Implementing the African Information Society Initiative (AISI), African Ministers of Planning and Economic Development identified the use of ICTs in central Government and local administration as one of the priority sectors for the entry of Africa into the information era and as a means to support Government's administration and decentralization process, which is consistent with Vision 2020 in developing electronic information for development in the Gambia.

Responding to a request from the Hon. Secretary of State for Finance and Economic Affairs, of the Republic of The Gambia, The Executive Secretary of United Nations Economic Commission for Africa (UNECA) sent a mission to the Gambia in November 2002 to carryout a preliminary assessment and discuss modalities for the design of e-Government Strategy for the Gambia with a view to start an e-Government pilot project between the Department of State for Finance and Economic Affairs and the Office of The President for the sharing of Financial and Economic Management data and information. It is envisaged that after the successful implementation of the pilot project, all the relevant institutions and services across the country will be subsequently interconnected electronically.

The outcome of the mission was a Memorandum of understanding in which it was agreed that some of the fundamental pre-requisites to achieve a well planned and realistic e-Government program are to:

- Conduct a base line study in order to assess the situation in the country in relation to e-Government related activities, available infrastructure and technical support.
- Develop an e-Government policy and strategy.
- Conduct sensitization programmes in relation to the outcomes of the baseline study with a view to map-out a National e-Government Strategy.
- Coordinate resource mobilization for the implementation of the strategy.

Furthermore, it was proposed that the Gambia be designated as "AISI e-Government model" for the African Continent with the support of development partners.

1.2 Country Profile

The Gambia is one of the smallest countries in Africa with an area of 11,295 square kilometers and has a population of 1.4 million people and ranks 160th out of 173 countries in the United Nations Human Development Index. The Gambia is a multi-party democratic state with an average GDP growth of 5.3 percent per year from 1998 to 2001 and the PRSP projects continued growth at 6 percent per year through 2005 and to increase thereafter.

The Gambia reached its HIPC decision point in December 2000 and benefited from interim debt relief. The country is poised to reach HIPC completion point before end of this year (2003) under satisfactory macroeconomic performance.

In response to the needs of the population, the Gambia has formulated a Strategy for Poverty Alleviation (SPA-II) based on five pillars:

1. Create an enabling policy environment to promote economic growth and poverty reduction
2. Enhance social capacity and social protection of the poor and vulnerable
3. Improve coverage of basic social service needs
4. Build the capacity of local communities and civil society organizations to play an active role in the development process
5. Mainstream gender equity, environmental issues, nutrition, and governance and HIV/AIDS awareness in to all development programs.

1.3 Recent Economic Developments

The outlook for economic performance remains bleak in 2003 on account of the poor agricultural output occasioned by poor rain fall in 2002/03. The adverse impact of this development on the growth rate of real GDP is further compounded by the slow growth in the re-export trade due to border restrictions with our neighboring country. In addition, the expansionary fiscal policy of recent years has continued to influence the depreciation of the exchange rate, fuel inflation and increase interest rates. As a result, real GDP is expected to slow-down to around 4.0 percent in

2003. With a reverse trend of the factors mitigating economic performance, real GDP growth is projected to improve to around 4.5 percent in 2004.

Structural and stabilization reforms implemented so far focus on creating an enabling environment for private sector activities, which include the establishment of the Gambia Investment Promotion and Free Trade Zone, Gambia Public Procurement Agency, National Tourism Authority. Other key reforms are recognized in several other sectors for increased economic performance with programmes that support National Governance and Poverty reduction programmes.

The Gambia recognizes that an improved governance environment is a prerequisite for sustainable development and welfare of Gambian people. As such, its good governance programme has six the following six components:

- a. Constitutional review and reform of the electoral process
- b. Reform of the parliamentary structure and processes
- c. Reform of legal and judicial processes
- d. Public sector and administrative reform
- e. Decentralisation and local government reform are interdem with the introduction of an e-Government program.

1.4 E-Government Status

At the National level, a technical working group was constituted endorsed by the Secretary of State for Finance and Economic Affairs to coordinate the program. Members of the group were drawn from the Office of the President (Chairman), the Department of State for Finance and Economic Affairs (Coordinator), Gamtel Internet Business Unit, Department of State for Communication Information and Technology and The strategy for Poverty Alleviation Coordinating Office.

The task of the working group was to participate in and oversee the implementation of the following activities:

- Preparation of a Sample fame and questionnaire for a country wide survey
- Arrange the necessary logistics to carry out the survey
- Produce a report of the survey results
- Organise a Workshop to discuss findings of the survey exercise

- Conduct National validation workshop to produce a final report.

With active participation of the National Technical Committee and funds provided by the UNECA to conduct the baseline study, all the necessary logistics were put in place to support three major activities:

- a. National data collection exercise;
- b. Consultations with selected institutions across the country including all the Divisional Headquarters;
- c. Desk research with relevant information;

This report is the result of the above exercises and therefore, it presents valuable indicators that will be subsequently used to measure e-Readiness of the Gambia towards the development of an E-Government strategy for the country in near future.

It is also noteworthy that the Third Meeting of the Committee on Development Information (CODI III) held in Addis Ababa in May, 2003 unanimously adopted a resolution which designated The Gambia to be developed as a model of E-Government in Africa under the Framework of the African Information Society Initiative (AISI) and further arrangements are in progress at the national level to bring forward this very important initiative to the WSIS platform to be held in Geneva in December 2003.

2. METHODOLOGY

2.1. Objective of the Study

The major objective of this baseline study was to measure the e-Readiness of the country in relation to proposed e-government initiative. In other words, the study was undertaken to identify the availability and spread of ICT infrastructure, their present usage status and technical support in the country.

2.2 Survey Design

The sample of any survey statistically depends to a large extent on three key factors:

1. The degree of accuracy required
2. The extent of variation in the population with regards to key characteristics of the study
3. The population size

The sample size also needs to be sufficiently large especially where the population characteristics are heterogeneous to allow for the inclusion of more sampling units of measurement and to ensure meaningful analysis bearing in mind the objective of the survey, which was mainly to provide a wide range of indicators that will constitute benchmark information for e-government policy and strategy to be monitored over time.

Against this background the sample size for the e-government survey was set at 200 institutions. This was considered sufficient given the number of institutions in the country, characteristics of the survey and the time needed for the study.

2.3 Sample Selection

The unit of measurement for the E-Government Survey is the institution; therefore a sample frame of 515 institutions was constituted although inexhaustive, with no idea about the exact size regarding the number of staff and the availability of ICT equipments in each of the institutions included in the frame. This list was classified by region and by the type of institution as suggested by the survey which includes Government, Public Enterprise, Intergovernmental Organisations, Private sector, Non-governmental/Civil Society Organisations and others that did not fall within any of the categories mentioned above. This sample frame revealed

that about 41% of the institutions were located within Greater Banjul Area (GBA) while a significant proportion of the rest were within other urban areas in other administrative divisions in the country. This suggests that the distribution of ICT facilities is urban phenomenon, which is typical of developing countries.

These institutions were distributed countrywide and also varied in terms of size and availability of ICT equipments both within and across the administrative divisions in the country. Given the time required for the survey, a sample size of about 40% that is 200 institutions was selected using proportional allocation with respect to the number of institutions in each category and in each region. The actual selected institutions were arrived at using purposive sampling based on the homogeneity of the sampling characteristics as well as the objective of the survey and the e-government.

2.4 Training of Field Staff

Three days intensive training of the enumerators was conducted for the E-Government Survey. Prior to this training, 22 enumerators were identified. Considering the technical nature of the questionnaire, an ICT specialist was recruited with a view to ensuring that technical issues were thoroughly dealt with during the training. In addition considerations were given to enumerators with ICT background as appropriate for the survey. Hence, the bulk of the enumerators recruited were from GTMI students, either currently attending or had attended an Information Technology (IT) course before. Only few enumerators were recruited from outside but with some experience in conducting surveys, among which only one of them was not computer or IT literate, otherwise the rest were. Overall, 99% of the enumerators recruited for the survey had some knowledge in computing and/or Information Technology. In addition, a manual was produced as a technical aid to help ensure better understanding of the questionnaire, ensure consistency in its interpretation and to serve as a reference document during questionnaire administration.

The first two days of the training focused on the discussion of the questionnaire of which the enumerators were taken through point by point. Questions were asked and clarifications were sought on issues that were not understood. The third day was spent on the pre-test of the questionnaire to assess its suitability, the level of understanding of the enumerators and the time it will take on the average during the real field exercise. Logistic arrangements and the time for the survey were discussed and finalized as well as the start date, which was agreed on the 7th of July 2003, for a period of 12 days. Then the enumerators were issued with sets of survey questionnaires, letter of introduction for the sampled

institutions, stationery, a list of institutions to be covered by each field interviewer.

2.5 Data Collection

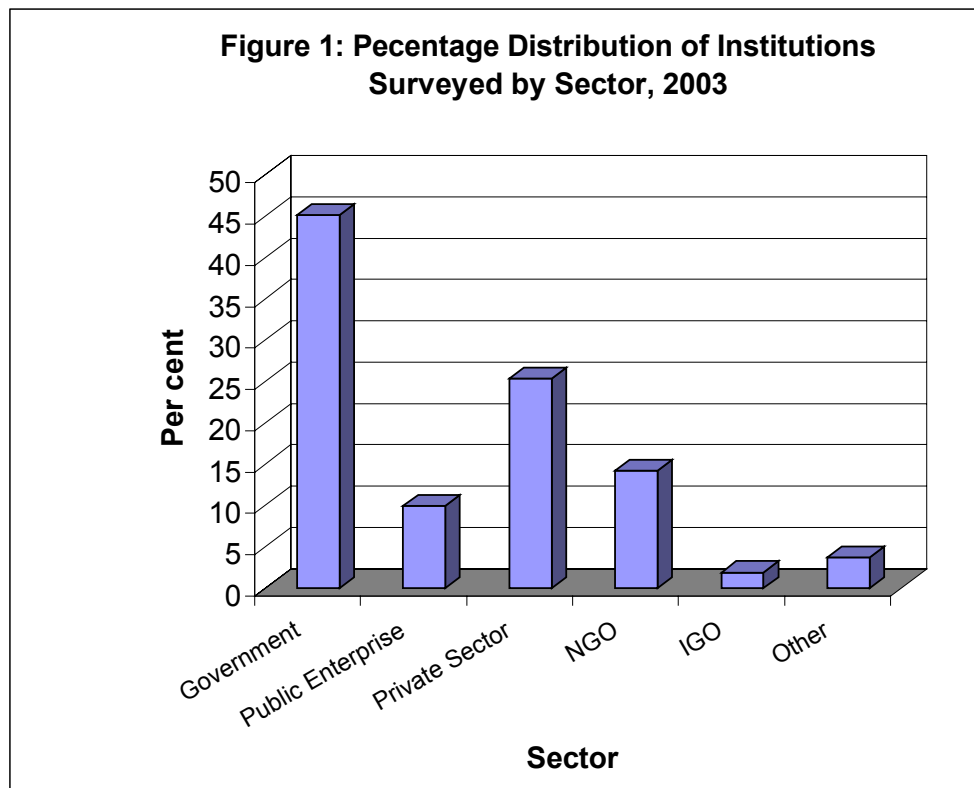
Data collection started on the 7th of July and was expected to last for twelve days on the 19th July 2003. However, this arrangement could not be met due to a number of factors crucial among which were lots of call backs and because of the technical nature of the questionnaire, some of the respondents assigned by their institution heads were not IT literate and could not fill the questionnaire. Thus five days extension was awarded to those enumerators who could not complete within the stipulated period of the survey. This decision was taken to reduce the non-response rate. Prior to the start of the survey, three coordinators were identified, two ICT specialist and one Statistician who coordinated the data collection exercise. Their responsibility was to advise the enumerators on technical problems as they immersed during the data collection period and also checked for the completeness of the forms in addition to highlighting the errors that needed to be rectified in the field.

The enumerators commenced the survey by first distributing the questionnaires with the letter of introduction in person to their respective institutions, in order to make arrangements with the identified respondents when to collect them and if need be sit with them to assist administer the questionnaire. Some of the respondents preferred that the questionnaire be left with them to be completed at their convenience and sent, while others preferred to complete it with the assistance of the enumerators. With all these approaches however, the survey was able to receive 165 responses out of 200 leaving a non-response rate of 17.5%. The seemingly high non-response rate could be attributed to a number of factors, which were identified by the enumerators as follows:

- No prior sensitization on the E-Government Survey, which could have gone a long way in increasing the response rate;
- Some respondents found the questionnaire to be too long and time consuming to fill;
- Some respondents refused to sit with the enumerators to administer the questionnaire;
- Some enumerators complained of accessibility, as they were not easily allowed by the gatekeepers to see the authorities much more to explain their mission;
- Some respondents were not convinced of the authenticity of the letter of introduction and rather requested Identification Cards

from the Enumerators, before they could accept to respond to complete the questionnaire.

With all these experiences, the enumerators felt that the period allocated for the survey was inadequate. In addition, unwarranted callbacks were call for by some respondents and each time they were visited by enumerators, they gave another appointment. One of the major limitations of this survey was that it was too technical as such some of the respondents who were not ICT literate could not answer some of the questions since they did not understand some of the questions.



2.6 Coding, Data Entry, Data Cleaning and Analysis

Some of the sources of non-sampling errors are errors in coding, data entry and analysis. The following write-up shows steps taken to minimize and keep to a tolerable limit the non-sampling errors.

2.6.1 Coding

Coding of the returns from the field was undertaken by a team of 5 personnel of the Central Statistics Department under the supervision of a principal statistician. All the six personnel had a wealth of experience in coding having served as coders of census and survey questionnaires for

many years. A detailed coding manual prepared by the data analyst was used to guide the coding process.

Before the commencement of coding, the coders were requested to list the various types of responses given to each of the open-ended and semi open-ended questions. The responses listed in respect of each question were then reviewed and verified, and this enabled mutually exclusive response variables or patterns to be derived. Each mutually exclusive response was assigned a unique number for each open-ended question. Questions on impediments to ICT development and proposals to overcome the impediments are examples of the open-ended questions in the questionnaire.

2.6.2 Data Entry

The Gambia E-government survey data processing was organized around data entry operators. The completed questionnaires were divided into, about, five equal sets with each operator given a set to key. This approach breaks data processing up into discrete segments, keeps the size of data files to a minimum and made supervision easier.

The software program used for the entering the data was the Integrated Microcomputer Processing System (IMPS 3.1). In the IMPS data dictionary, ranges were defined for all variables in the e-government questionnaire that have ranges of values. Only values within the specified ranges could be entered. This measure reduced the chances of data entry errors. The IMPS data entry screen also defined the data entry path by using skips, which correspond to the skips in the questionnaire. The skips reduced both field and data entry errors relating to answering or keying responses for questions not applicable to certain respondents.

The data processing phase was two-fold: primary and secondary. Primary data processing comprising the following steps:

- Data entry
- Structure check
- Verification
- Secondary editing

The goal of the secondary data processing was to produce data files, which were to be used for the data analysis and tabulations.

Secondary data processing comprised the following steps:

- Concatenating data
- Exporting data
- Recoding variables
- Generating tables.

2.6.3 Main Data Entry

Each set of questionnaires was entered twice by different data entry operators. The purpose of the second data entry was verification. The data entry program performed basic consistency checks, which were designed to catch questionnaire errors and data entry errors. Complex inconsistencies were also addressed during secondary editing.

2.6.4 Structure Check

During the data processing it was essential that all questionnaires were entered and that their identification information were correct. The structure check performed during the data processing ensured that both requirements were met. Only the structure of the main data entry was checked for this survey and this was because any structural errors in the verification data were discovered during the verification process.

2.6.5 Verification

When the main and verification data entry were ready, two files for each set were compared and a list of differences was produced. Two data entry clerks were engaged to resolve the differences between the main and verification data entry by referring to the questionnaires for the correct values. The correct values were inserted in the data files and the verification program was rerun. This process continued until the data files were identical, that is, they contained exactly what was written on the questionnaires.

2.6.6 Secondary Editing

Following this data cleaning exercise, secondary editing of the data was undertaken. The purpose of this exercise was to investigate complex inconsistencies in the data. These inconsistencies were resolved when there was clear evidence of interviewer error or data entry error.

2.6.7 Data Cleaning and Analysis

The first step in secondary data processing was concatenating the separate data files during which five data sets keyed by the five data entry clerks were concatenated into a single national file. This file was then exported

into SPSS, the software used to analyze this survey data. All the tables generated for this report were generated using SPSS.

2.6.8 Errors and Data Quality

Notwithstanding the control measures employed at the data collection, coding and data entry stages of this survey, data quality might have been affected by other factors. As indicated earlier, the services of an IT specialist was obtained during the training of enumerators with a view to enhancing enumerators' understanding of technical issues addressed in the questionnaire. Although this measure minimized potential errors due to the misinterpretation of some technical questions, the low IT knowledge in most institutions posed some problems in completing the questionnaires.

It was observed from the data that questions relating to technical specifications of IT equipment, local area networks (LAN) and Internet facilities were either not adequately completed by some institutions or were wrongly completed. It is unfortunate that some of these errors could not have been rectified in the field since the enumeration staff could not have verified some the information or even if they could, they most of them did not have the knowledge to do so.

Such errors cannot significantly affect the conclusions drawn from the results of this survey since this only affected a few variables. In addition the sampling method adopted for this survey, as discussed earlier, also minimized possible sampling errors. With these limited errors the results of this survey represents the true status of information and communication technologies in The Gambia.

2.7 Other Sources

A countrywide tour was undertaken by the national technical committee accompanied by the International Consultant from UNECA at the end of the survey. The purpose of the tour was to gather further data on the attitudes, readiness and eagerness on the part of the government and other stakeholders to join a national e-Government mission. Officials were interviewed and approached to give their views on their plans and aspirations vis-à-vis ICT infrastructure in the country. During the tour following major institutions/offices were covered:

- All the Divisional Commissioners' offices.
- Chief Executive Officers of the Local Area Councils
- The University of Gambia
- The Directorate of School/Science Education

- Directorate of the Local Government and Lands
- Department of State for Health
- Gamtel

To have a better picture of the country's telecom infrastructure, exhaustive meetings were held with the Gamtel and their five-year plan for expansion of the telecom services was another source of input for this study.

3. ICT SITUATION IN THE GAMBIA

3.1 Introduction

Any realistic assessment of a country's journey towards complete e-Government should start with clear idea about what really exists on the ground in terms of ICT infrastructure and policies. The ICT situation in the Gambia is therefore examined through a multidimensional view of the availability and use of computer equipment, connectivity/internet, telephony, HR and the readiness of the country in terms of harnessing ICT for development. The present baseline survey on the Gambia's e-government preparedness, therefore, focused on these four major aspects in various participating institutions: state departments, public enterprises, private sector, NGO's/Civil society Organizations, Intergovernmental organizations and other prominent agencies. The major postulate in analyzing the data from sample institutions was to identify areas of strengths and weaknesses and to map the challenges that lie ahead towards drawing a road - map to e-government in this country. An overall picture of the assessment will emerge as answers to the following questions against the four major indicators of ICT Preparedness.

ICT Equipment:

- Are there enough ICT equipment, applications and infrastructure in the place to develop e-government in the country?
- Where available, are these equipment put to optimal use? If not, why?

Internet/Connectivity:

- Is there a reliable and affordable internet/connectivity available to support e-government?
- How much and for what purposes the available connectivity/internet facilities are being used?

Telephony:

- Are there reliable and affordable telephone systems in the country?
- How much and how far the available telephone facilities are being used for information sharing?

Human Resources:

- Are there enough human resources available to support e-government?
- If not, what are the training needs of the HR in ICT?

ICT Development and Policy

- Are there plans and policies already in place to facilitate e-government?
- If not, what are the obstacles for development of ICT and e-government?

The above indicators are found to be interactive, interrelated forming a larger picture of an evolving ICT enthusiastic society. The overlapping areas of availability and use are the strengths while a larger demand of both the aspects remains to be covered as weaknesses or challenges to be met in the course of time.

3.2 ICT Equipments

3.2.1 Strengths

The government institutions in The Gambia are fairly provided with ICT equipment and peripherals. Approximately half of the government offices are having sufficient number of workstations and servers (45.1%). Therefore, the government departments can safely take a lead in e-government initiatives with some additional equipment input in remote locations and certain marginalized offices like divisional commissioners' offices and local area councils.

Another positive factor is that the private sector is also having a fair number of ICT equipment. It is therefore an advantage towards e-business plans in this country. In fact some of the private sector institutions are far ahead of government in optimizing the use of ICT equipment for business. Given an opportunity these private sector enterprises can really create a conducive e-business climate that will go hand in hand with e-government initiatives.

In terms of budgetary allocation, again the private sector enterprises spend a relatively high percentage of their overall budget on ICT equipment than the government institutions.

3.2.2 Weaknesses

During the survey and subsequent analysis of data, it became very clear that though the overall number of ICT equipment in government offices and private enterprises presents an impressive picture, if we really look into the physical cluster of these equipment the spread of ICT equipment is not balanced. In fact, some offices have majority of the equipment in large number while others are relatively poor in ICT equipment. Same is also true about private sector also. The situation becomes worse if we compare the scenario in urban-rural perspective. The offices in the remote locations are still languishing with slow and unstable machines installed years ago.

Given the fact that only half of the office government departments in capital city are having ICT equipment, there is an inherent weakness that without a wider coverage of these offices in terms of ICT equipment the actual impact of e-government initiative may be limited or even hindered in its implementation. In rural areas the situation becomes worse.

3.2.3 Challenges

The major challenge is to equip all the government offices with sufficient number of ICT equipment in a planned and proportionate manner keeping in view the workload and government-public interface ratio. Again, the public sector enterprises are very poor in ICT Equipment and as such their ICT equipment provisions and budgetary allocations have to be increased to a great extent.

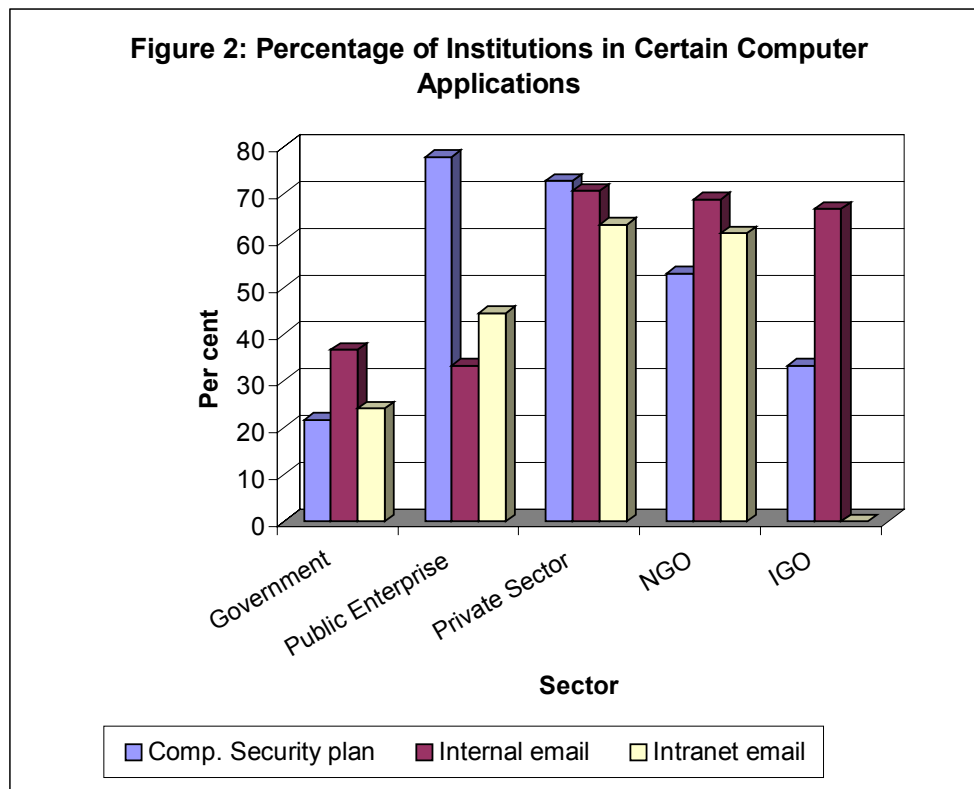
The private sector enterprises are already aware of the benefits of ICT in business and they will obviously equip themselves with more machines and peripherals, provided they are made more familiar with e-transactions and information security. Therefore, the challenge is to make all the stakeholders- government, private and public enterprises - more accustomed to various aspects of e-Government and put in place a legal framework to protect information rights and privacy to guarantee adequate information security.

There is also an urgent need of creating a balance between various government institutions in terms of ICT equipment to offset a digital divide that prevails among different departments of the government. The challenge is to boost the neglected sectors and rural offices so that they can take part and contribute equally in the total e-government processes.

3.3 Use Of Computers and Applications

3.3.1 Strengths

A fair number of government institutions are connected to local area network. The same is more true about proportionately larger number of private enterprises. In fact, in having computer security plans public and private enterprises are far ahead of government-departments. The existence of these LANs in both government and the private sectors gives a stronger starting point for piloting e-government in identified sectors while simultaneously helping the others to network themselves in time.



Another advantageous point is that a number of institutions are having their own data base systems in place. It means that when inter-connected information flow and sharing will be much easier and faster. In fact these isolated data bases can create the information society environment easily given a secure, reliable and affordable connectivity to link them together.

3.3.2 Weaknesses

In computer security or information protection mechanism the government institutions are very weak. In any e-government setup it is vital that data transmitted through a network and open to public access are well protected by system security plans as well as guarded by adequate legal enforcement. It appears that except a handful of government offices most of the government institutions are not using any security plan. Though, as indicated earlier, the private and public sector enterprises are comparatively more equipped with some basic security plans they also need some review and upgradation of such plans.

The use of ICT equipment and applications in this country is mainly hindered by a lack of reliable support services. The weakness in this area is such more felt in rural area where machines remain idle for months due to unreachable or even unavailable support. It is also indicated that with a handful of ICT personnel in the country, it becomes difficult to retain the ICT expertise within institutions for a long time. Local ICT firms are found to be lacking in adequate manpower to cater for the needs of the existing ICT equipments even though most of the institutions are subcontracting support services to external vendors.

Another striking weakness is the minimal use of internal information exchange through LANs. It seems that even offices connected on LAN still use conventional modes instead of using intranet for emailing documents, graphs, images etc. This may be due to the lack of computer training on the part of individual users to change into the new system of communication. Besides, the lack of interconnectivity between offices comes as a major obstacle in inter-office communication that makes it more difficult for a particular office having a LAN to use multiple medium of information sharing.

3.3.3 Challenges

The first and foremost challenge is to make institution based specific database systems that can be subsequently interconnected and ultimately open to public access over the internet. All major government departments should focus on building their database that are also to be secured. That leads to another area that needs immediate attention information security. Once the database systems are put in place the question of data security will be a vital factor to assure reliability of the shared data. The needs for adequate security mechanism and legal framework cannot be over emphasized.

To put the available ICT equipment to proper use as a means of communication and information sharing rather than stand alone use, inter departmental connectivity is the most essential prerequisite. Therefore, there is an urgent need to set up LANs in various offices and connect them together through WAN.

There is an urgent need to create a conducive environment for ICT Support Services in the country. More ICT vendors and service providers, especially in maintenance, are to be encouraged to start operating in the country and provide reliable and affordable support services to the ICT users in all sectors. We have found during the survey that there is a vast gap in support service for ICT users in rural areas and remote locations. Perhaps the challenge is to make ICT users better trained in basic troubleshooting and at same time create specialized technical support environment by facilitating more ICT support service providers in the country.

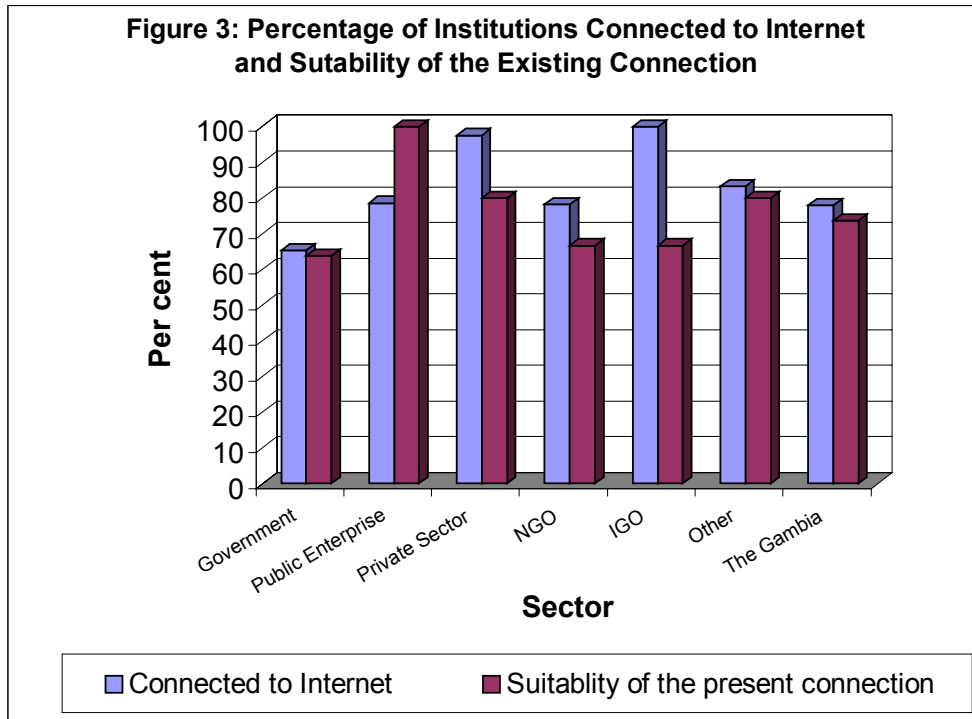
3.4 Internet Access

3.4.1 Strengths

The major advantage of the Gambia in Internet access is the presence of four ISPs – Gamtel, Quantum, Netpage and Airtip – who are licensed to operate in the country. Because of the competitive environment that prevailed among ISPs, the Internet service is comparatively cheaper than many African countries. In fact, at an average of 200 Dalasis equivalent to 8US\$ per month for unlimited access and less than 50 cents per hour for phone/dial up time, it is one of the most affordable internet services in the continent.

There is a proliferation of Internet cafes and telecentres in the Greater Banjul area and many are also coming up in rural areas also. Gamtel is planning to establish at least one Internet Café / Multimedia Centre in each growth centre.

Along with the presence of the ISPs a number of web-services are readily available from email and net-surfing to domain name hosting, web designing and publishing and even e-banking (For instance, Trust Bank and Arab Gambian Islamic Bank).



The Gambia was one of the first countries to benefit from the Internet Initiative for Africa with an Internet Gateway to link the country to global information super highway.

3.4.2 Weaknesses

Most of the access to Internet in The Gambia is through dial up telephony. There is almost no leased line/direct access to internet. In government offices primarily because of the exorbitant cost involved. Consequently the internet access is quite slow for large amount of data transfer. Connected with this are the problems of frequent disconnection while online and limited bandwidth. For an efficient e-government to run smoothly and efficiently more dedicated direct connections are needed with sufficient bandwidth. Users of internet have indicated that the speed of current dial-up internet services is very slow resulting in high dial up time cost and less reliable information exchange where large volumes of data/file transfers are concerned.

However, despite the presence of four ISPs and impressive Internet spread in the Greater Banjul area, the general Internet penetration rate remains very low in rural areas, as the actual numbers of institutions connected to the Internet in remote areas are very few.

3.4.3 Challenges

The immediate challenge for the Gambia is to make available more reliable speedy and quality Internet access to various institutions. Availability of Internet access in government offices, particularly in service departments, local government offices in provinces will go a long way to provide Gambians with information, and services essential for any successful e-government.

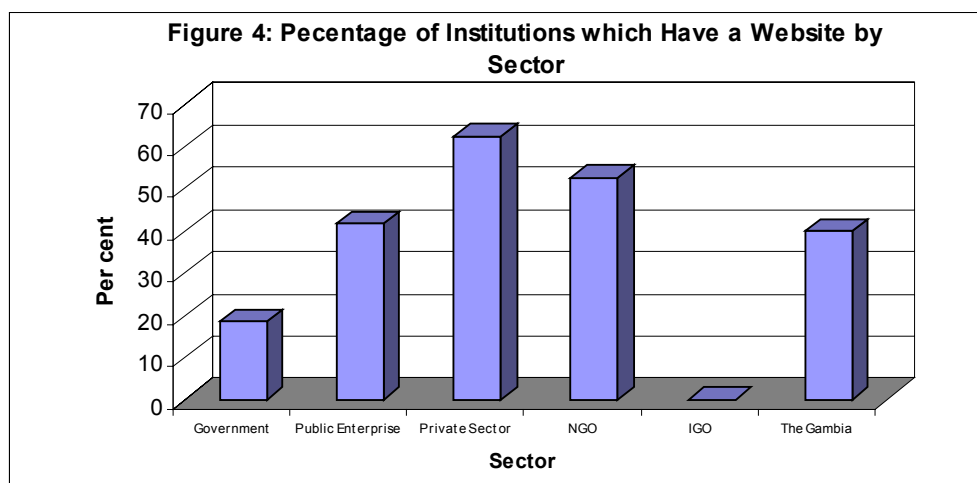
To increase access, community Internet centres (free and paid) are required to be established throughout the country. At the same time Internet access cost is to be made more affordable to general public with increased number of networked computers in business institutions, schools to increase sharing access among individuals/users.

Prominent government offices are to be provided with dedicated connection to Internet so that more web-based services can be initiated with adequate information security. ISPs are to be encouraged to increase their bandwidth with a corresponding increase in national gateway bandwidth.

3.5 Use of Internet

3.5.1 Strengths

Due to the presence of a large number of Cyber Cafes use of Internet for email is very high. There has been significant reduction in Internet connection costs. Consequently people are very much enthusiastic to get more information and services online.



Quite a number of institutions are now hosting their websites/WebPages providing at least general information about the services available. A large number of government departments and private enterprises have indicated keen interest to launch their websites in near future.

3.5.2 Weaknesses.

The Gambia is still to make its presence fairly visible on the web in terms of local content and information. Beyond emails the users are still to be accustomed with other uses of Internet such as video conferencing, internet telephony, file sharing/FTP, recruitment, mailing lists etc.

Most of the institutions in general don't have their own websites. Though a few have launched their websites, these websites don't have advance interactive options such as dynamic web tools.

The number of registration of domain names is very low, especially under country code top-level domain (.gm). Web development activities are mainly externally subcontracted indicating the lack of institutional web expertise.

3.5.3 Challenges

There is an immediate need to put more local content on the web through hosting of more websites. To encourage launching of more institutional websites web development services may be provided by a government agency for all the departments while inviting the private sector to avail the facility or encourage them to put up their websites from their own resources.

At present the country code top-level domain name of the Gambia (.gm) is under the administration of a foreign private individual. It is, therefore, essential to acquire the ccTLD and encourage Internet users, institutions and government department to register under this domain name to make the Gambia more visible on the web.

To encourage more utilization of Internet services, staff and members of various institutions are to be oriented towards diverse utilities/services provided through Internet. Regular and frequent Internet usage training programmes are to be conducted in government departments. Private institutions are also to be encouraged to undertake similar exercises.

3.6 Telephony

3.6.1 Strengths

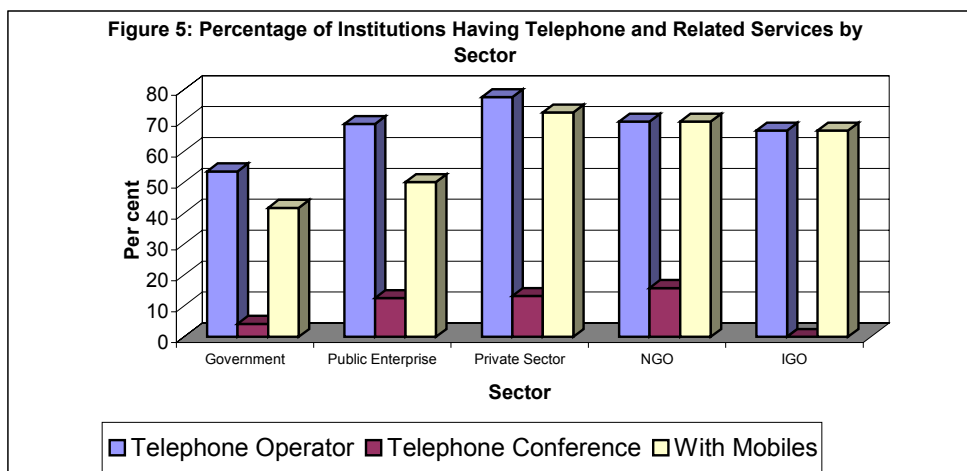
The Gambia claims to have one of the most reliable telephone systems in Africa. According to the information provided by the Strategic Planning Unit of Gamtel, the country has a fixed line telephone penetration rate of 3.1%. The penetration rate is 6.7% in urban areas and about .9% in rural areas. The fixed line telephone penetration rate is 3.32% and combined with mobile phones there is a total penetration rate of 11.7%. It has laid a fibre optic cable on the south bank of the river Gambia that run across the country. An ambition project has been launched to lay similar fibre optic line on the north bank of the river thus covering even the remotest parts of the country. With this expansion a projected demand of 230,000 new fixed lines in next five years will be met. In the year 2003 itself, it is planned that 90,000 additional lines will be installed. The average repair time of the telephone outages within customers' premises is 48 hours. Other key reliability indicators are presented in Figure: 5.

| | 1984 | 1994 | 2001 | 2004* |
|---|-------------|-------------|-------------|--------------|
| Faults/line/year | >2.5 | 0.6 | 0.54 | <0.5 |
| Faults Cleared – 24hrs | <45% | 76% | 70% | >70% |
| Faults Cleared – 48hrs | <55% | 88% | 78% | >78% |
| International Incoming Answer/Seizure ratio | N/A | 78% | 65% | 80% |

* Projected

(Source: Pa Gaye, DPD, Gamtel)

In the mobile phone area these are two mobile phone operators in the Gambia - Gamcel and Africel - with a total customer base of 100,000. In mobile phone sector also new expansion plans are already in place.



Public telephone access services like Telecentres are very much widespread in Greater Banjul area and a number of such telecentres are operating in rural areas making telephone service available to the public in almost all parts of the country.

3.6.2 Weaknesses

Though institutions are well connected through telephones, some extended use of these lines like teleconferencing is not common. In fact, only 4.2% government institution use teleconferencing facility.

Similarly, telephone usage is almost missing. Basically those institutions that are having operator/PBX system are using them for incoming and outgoing calls only. Interestingly, though available, ISDN services are still to be utilized by these institutions for voice/data transfer.

In rural areas, particularly in local government offices, where telephone is the only communication link with the capital, at times telephones go out of order for hours together. In remote areas such erratic telephone service may be a major handicap.

3.6.3 Challenges

Expansion of telephone services to rural areas, particularly on the north bank of the river Gambia is the immediate challenge to increase tele-density of the country. At the same time, on the south bank the projected increase in telephone connection is to be achieved as per time plan.

Proposed fibre optic cable installation on the north bank of the river Gambia should be executed on time to actually link all parts of the country evenly and to spread telephone services to remote areas. Wireless loop line

should also be installed in certain areas where demand is very high for immediate redeployment.

3.7 ICT Development and Policy

3.7.1 Strengths

The mass awareness demand or at least a visionary driving force which gives a kick start to ICT development in a society is very much felt in all spheres of activities in the Gambia. This can be said to be the 'feel good factor' in the whole process of this country's endeavour to map the journey to e-government. People, cutting across the sectors, are well aware of the potential benefits of ICT in their respective institutions. They have the basic ICT awareness or computer literacy but they want more training and orientation on ICT use. The demand for more ICT personnel, particularly with advance technical expertise is very high in all institutions.

In the area of ICT development policies and regulations, the Gambia is also well on the track as a part of the country's larger development objective of vision 2020 to transform the Gambia into a technologically advanced and information rich society by the year 2020. The country has already taken some initiatives in this direction in the past to formulate a National Communication and Information Policy (NACIP). Now, as an advanced stage to that process, the United Nations Economic Commission for Africa (UNECA) is supporting The Gambia in development of a National Information and Communication Infrastructure (NICI) plan. This major policy is expected to create a very catalytic atmosphere for harnessing ICT in the country in all sectors. To mention an associated initiative, the Internet regulatory Authority is being formulated.

Above all, the vision and priority given by the Gambia government to develop an e-government strategy at the national level and promote the country as a regional model in the networked world is a very positive factor indicating the e-readiness of the country. A national effort in this regard with coordinated planning across institutions and stakeholders clearly show that the e-government is one of the highest national priorities.

3.7.2 Weaknesses

The major weakness in the Gambia's ICT development is the lack of specialized manpower. The demand for technical support personnel is

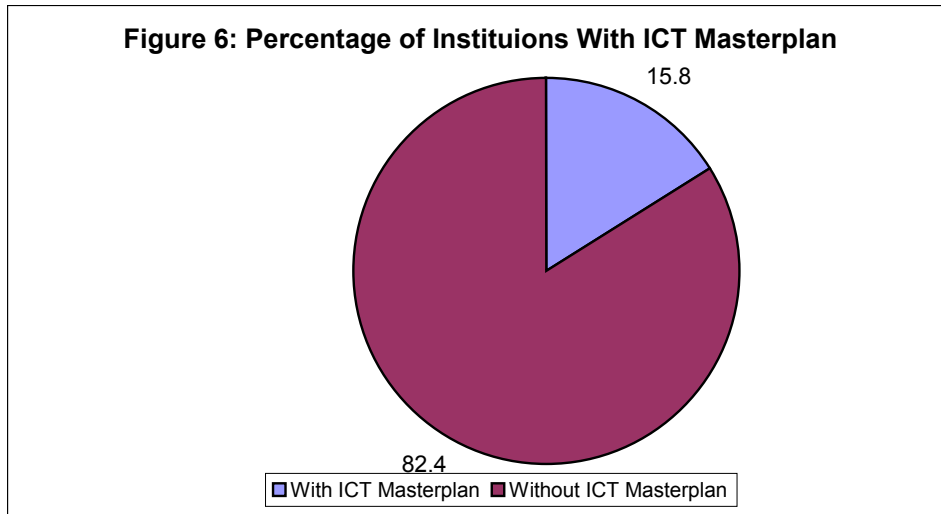
very acute and such demand will go higher when more ICT equipment are put to use in a networked environment. The local capacity in ICT Training institutions is far below the demands. Moreover, the available ICT expertise is often difficult to be retained with adequate incentives within the government departments due to the more lucrative opportunities available outside. Advanced training is not available inside the country in the area of database management, network administration, web publishing and hardware maintenance. As such getting personnel trained outside the country put a very high burden on human resources budget.

The gender imbalance is very much evident as the mean number of female personnel specialized in ICT is less than half of their male counterparts. The Gambian women in general are disadvantaged in socio-economic and political arenas and this is also reflected in their minimal presence in ICT driven professions. It is, therefore, very crucial to address this particular issue while moving towards a gender-balanced information society in this country through proper human resources development initiatives in ICT.

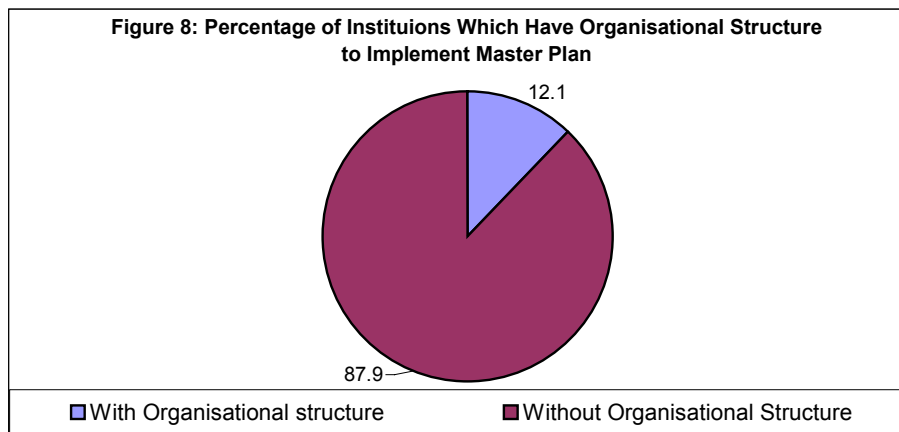
E-government or any ICT driven initiative cannot be sustained without stable and uninterrupted power supply. This is a major area of concern in the Gambia especially in the rural area where electricity is very much erratic and for many working hours offices remain without power. No alternative sources are available and as such ICT equipment are just shut down for hours together.

High costs of equipment together with lack of necessary fund for ICT infrastructure development is another handicap in many institutions. As a further impediment in this regard, some also cite a lack of initiative on the part of management to put budget, effort and interest in embracing ICT.

Lack of proper infrastructure, modern equipment and materials are shown as another obstacle to ICT development in many offices and institutions. The rural institutions are very much poor in this area. There is a felt need for a complete overhaul of their ICT setup should there be any inclusive e-government policy to succeed in reaching the people at grassroots and provide access to all.



At present very few institutions have ICT master plans in place and even those who have such plans are lacking proper mechanism to implement those plans.



3.7.3 Challenges

ICT education should be given top most priority in secondary schools. The ICT penetration in school should be increased many fold with necessary boost in student-computer ratio, ICT teacher training programmes and development of new curriculum and evaluation system for ICT education in the country.

In the post-secondary level quality specialized training in ICT should be provided through formal education system and also through open and distance leaning programmes adopting life-long learning approach. Similar programmes are to be launched for entire workforce to enhance

their skills and efficiency in ICT. In all such education and training endeavours careful attention is to be given to strengthening the content of ICT education beyond computer literacy and secretarial practice to integrate advanced aspects of ICT to create and support an information society and sustain e-government initiatives in all sectors.

ICT education and training programmes employees as well as unemployed need to be expanded with market demand oriented plans. Stronger government-private partnership to be established creating opportunities for internships, vocational training as well as specialized professional mentoring programmes in technology, policy and ICT management.

An environment is to be created at all levels of government and private sector to foster a culture of transparency, efficiency, creativity and information sharing in the country. Necessary policies and regulations facilitating both information sharing and information protection in public domain are to be adopted immediately in line with overall e-government goals.

All government and private institutions are to draw their own ICT master plans in line with the overall national ICT plans particularly attending to the needs of e-government initiatives. Necessary infrastructure and technical support are to be provided to help various institutions to execute their master plans. Existing master plans are to be periodically and realistically reviewed and updated.

4. CONCLUSIONS

The main focus of this needs assessment exercise (baseline study) was to aimed at identifying existing ICT resources in The Gambia in order to assess the e-Readiness of the country in relation to the proposed e-government initiative. As per the analysis of the survey data and based on the discussions held with various stakeholders, following major conclusions were drawn:

1. The country has sufficient ICT equipment in a number of institutions and it has the potential to introduce e-government programme in some identified sectors where such equipments are available. However, availability of ICT equipment across all institutions is not uniform, especially in the rural areas.
2. A fair number of institutions are connected to LAN. But, none of the institutions are interconnected and the LAN is hardly used for intra-institutional communication purposes.
3. It is encouraging that there are four ISPs in The Gambia and the Internet access cost is quite reasonable compared to other African countries. There is a large number of Internet café's and telecenters accessible to public in capital city and adjoining areas. A number of web-services are also available through these ISPs. However, such services are hardly utilized by various institutions at present mainly due to lack of awareness and necessary expertise.
4. The Internet is mainly used for email purposes and the visibility of The Gambia on the web is very negligible in terms of local contents and information.
5. The telephone system in the country is fairly strong with fiber optic line covering a major portion of the country (south bank of the river Gambia). With the proposed extension of the fibre optic line on the north bank forming a loop across the country the telephone system will be more reliable to support ICT based services in near future.
6. ICT development initiatives are taking shape in the country. However, there is a very acute shortage of adequate human resources in terms of ICT expertise to support such major initiatives. The proposed IT cadre is an illustrative effort in this direction.
7. All the stakeholders showed tremendous eagerness and enthusiasm to be on board with the E-govt. programme. The local government officials and the divisional commissioners who are working in remote locations seemed to be waiting eagerly for the ICT initiative to reach them as they were facing tremendous hurdles in

communicating with the national HQ as well as other colleagues in the area. The overall enthusiasm shown by various stakeholders in the course of the consultations can be said to be the biggest advantage for the proposed e-government programme in The Gambia. With necessary strategy, plans and guidance in place, they can really lead the country to the desired status of an AISI E-government Model.

8. The education sector from the secondary to university level appeared to have already mapped the course of action towards making the country education system to cater to the demands of ICT-driven society in future. The Vice Chancellor of the University of The Gambia was specifically enthusiastic to launch advanced ICT programmes for building up the technical manpower with the country through regular as well as Open and Distance Learning programmes.
9. Last but not the least, the lack of reliable electric supply and its virtual nonexistence in rural areas is a major hurdle towards sustaining the e-government initiatives in the country.

5. RECOMMENDATIONS

Based on the findings of this study following recommendations may be put forwarded:

1. A few key institutions and government departments with sufficient ICT equipment and infrastructure already in place may be identified and a pilot e-government project should be initiated by linking these institutions through WAN.
2. This baseline study should be followed by drawing up a National e-Government Strategy for The Gambia incorporating the pilot projects in the initial phases as well as the complete long-term e-government action plan for the country on a realistic time scale.
3. As an initial pilot project, the proposed e-government action plan should be initiated in the first phase between the Office of the President and the Department of State for Finance and Economic Affairs.
4. On the basis of the preliminary assessment, three major sectors of the government namely, Education, Health and Local Government should be brought under an e-government programme in the second phase of the e-government action plan. Local Area Networks (LAN) and Wide Area Networks (WAN) should be set up with appropriate networked applications to interlink institutions to provide government services and receive feedbacks from citizens. All the stakeholders in these departments, particularly the identified task force leaders, should be initiated into the e-government action plan in their respective sectors/roles to implement the programme effectively and efficiently. Similarly other sectors of the government should be included in the later phases of the national e-government programme.
5. A dedicated ICT education and training programme should be launched in collaboration with the secondary education department and the University of The Gambia. Advanced training on ICT to support the e-government initiative and to meet the demand of the ICT personnel in the country should be imparted through various extension and continuing education programmes via formal, distance and open learning modes. Computer awareness and training programmes should be launched immediately for the pilot project sectors/offices to ensure the smooth implementation of the e-government programmes.
6. ICT master plans should be drawn up in all institutions to lead to a comprehensive national ICT master plan in due course. These master plans should meet the demands of ICT equipment and

information security mechanism in all sectors so that all these institutions are on board on the e-government programme in due course.

7. The number of ICT equipment in key institutions should be drastically increased with necessary funding and technical support
8. To improve the electric supply situation, the rural electrification programme should be expedited on war footing and other alternative sources of power should be explored.
9. The gender gap in the personnel specialised in ICT should be addressed by their empowerment through specifically designed ICT education and training programmes and additional investment in the education of girls and women at all levels.
10. Considering their present involvement in the initiative, the National Technical Committee constituted for the e-government baseline study should be expanded in the next stage to form a national task force involving relevant stakeholders to oversee the implementation of the proposed pilot projects in the country.
11. The IT security should be a major issue to be addressed while launching the e-government programme. However, as the present survey didn't deal much with the policy issues, aspects like standardization, sustainability and sector-specific needs assessment should be handled in more details under the NICI policy process.
12. Initiatives should be undertaken at the UNECA level to generate an E-govt Development fund at the regional level involving Partnership for Information and Communication Technology In Africa (PICTA) and other donors as The Gambia will need such a pool to fall back upon to support its e-government strategy and implementation.
13. The WSIS platform should be used by the government of The Gambia to mobilize resources to implement the pilot projects and programmes identified under the National e-Government strategy.
14. For successful implementation of the e-government programme, a sensitization drive should be undertaken targetting the decision makers at the highest level.

APPENDIX:**List of Sample Selected Institutions for the E-Government Survey**

| SRN | Name of Institution | Location of the Institution |
|-----|--|---------------------------------|
| | Government Institutions (GBA) | |
| 1 | Personal Management Office (PMO) | Quadrangle Banjul |
| 2 | Office of the Public Service Commission (PSC) | Quadrangle Banjul |
| 3 | Energy Division (Office of the President) | President's Office, State House |
| 4 | Policy Analysis Unit | State House, Banjul |
| 5 | Vice President's Office | State House, Banjul |
| 6 | Women's Bureau | 14/15 Marina Parade, Banjul |
| 7 | National Aids Secretariat | |
| 8 | National Population Secretariat | State House, Banjul |
| 9 | National Governance Secretariat | |
| 10 | Supreme Court of The Gambia | |
| 11 | Office Of the Auditor General | |
| 12 | The Gambia Police Force Head Quarters | Buckle Street, Banjul |
| 13 | Immigration Department | Leman Street, Banjul |
| 14 | Research and Documentation Division of the DOS for Tourism and Culture | |
| 15 | Planning Unit of the DOS for Tourism and Culture | |
| 16 | Department of State for Foreign Affairs | Marina Parade, Banjul |
| 17 | National Council for Arts and Culture | Independence Drive, Banjul |
| 18 | Accountant General Department | Quadrangle, Banjul |
| 19 | Customs and Excise | Wellington Street, Banjul |
| 20 | Income Tax Office | Quadrangle, Banjul |
| 21 | Central Statistics Department | Buckle Street, Banjul |
| 22 | Gambia Divesture Agency | Leman Street, Banjul |
| 23 | GAMWORKS | Kairaba Avenue, Serekunda |
| 24 | NGO Affairs Agency | Quadrangle, Banjul |
| 25 | Department of Lands and Surveys | Marina Parade, Banjul |
| 26 | Department of Physical Planning & Housing | Marina Parade, Banjul |

| | | |
|----|--|------------------------------------|
| 27 | Department of Planning (Agriculture) | Marina Parade, Banjul |
| 28 | Department of Agriculture Service | |
| 29 | NARI | Brikama |
| 30 | Directorate of Planning (DoS for Works, Construction and Infrastructure) | |
| 31 | Department of Labour | |
| 32 | Geological Unit | |
| 33 | Directorate of Planning Policies (DOSE) | Bedford Place, Banjul |
| 34 | ITHR Directorate of Education | Bedford Place, Banjul |
| 35 | University of The Gambia | Kanifing South, MDI Road |
| 36 | The Gambia Technical Training Institute | Old Jeshuwang |
| 37 | The Management Development Institute | Kanifing South |
| 38 | Directorate of Planning & Information (DOSI) | |
| 39 | Royal Victoria Hospital | Independence Drive, Banjul |
| 40 | Social Welfare Department | Marina Parade |
| 41 | Department of Youth and Sports | |
| 42 | Department of Fisheries | Marina Parade |
| 43 | Department of Water Resources | Marina Parade |
| 44 | National Environment Agency | |
| 45 | Directorate of Information Services | |
| 46 | The Gambia Radio and Television Services | |
| | Public Enterprise (GBA) | |
| 1 | GAMTEL | |
| 2 | NAWEC | |
| 3 | Gambia Ports Authority | |
| 4 | Gambia Civil Aviation Authority (GCAA) | |
| 5 | Social Security Housing & finance Corporation (SSHFC) | |
| | Intergovernmental Organisations | |
| 1 | UNDP | UN House, Kofi Annan Street, Bakau |
| 2 | UNICEF | UN House, Kofi Annan Street, Bakau |
| 3 | World Health Organisation (WHO) | UN House, Kofi Annan Street, Bakau |
| | Private Sector Service Providers (GBA) | |

| | | |
|----|---|--|
| 1 | The Gambia Chamber of Commerce (GCC) | |
| 2 | The Gambia Trust Bank Limited | Buckle Street, Banjul |
| 3 | The Gambia Standard Chartered Bank | Buckle Street, Banjul |
| 4 | Quantum Net | |
| 5 | Medical Research Council (MRC) | Fajara, Bakau |
| 6 | CFAO | |
| 7 | Senegambia Hotel | |
| 8 | Kairaba Beach Hotel | |
| 9 | Gamstar Insurance Company | |
| 10 | SN Brussels' Airline | |
| 11 | MAESK Line Shipping Agency | |
| 12 | Elton Kairaba Avenue | |
| | Non-Governmental Organisations (NGOs) | |
| 1 | TANGO | |
| 2 | CRS | |
| 3 | Lend A Hand Society | Post Office Road Kanifing South, Tel: 390550 |
| 4 | WEC International | 3 Kairaba Avenue, Tel: 373105/392226 |
| 5 | The Gambia Organisation of the visually impaired (GOVI) | Tel: 227001 |
| 6 | Future in our Hands (FIOH) | 2 nd Street South Fajara Tel:495873 |
| 7 | GAWFA | Banjul, Tel: 227066 |
| 8 | GAMCOTRAP | Bakau, Tel: 495550 |
| 9 | YMCA | MDI Road Tel: 390625 |
| 10 | The Gambia Islamic Union | Talinding Institute Tel: 374307 |
| 11 | Kingfishers Trust The Gambia | 6 Kairaba Avenue, Tel:375036 |
| 12 | The Gambia Family Planning Association | Kanifing, Tel: 391473 |
| 13 | The Fisheries Development Agency (GAFIDA) | |
| 14 | VSO | 22 Atlantic Road, Tel: 495409 |
| 15 | VISACA Promotion Centre | Latrikunda Sabiji Tel: 373012 |
| 16 | The Gambia Red Cross Society | Kanifing, Tel: 392405/393179 |
| 17 | Institute for Human Rights & Development | Kotu, Tel: 496421 |

| | | |
|----|---|----------------------|
| | Western Division: Government Institutions | |
| 1 | Office of the Commissioner | Brikama |
| 2 | Area Council (chairman's Office) | Brikama Area Council |
| 3 | Regional Education Office | Brikama |
| 4 | Divisional Health Team | Brikama |
| | Public Enterprise | |
| 1 | Gamtel | |
| | Non-Governmental Organisations (NGOs) | |
| 1 | GAFNA | |
| 2 | CRS | |
| 3 | Lend A Hand Society | |
| 4 | WEC | |
| 5 | Africa Muslim Agency | |
| 6 | GOVI | |
| 7 | Future in our Hands (FIOH) | |
| 8 | GAWFA | |
| 9 | GAMCOTRAP | |
| 10 | The National Council of the Gambia YMCA | |
| 11 | The Gambia Islamic Union | |
| 12 | Kingfishers Trust The Gambia | |
| 13 | The Gambia Family Planning Association | |
| 14 | The Gambia Association for the Physically Disabled (GAPD) | |
| 15 | The Gambia Fisheries Development Agency (GAFIDA) | |
| 16 | Christian Children's Fund (CCF) | |
| 17 | Voluntary Services Overseas (VSO) | |
| 18 | Association of Farmers Educators and Traders (AFET) | |
| 19 | VISACA Promotion Centre (VPC) | |
| 20 | United Care Roland Clinic | |
| 21 | The Gambia Red Cross Society | |
| | Lower River Division: Government Institutions | |
| 1 | Office of the Commissioner | Mansakonko |
| 2 | Area Council (Office Of the Chairman) | Mansakonko |
| 3 | Regional Education Office | Mansakonko |
| 4 | Divisional Health Team (DHT) | Mansakonko |
| | Public Enterprise | |
| 1 | GAMTEL | Soma |

| | | |
|----|---|-----------|
| | Non-Governmental Organisation | |
| 1 | GAFNA | |
| 2 | CRS | |
| 3 | Lend A Hand Society | |
| 4 | Africa Muslim Agency | |
| 5 | The Gambia Organisation of the Visually Impaired (GOVI) | |
| 6 | Future in our Hands (FIOH) | |
| 7 | GAWFA | |
| 8 | AATG | |
| 9 | GAMCOTRAP | |
| 10 | YMCA | |
| 11 | The Gambia Islamic Union | |
| 12 | Kingfishers Trust The Gambia | |
| 13 | The Gambia Family Planning Association | |
| 14 | Voluntary Services Overseas (VSO) | |
| 15 | The Gambia Red Cross Society | |
| | North Bank Division: Government Institutions | |
| 1 | Office of the Commissioner | Kerewan |
| 2 | Area Council (Chairman's Office) | Kerewan |
| 3 | Regional Education Office | Kerewan |
| 4 | Divisional Health Team (DHT) | Kerewan |
| | Public Enterprise | |
| 1 | Farafenni Community Radio Station | Farafenni |
| 2 | GAMTEL | Farafenni |
| 3 | Gambia Ports Authority | Farafenni |
| | Non-Governmental Organisations (NGOs) | |
| 1 | GAFNA | |
| 2 | CRS | |
| 3 | Lend A Hand Society | |
| 4 | Africa Muslim Agency | |
| 5 | The Gambia Organisation of The Visually Impaired (GOVI) | |
| 6 | Baptist Mission in The Gambia | |
| 7 | Future in our Hands | |
| 8 | GAWFA | |
| 9 | GAMCOTRAP | |
| 10 | YMCA | |
| 11 | The Gambia Islamic Union (GIU) | |
| 12 | Kingfishers Trust The Gambia | |
| 13 | Njawara Agriculture Training Centre | Njawara |
| 14 | Anglican Mission Development | |

| | | |
|----|---|------------|
| | Ministries | |
| 15 | The Gambia Family Planning Association | |
| 16 | The Gambia Association for the Physically Disabled (GAPD) | |
| 17 | Voluntary Services Overseas (VSO) | |
| 18 | Association of Farmers Educators and Traders (AFET) | |
| 19 | Association of Gambia Entrepreneurs (AGE) | |
| 20 | The Gambia Red Cross Society | |
| 21 | World View International Foundation | Kerewan |
| | Central River Division: Government Institutions | |
| 1 | Office of the Commissioner | Georgetown |
| 2 | Area Council (Chairman's Office) | Georgetown |
| 3 | Regional Education Office | Georgetown |
| 4 | Divisional Health Team (DHT) | Georgetown |
| 5 | Bansang Hospital | Bansang |
| 6 | Armitage Senior Secondary School | Georgetown |
| | Public Enterprise | |
| 1 | The Gambia Ports Authority | Georgetown |
| | Non-Governmental Organisations (NGOs) | |
| 1 | GAFNA | |
| 2 | CRS | |
| 3 | Lend A Hand Society | |
| 4 | WEC | |
| 5 | Africa Muslim Agency | |
| 6 | Future in our Hands | |
| 7 | GAWFA | |
| 8 | AATG | |
| 9 | GAMCOTRAP | |
| 10 | YMCA | |
| 11 | The Gambia Islamic Union (GIU) | |
| 12 | Kingfishers Trust-The Gambia | |
| 13 | The Gambia Family Planning Association | |
| 14 | The Gambia Association for Physically Disabled (GAPD) | |
| 15 | Voluntary Services Overseas (VSO) | |
| 16 | Association of Farmers Educators and Traders (AFET) | |
| 17 | The Gambia Red Cross Society | |

| | | |
|----|---|-------|
| | Upper River Division: Government Institutions | |
| 1 | Office of the Commissioner | Basse |
| 2 | Area Council (Chairman's Office) | Basse |
| 3 | Divisional Agriculture Coordination Office (DAC) | Basse |
| | Public Enterprise | |
| 1 | GRTS - Basse | Basse |
| 2 | GAMTEL | Basse |
| | Private Sector Service Providers | |
| 1 | Standard Chartered Bank | Basse |
| | Non-Governmental Organisations (NGOs) | |
| 1 | GAFNA | |
| 2 | CRS | |
| 3 | Lend A Hand Society | |
| 4 | Africa Muslim Agency | |
| 5 | The Gambia Organisation of the Visually Impaired (GOVI) | |
| 6 | Future in our Hands (FIOH) | |
| 7 | GAWFA | |
| 8 | AATG | |
| 9 | GAMCOTRAP | |
| 10 | YMCA | |
| 11 | The Gambia Family Planning Association | |
| 12 | VISACA Promotion Centre | |
| 13 | The Gambia Red Cross Society | |