THE GAMBIA

NATIONAL ENTREPRENEURSHIP POLICY DRAFT

October, 2016
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<tr>
<td>ADB</td>
<td>African Development Bank</td>
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<tr>
<td>ASSET</td>
<td>Association of Small Scale Enterprises in Tourism</td>
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<tr>
<td>ANRP</td>
<td>Agricultural National Resources Policy 2009-2015</td>
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<tr>
<td>BDS</td>
<td>Business Development Services</td>
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<tr>
<td>CBG</td>
<td>Central Bank Of The Gambia</td>
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<tr>
<td>DWA</td>
<td>Department of State for Women's Affairs</td>
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<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<tr>
<td>EDB</td>
<td>Ease of Doing Business</td>
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<td>EDS</td>
<td>Entrepreneurship Development Strategy 2014-2018</td>
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<td>FIA</td>
<td>Financial Institution Act</td>
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<td>FDI</td>
<td>Foreign Direct Investment</td>
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<td>FSQA</td>
<td>Food Safety and Quality Control Authorities</td>
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<td>GAFDP</td>
<td>Gambia Artisanal Fisheries Development Programme</td>
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<td>GCP</td>
<td>Growth and Competitiveness Project</td>
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<tr>
<td>GCCI</td>
<td>Gambia Chamber of Commerce and Industry</td>
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<td>GDP</td>
<td>Gross Development Product</td>
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<td>GEW</td>
<td>Global Entrepreneurship Week</td>
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<td>GIEPA</td>
<td>Gambia Investment and Export Promotion Agency</td>
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<td>GRA</td>
<td>Gambia Revenue Authority</td>
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<tr>
<td>GSB</td>
<td>Gambia Standards Bureau</td>
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<tr>
<td>GTHM</td>
<td>Gambia Tourism and Hospitality Institute</td>
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<td>GTMI</td>
<td>Gambia Telecommunication and Multimedia Institute</td>
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<td>GTTII</td>
<td>Gambia Technical and Training Institute</td>
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<tr>
<td>HDI</td>
<td>Human Development Index</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>IEC</td>
<td>International Electrotechnical Committee</td>
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<tr>
<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
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<td>ILO</td>
<td>International Labor Organization</td>
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<td>ISO</td>
<td>The International Organization for Standardization</td>
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<td>IRENA</td>
<td>The International Renewable Energy Agency</td>
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<tr>
<td>LECRD</td>
<td>Low-Emission Climate Resilient Development</td>
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<td>MDI</td>
<td>Management Development Institute</td>
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<td>MFI</td>
<td>Microfinance Institutions</td>
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<tr>
<td>MoA</td>
<td>Ministry of Agriculture</td>
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<tr>
<td>MoBSE</td>
<td>Ministry of Basic &amp; Secondary Education</td>
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<tr>
<td>MoHERST</td>
<td>Ministry of Higher Education, Research, Science &amp; Technology</td>
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<td>MoYS</td>
<td>Ministry of Youth and Sports</td>
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<td>MSME</td>
<td>Micro, Small and Medium Sized Enterprises</td>
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<td>NAMA</td>
<td>National Appropriate Mitigation Action</td>
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<td>NAWEC</td>
<td>National Water and Electricity Company</td>
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<td>NBFI</td>
<td>Non-Bank Financial Institutions</td>
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<td>NCAC</td>
<td>National Center for Arts and Culture</td>
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<td>NEA</td>
<td>National Environment Agency</td>
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The Draft National Entrepreneurship Policy of the Gambia was prepared by a team led by Fiorina Mugione. The Team members include Abdoulie Touray, Patrick Nimo and Philippe Rudaz. Comments have been provided by Fulvia Farinelli, Jennifer Klein, Maha El Masri, Lorenzo Tosini and Alejandro Rubias Hernandez. The draft embeds the results of the Entrepreneurship Policy Framework workshop held in Banjul, Kairaba Beach Hotel on 2-3 February organized jointly by UNCTAD and the Ministry of Trade, Industry, Regional Integration and Employment, and the Gambia Investment and Export Promotion Agency.
Introduction

The Status of Entrepreneurship in The Gambia

The Gambian economy has steadily performed well, registering a rate of 4.7% growth in Gross Domestic Product (GDP) in 2015 (CBG, 2015), primarily driven by developments in tourism, inflow of remittances and re-exports. Despite this growth, The Gambia remains one of the poorest countries in the world with over 60% of the population living below the poverty line. At a Human Development Index of 0.441, The Gambia’s position on the index is 175 out of the 188 countries and territories measured (HDI, 2015). The narrow range of industries able to attract either foreign or domestic investment causes economic and social imbalances.

With limited employment available in the public sector, coupled with weather-related shocks in the productive sectors such as agriculture, a growing number of Gambians are turning to the Micro, Small and Medium Enterprises (MSMEs) sector for employment and livelihood opportunities. For the majority of rural and urban dwellers with no formally paid employment, the drive into self-employment is more a matter of survival than of choice. Increasingly MSMEs could play a very important role in the economy of The Gambia, not just as a source of gainful employment but also as a major contributor to economic growth, diversification and transformation. Entrepreneurship, harnessed more strategically, can become a powerful driving force of innovation and productive domestic investment over the long term.

The Gambian economy currently thrives on the MSME sector, contributing an estimated 20% to GDP (MSME, 2013). The MSME sector employs the largest share (60%) of the active labour force (15 to 64 years) of which 70% are self-employed.

In 2014, a mapping study counted 88,940 MSMEs, 70% of which are unregistered and the majority described as micro and small enterprises operating in the informal sector, the main source of income for the urban and rural poor, with typically weak compliance to labour legislation (MSME, 2013).

In terms of spatial distribution, the Brikama Local Government Area (LGA) has the largest share of enterprises, (32,665) accounting for 37%. Kanifing Municipality (GBA) is the next largest local government area with 29,390 enterprises (33%). Jangjangbureh has the lowest estimated number of enterprises (2%).
By official classification, the size of an enterprise in The Gambia is determined by the number of persons employed and size of investment: Micro enterprises have average investment of less than GMD 75,000 and are typically self-employed. Enterprises classified as small employ up to five workers and have an average investment of below GMD 150,000. Medium-sized enterprises employ more than five workers, with an average investment of more than GMD 150,000.

The study (MSME, 2013) showed that 70% of operational MSMEs are Gambian-owned. Overall, citizens of Economic Community of West African States (ECOWAS) own 15% of MSMEs, with Guineans playing a relatively prominent role (11%). Enterprises countrywide are predominantly owned by men (66%), whilst female owners account for 34%. Moreover, the largest age distribution of MSME owners (41%) is within the age bracket of 18-35 years, followed by 38% in the middle age population (36-54 years). Yet despite the predominantly youthful and middle-aged segments of population actively engaged in entrepreneurial activity, the study found that only 34.4% of enterprise owners had any formal business training. Of these, only 4% employed between 5-50 workers, 17.9% had 1-4 paid employees, whilst 12.5% had no employees (MSME, 2013). According to the survey, 93% of enterprises do not belong to any business association. Therefore, the opportunity for learning through participation in business networks is also constrained.

Finally, almost 89% (46,092) of MSMEs are sole proprietorships, a form of ownership which tends to be vulnerable to governance and succession risks. Only 6% of the enterprises mapped in the study are household/family-owned businesses.

Policy Initiatives for Entrepreneurship and MSMEs and other development plans

The National Entrepreneurship Policy presented here is meant to be an extension of the National Entrepreneurship Promotion Strategy (NEPS) which provided broad guidelines to improve the promotion of entrepreneurship and whose goal was to “lead to the formulation of a coherent National Entrepreneurship Policy Document” (NEP, p.9). The mission, vision and objectives (explained in this document on p.12) are identical and inspired by the desire to spur sustainable economic development in the Gambia. Both the NEP and this policy strategy give a prominent role to the Gambia Investment and Promotion Agency (GEIPA) as the main implementing agency, with the guidance of the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE). This document is therefore not an additional, separate, independent initiative, but complements and details already existing ones in a effort to build a comprehensive, holistic and sustainable policy framework.

MSME development and promotion as the main vehicle for poverty reduction for the vulnerable and poor. In particular, it aims to enhance the process of equitable participation of indigenous entrepreneurs in the economy, to put in place efficient regulatory and legal frameworks, enable increased access to microfinance by entrepreneurs, establish an entrepreneurial culture, and to build local capacities to provide Business Development Services (BDS) and training opportunities.

**Vision 2020** (1996) recognizes that the creative spirit of private individuals is the main drive towards sustainable economic development. It postulates that every individual can contribute to this development, will enjoy the fruit of this development in a free and competitive environment. Vision 2020 therefore places entrepreneurship at the centre of a long-term strategy towards inclusive and sustainable private sector led growth.

**The Programme for Accelerated Growth and Employment** 2012-2015 (PAGE) is the medium term plan that focuses on inclusive growth and employment.

**The Private Sector Development Strategy** (PSDS) proposes concrete measures to enhance the impact of PAGE.

**The National Strategy for Microfinance Development** (NSMD) in the Gambia: The NSMD aims to start the process for a conducive policy, regulatory and legal environment for the promotion and development of the industry in the Gambia. The strategy stresses the importance of building the capacity of Non-Bank Financial Intermediaries and their staff as well as communities in order to enable increased access to microfinance services for the Gambian population.

**Policy guidelines for Non-Bank Financial Intermediaries** (NBFIs): In the absence of an overall microfinance policy and accompanying legal framework, the Central Bank of The Gambia (CBG) uses the Financial Institutions Act (FIA) of 1992 (revised in 2003), together with the Financial Regulations Act of 1994, as the guiding legal and regulatory framework for microfinance activities. Furthermore, the CBG has put in place prudential guidelines to guide the activities of NBFIs. These are based on the principles of reducing barriers to entry of new NBFIs in the sector, regulating the service providers through licensing, financial reporting and accountability and making savings mobilization mandatory for all NBFIs.

**The National Employment Policy and Strategies and Action Plan 2010 (NEP/NEAP):** This policy underscored the rate of deterioration in employment expected for modest gains in agriculture and reiterated the negative impacts of the phenomenon in terms of the rising rate of poverty. It also elaborates a set of strategies to reverse the unemployment trends by ensuring a policy that increased both employability and self-employment through emphasis on skills development and support to sectors that provided attraction for increased economic growth and employment. Among the recommendations for updating the NEP/NEAP includes access to funds by MSMEs and incentives of job creation or MSMEs for enhanced self-employment.
**The Gambia's Trade Policy 2011:** The vision of this policy is to “strive for and be dedicated to use trade as an engine for economic growth and take full advantage of Gambia’s potential in trade for greater integration into the global economy and create employment for poverty reduction”. This combines the ethos of the NEP/NEAP and places emphasis of policy thrust on the creation of employment and reduction of poverty through the use of trade potential to enhance The Gambia’s integration into the world economy. This lends direct support to the reason for this study (MSMEs Marketing Strategy Development), which seeks to determine the characteristics of the Gambia’s MSMEs and existing market potential (domestic and international), and generate a marketing strategy that will use the MSMEs sector as effective economic growth levers.

**MOTIE:** It facilitates trade and promote labour-intensive employment initiatives by leveraging our resources and forging strong partnerships with the private sector for the transformation of The Gambia into a trading, export-oriented nation, thriving on free market policies and well-integrated into the multilateral trading system.

**GIEPA:** It is the national agency responsible for promoting and facilitating investment, business and export development and support to MSMEs and regulation of designated export processing zones in The Gambia. It is a statutory body established through an Act of Parliament under the legal framework of The Gambia Investment Promotion Act, 2001 and the GIEPA act, 2010.

**NEDI:** The National Enterprise Development Initiative (NEDI) was established in 2004. It is under the Office of the Vice President, but given its nature of operation to be supervised as one of the units of the Ministry of Youth and Sports (MOYS). The main purpose of its establishment is to empower the Gambian youth and women, through the provision of training in business entrepreneurship, and funding them to operate businesses in the informal sector and includes providing them with business advice to ensure sustainability. However, NEDI also provides funding to support the activities of MOYS initiated youth farm projects.

**Gambian Chamber of Commerce, Industry, Agriculture and Employers’ Association:** GCCI is a non-governmental voluntary and private sector organization representing Trade and Commerce, Agriculture, Industry, Transport, Telecommunication services, Banking and Finance. The principal functions of the GCCI are the provision of essential business services to the private sector in general and its members in particular, to advise and influence government in creating a favorable business environment.

**AMCHAM:** The American Chamber of Commerce (AmCham) is a non-governmental organization which aims to promote and facilitate trade between The Gambia and the United States of America. It also promotes entrepreneurship development and helps start-up and businesses to grow and expand.

**The Gambia Technical Training Institute (GTTI):** The GTTI was established in 1980 to provide training opportunities to satisfy the middle level technical and vocational human resource requirements of the country. The GTTI provides training in Business Studies, Further Education Teacher training, Higher Teacher training, Construction
Management conducted in collaboration with the University of the Gambia and South Bank University in the United Kingdom.

**The Management Development Institute** (MDI): MDI is an in-service institution which specialises in management training, research and consultancy, and was established in 1982.

**Empretec**: The Empretec programme in The Gambia is funded by UNDP and the Government of the Gambia and is anchored at GIEPA. It has been operational since September 2014 and has trained over 736 entrepreneurs including 164 farmers some of whom have started manifesting success in their businesses. The BDS component has also trained 93 BDS advisers, 61 of whom are actively providing advisory services to 293 businesses. By the end of the project in 2017, approximately 1,500 entrepreneurs will have been trained and prepared to establish successful enterprises or to grow and expand their businesses. The project will select 15 trainee trainers to undergo further training to become certified trainers, by UNCTAD and recruited by the Empretec Centre as trainers for the program. The project is expected to train seasoned Business Advisors to help develop the entrepreneurial skills of Gambian entrepreneurs and by extension positively impact the Gambian economy by developing internationally competitive MSMEs.

**Nema Project**: The Nema project is designed to increase income levels of the rural population, through improved productivity, based on sustainable land and water management practices. Nema is an anti-poverty rural project, which has duly acknowledged and catered for farmers’ inclusion, through the Capital Investment Stimulation Fund (CISF).

**The Start-up Incubator**: The Startup Incubator is designed to support the successful development of young Gambian entrepreneurs through an array of business support services.

**Diagnostic Trade Integrated Study**: In 2007, The World Bank conducted The Gambia’s first Diagnostic Trade Integration Study. The DTIS analyses the internal and external impediments that need to be overcome to consolidate The Gambia’s strength in existing markets as well as help diversify export products and export markets. In 2012, an updated DTIS was performed by UNCTAD to propose ways in which The Gambia could deepen its regional and global trade and improve value-addition and processing in key sectors of the economy. The updated DTIS identifies the primary constraints to trade in The Gambia, such as the tax system, energy constraints, in particular electricity, low productivity, absence of reliable trade statistics necessary for effective policy analysis, the need to enhance the role of women in trade, and the imperative of better and more effective regional integration. The study concluded that The Gambia needs to adopt “an integrated approach” to policy-making in trade strategy formulation.

**Food & Agriculture Sector Development Project** aims to contribute to the Government’s stated goal of accelerated growth, employment creation and poverty reduction. FASDEP will increase support to reduce poverty and unemployment, improve rural livelihoods and food and nutrition security by increasing agricultural production and
productivity, linking farmers to markets, reducing risk and vulnerability and providing technical assistance. The project will build upon ongoing efforts and existing initiatives in the Gambia, through other mechanisms to scale up support to agriculture and food security. The project is fully aligned with existing investment frameworks including Gambia’s vision 2020.

**GCAV**: The GCAV project is directly aimed at improving food security by increasing production and market access for targeted agricultural commodities. The project aims to transform the national agricultural sector from a traditionally subsistence economy to a modern market-oriented commercial sector with a viable agro-processing private sector. The selected value chains targeted for support are rice and horticulture (covering both vegetables and mangoes).
National Entrepreneurship Policy in The Gambia

1. Mission, Vision, Objectives

Mission
To build the national entrepreneurship ecosystem in the Gambia, to support inclusive and green entrepreneurship development by establishing an enabling regulatory and institutional framework for the entrepreneurial spirit to flourish. To create new economic activities, improve local productive capacities, provide solutions to environmental and social challenges and generate decent jobs.

Vision
By 2026 The Gambia will have an enabling entrepreneurship environment, quality entrepreneurship education and a thriving entrepreneurial spirit, embracing all parts of the country. This transformation will have contributed to improved social conditions, in particular for disadvantaged groups such as women and youth, and contribute sustainable solutions to current environmental challenges.

Objectives

1. General objective
To develop and implement entrepreneurship policies, taking into account the social and environmental challenges in the Gambia that address the legal, social and regulatory barriers for equal, effective economic participation. To focus on technology and innovation advances, finance and capacity-building, education and skill development, and the promotion of an entrepreneurial spirit at a national level.

Specific objectives

2. Optimizing the Regulatory Framework - To reduce the regulatory and administrative hurdles for business start-ups by streamlining procedures, expanding access to information, reducing costs, increasing the benefits of formalization, facilitating entrepreneurs to formalize and improve the predictability and enforcement of contracts.

3. Enhancing Entrepreneurship Education - To recognize entrepreneurship as a subject and integrate its teaching across other disciplines at all levels of formal
education and technical/vocation training, whilst strengthening non-formal training and skill development systems by widely promoting learning-by-doing methodologies such as Empretec, MyFarm and ILO programme models.

4. Facilitating Technology Exchange and Innovation - To support public private partnerships (PPPs) to diffuse knowledge, develop research-industry collaboration and trigger innovation for sustainable and inclusive development which includes enhanced use of ICT to develop and distribute/deliver new products, services and processes.

5. Improving Access to Finance - To develop targeted financial solutions for entrepreneurs (such as innovative start-ups, green and inclusive businesses, women, differently abled and the youth), whilst strengthening the capacity of the financial sector to serve the private sector in general by promoting increased diversity of financial products and services available at affordable cost to all levels of society.

6. Promoting Awareness and Networking - To instil the entrepreneurship mindset, whilst addressing cultural biases in The Gambian society, paying specific attention to the status of women entrepreneurs and other disadvantaged groups. To introduce initiatives in partnership with the private sector to strengthen networking, trust and cooperation among the diverse private sector players in The Gambia.
Coordination Framework

The framework prescribed for National Entrepreneurship Development Coordination, in line with The Gambia’s Entrepreneurship Policy Promotion Strategy 2014-2018 is presented in Figure 1 below.

Figure 1: National Entrepreneurship Development Coordination Framework
2. Regulatory framework

Rules, standards and regulations are needed to develop an enabling environment to allow businesses to thrive. However, imposing a heavy regulatory burden may deter entrepreneurship development. Reducing the costs and increasing the benefits of the regulatory framework are incentives for businesses to formalize and grow. Rules and regulations should also be transparent and predictable. Table 1 below gives a snapshot of the policy objectives identified in the Gambia and the current constraints to be addressed. In each area, priority policy actions have been identified.
### Table 1: Optimizing the regulatory framework

<table>
<thead>
<tr>
<th>Policy objectives</th>
<th>Identified constraints</th>
<th>Priority Actions</th>
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| a. Examine regulatory requirements and make improved services accessible nationwide | • No information and data regularly collected by government or private sector to assess and benchmark changes in the regulatory environment  
• No transparent process in place for regularly reviewing and streamlining national and municipal regulations (e.g. local licenses and procedures) | 1. Introduce Business Climate Surveys  
2. Develop National Inventory of Business Regulations  
3. Introduce Customer Service Charters  
4. Train and develop local capacities in Regulatory Impact Assessment (RIA)  
5. Revise the 2004 Copyright Act |
| b. Reduce the cost of doing business and increase benefits of formalization       | • Cumbersome bureaucratic procedures persist despite reforms  
• No monitoring of how much it costs and benefits for different categories of business in order to formalize and comply with specific regulations | 1. Reduce the number of administrative procedure (upgrade the Single Window)  
2. Enact a Social Enterprise Promotion Act  
3. Digitalize, automate and integrate post-registration procedures for land  
4. Introduce benchmarking and e-government services  
5. Strengthen the TGSB  
6. Introduce preferential measures and special incentives to encourage business formalization by vulnerable groups |
| c. Increase the predictability of enforcement                                      | • Weak capacity of judicial institutions to fast-track adjudication on commercial cases and enforcement of judgements | 1. Strengthen the capacity of judicial institutions  
2. Introduce fast-track procedures and alternative dispute mechanisms for small claims |
| d. Help the private sector to overcome administrative barriers                    | • Inadequate public dissemination of information on rules and procedures  
• Lack of institutional Charters to provide customer service guidelines and benchmarks on administrative procedures  
• Fast-track mechanisms such as one-stop shops and automated processing not available nationwide, and not accessible online | 1. Carry out information campaigns on regulatory requirements  
2. Assist startups in meeting regulatory requirements nationally  
3. Strengthen GIEPA's capacity to deliver its mandate country-wide  
4. Strengthen MOTIE's capacity to deliver its mandate country wide |
2.1. Examine regulatory requirements

The first step in building a conducive regulatory environment is to distinguish essential regulations from the needless red-tape and establish a transparent process for regularly monitoring the existing rules and procedures. The aim is to understand the extent to which they may hold back entrepreneurial activity and to identify appropriate options for making the necessary reforms.

Identified constraints: Lack of information and data; and no process in place for regularly reviewing and streamlining national and municipal regulations

UNCTAD’s survey, as part of the policy review process in the Gambia, found that the institutional capacity to measure and benchmark administrative efficiency is weak. This area received the lowest score of 0.14 due to the lack of mechanisms to monitor and assess private sector feedback on the regulatory environment. The full procedures, time and costs incurred by different forms of enterprise registrants to start a business are not assessed regularly and consistently as part of formal policy monitoring and evaluation processes. Stakeholders recognized the good work of the Public Utilities Regulatory Authority (PURA) however its capacity needs strengthening.

Based on best practices, the following instruments, when implemented collaboratively by the public and private sector, could significantly improve the capacity of all stakeholders to transparently and regularly assess the regulatory environment and its soundness in relation to the national vision, entrepreneurship and private sector development strategy.

- **Business Climate Surveys.** This annual exercise is necessary for both the private sector and the government to identify new bottlenecks and to benchmark the national business climate against other countries in the sub-region or to benchmark specific sectors and regions against each other within the country.

- **National Inventory of Business Regulations.** Formally maintaining a detailed up-to-date electronic inventory of all essential business regulations (e.g. licensing requirements and procedures) is an important tool for enhancing communication and transparently evaluating the overall burden of red-tape as new regulations are introduced. It is an essential prerequisite when instituting a holistic process for streamlining, harmonising and publicising business regulations periodically. In some countries, this is formally carried out under legislation by a tripartite body representing the government, the judicial system and the private sector.

- **Regulatory Impact Assessment.** This is a process for anticipating the impact of new laws and regulations before they are enacted. To monitor intended and unintended impact during the course of implementation. By determining the winners and losers, regulators are able to determine appropriate modifications and introduce mitigation
measures where necessary. Showing the costs and benefits of some regulations could improve their compliance or help in refining implementation.

- **Copyrights. Stakeholders** identified the necessity to revise the Copyright Act, 2004 and fully implement it. Further sensitization is needed from the copyright office under the National Center for Arts and Culture (NCAC) to strengthen this important regulatory framework component.

**Priority Actions: Assess regulatory requirements**
- Introduce Business Climate Surveys
- Develop a National Inventory of Business Regulations
- Introduce Customer Service Charters
- Train and develop local capacities in Regulatory Impact Assessment (RIA)
- Revise and fully implement the 2004 Copyright Act

2.2. **Reduce the cost of doing business and increase benefits of formalization**

Burdensome regulations affect business start-ups and prejudice the environment for doing business in the Gambia. These procedures can be very costly, time consuming and may encourage informal economic activity and create opportunities for corruption. The lack of inter-departmental coordination and automation also adds to the costs of registering and licensing business activities.

**Identified constraint: Cumbersome bureaucratic procedures**

The burdensome regulatory environment, according to many global indicators, is an important barrier to the efficient functioning of enterprises in The Gambia (The World Bank, 2016).

**Registering a business:** Although company registration in the Gambia has been made simpler, the one-stop automated registry is only available in Banjul and Kanifing municipality and this fast track service is not accessible to the public online. As a result, registration is still unnecessarily costly and it requires many steps even though The Gambia reduced registration fees and cancelled the tax deposit. According to the World Bank Doing Business 2016, starting a business requires seven procedures, takes 25 days and costs 141% of income per capita. This places The Gambia slightly below the regional average (The World Bank 2016).

been operating since February 2014. Access to the Company Registry online could free up resources for registry staff to engage more directly with the informal sector in the regions to bring in more applicants. Without extension of services to the region and to the informal sector at large, the SWR will not use its full potential.

**Land registration:** Difficulties in registering land may hamper the start-up phase of an enterprise and the competitiveness of The Gambia as an investment destination. It is estimated that recorded ownership is 100% for the City of Banjul, but it lowers to 57% for the Kanifing municipality and less than 10% for rest of the country. There are complex procedures involved for the registration of individually held land in rural areas. It can take more than 14 different procedures. The legislative framework for mapping, titling, street mapping, street naming and registration needs to be strengthened. The preparation of cadastral maps is too time-consuming and there is a lack of data, coordination and sharing of information. Vacant land without private ownership is not known. There is also a lack of transparency and guidelines regarding the absorption of land by the government and sales of public land (Bensouda 2013). All leasehold land is state-owned land and customary land regulations are even more problematic.

**Taxation:** According to the World Bank, the Gambia scores below the regional average in taxation rates. Companies have to comply with 15 different taxes. Firms have to make 50 payments per year and spend 326 hours processing accounts (The World Bank 2016). A reform process, which consists of establishing a value added tax and reducing the corporate income tax rate is now underway.

One of the biggest problems is the total tax rate, which amounts to 63% of Gambian companies' profits. The tax system is a problematic issue for both the public and private sector. Private companies have to comply with one of the highest tax rates among the Economic Community of West African States (ECOWAS) countries, resulting in an unfair playing field for compliant firms. The public sector has legitimate concerns over a number of issues: lack of compliance, including the undervaluation of imports, which leads to reduced government revenues.

**Utilities:** Electricity and water supply in The Gambia is provided by the National Water and Electricity Company (NAWEC). It is positive that distribution and regulation is the responsibility of two different entities. PURA is responsible for transport, water and sewage sector, electricity, broadcasting and telecommunication. It sets different tariffs related to these utilities. It takes five procedures and requires 79 days to get electricity. No compensation is offered to customers in case of outage. By the same token, there are no automated mechanisms to monitor and restore outage. But The Gambia's score is above average for Sub-Saharan Africa according the Ease of Doing Business Indicators for access to electricity. It costs 25 US cents per kWh while it costs 25.4 US cents per kWh in Ghana.

The 2013 Renewable Energy Act (REA) has yet to be implemented but it signals the support of The Gambia to introduce green energy. Energy supply will be improved through diversification, which represents an opportunity for the government to promote
sustainable entrepreneurship. The REA plans to establish a Renewable Energy Fund and to promote renewable energy projects especially community based projects, and the production or fabrication of equipment for the development and utilization of renewable energy in the country” (Ministry of Energy 2013, p.7).

Technical and other standards: The Gambia Trade Policy 2011 notes that the strengthening of quality infrastructure and the enforcement of quality insurance to increase Gambia’s export is essential. Increased cooperation with the European Union to address Sanitary and Phytosanitary (SPS) related challenges (particularly for fish and ground nuts) is planned (MOTIE 2011). The establishment of The Gambia Standards Bureau (TGSB) was an important step both towards the development of standards on imports as well as keeping Gambian exporters informed on the standards that they need to meet in order to enter foreign markets. This institution was established in 2011 and it is a member of the International Organization for Standardization (ISO), the International Electrotechnical Committee (IEC) and the Standards and Metrology Institute for Islamic Countries (SMIIC). It is also a member of the technical management committee of the ECOWAS countries. The Food Safety and Quality Authority of the Gambia is responsible for the official control of food safety and quality. It provides indications, although not very detailed, to importers and exporters on its websites. The National Export Strategy 2013-2017 is agriculture focused. The priority areas are the groundnut sub-sector, cashew, fisheries, horticulture, tourism, manufacturing and re-exports (GIEPA 2013). Indeed, phytosanitary standards and quality control are of particular importance if Gambia’s farmers and fishermen want to increase their export and participation in the value chain.

The Gambia Renewable Readiness Assessment from the International Renewable Energy Agency (IRENA) also recommends that the TGSB establishes standards and labels for renewable energy. This is necessary if the RE fund decided by the 2013 REA is to impact on entrepreneurship.

Priority Actions: Reduce doing business costs and increase benefit of formalization

- Upgrade the SWR by introducing online registration and reporting, and prioritize the opening of SWR one-stop shops in the regions. The UNCTAD’s Business Facilitation Programme provides in that regard solutions, technical assistance, capacity building and help raise awareness. ¹
- Enact a Social Enterprise Promotion Act, to institutionalize social enterprises and recognizing them as legal entities, providing them with a favorable tax structure
- Digitalize, automate and integrate post-registration procedures for land with the creation of a digital database of registered land as a first step, followed by an automated registration system to link the cadaster with the Deeds Registry. Introduce

¹ UNCTAD eRegistrations is an eGovernment system. For more see http://businessfacilitation.org/eregistrations/
benchmarking and e-government services, where possible, to cut down the time and cost of administrative procedures and induce a focus on customer service, thereby treating the citizen more like a client.

- Introduce e-filling of taxes and e-registrations portals on administrative procedures aiming at transparency, simplification and public awareness, such as the one provided by UNCTAD's Business Facilitation Program. Strengthen TGSB to tackle the lack of information on standards in general and on SPS in particular to reach rural communities. Enable TGSB to implement standards on renewable energy.

- Introduce preferential measures and special incentives to encourage business formalization by different vulnerable groups. Promote the role of women entrepreneurs and, if necessary introduce legislation related to asset ownership rights to enable women to own, control and have the choice over the use of productive assets.

### 2.3. Increase the predictability of enforcement

Confidence in the regulatory environment stems from legal stability and predictability. The UNCTAD survey indicated that business regulations were unpredictable. Entrepreneurs’ confidence in the regulatory environment is the second lowest score of the regulatory pillars. There are reported expropriation cases and the power of regulators to enforce rules has also been questioned in some governmental agencies.

**Identified constraint: Weak capacity of commercial judicial institutions**

The efficiency of contract enforcing is crucial. The improvement of the commercial court system is therefore highly recommended. An alternative dispute mechanism has been introduced and the bankruptcy law updated, but they do not function very well in practice.

**Priority Actions: increasing the efficiency of the commercial judicial system**

- Strengthen the capacity of judicial institutions at all levels in commercial justice and contract enforcement to enhance the predictability of regulations and transactions. This may include reinforcing the commercial division by limiting jurisdiction to commercial matters only, increasing the number of judges assigned to commercial cases, introducing training programs for judges and magistrates on commercial adjudications, and establishing a compendium of judicial decisions on commercial cases for guidance.

- Introduce fast-track procedures and alternative dispute mechanisms for small claims with the objective of speeding up commercial cases. 50% of Sub-Saharan countries have a court or procedures for small claims that are designed to be used by ordinary people. They are convenient and accessible, affordable and user friendly. They play
an important role in building public trust and confidence in the judicial system and can create an equal level playing field

2.4. Policy objective: Help the private sector to overcome administrative barriers

A sound regulatory framework operates on predictability and transparency. Entrepreneurs need to be guided through the various administrative processes. It demonstrates the benefit of formalization and compliance and makes public service more customer-oriented and efficient.

An extensive body of public administration literature argues that the traditional administrative system is ineffective, insensitive, inefficient and often hostile to the very people to they are supposed to serve (Hood 1991; Osborne and Gabler 1992; Rhodes 1997). The veracity of this argument, together with the growing quest to promote productive and allocative efficiency and maintain responsiveness of public agencies to the demand of citizens has necessitated a restructuring and reshaping of the public sector in the last three or more decades.

Identified constraint: lack of information and guidelines

The systematization and display of information on regulations and administrative procedures on the relevant agency's website and premises is one of the initiatives that has been very successful in developing countries.

Priority Actions: increasing and improving the information on business regulations

- Carry out information campaigns on regulatory requirements, linked to initiatives in entrepreneurship awareness raising.
- Assist start-ups in meeting regulatory requirements and, where possible, introduce transparent information and fast-track mechanisms such as one-stop-shops to bundle procedures.
- Strengthen GIEPA's capacity to deliver its entrepreneurship development mandate with adequate technical, communication and coordination resources and know-how.
- Strengthen MOTIE's capacity to deliver its mandate with adequate technical, communication and coordination resources and know-how.
3. Enhancing Entrepreneurship Education and Skill Development

Entrepreneurship education aims to develop entrepreneurs and an entrepreneurial culture in the Gambia. Entrepreneurship skill development is targeted directly at stimulating the establishment of start-ups or the development of business opportunity-seeking managers within established companies. Soft skills include self-confidence, persistence and the ability to develop a network. Hard skills include among others, financial literacy, business planning and managerial skills.

In the Gambia, there are five main specific groups targeted for entrepreneurship skills development: women, youth, disabled, rural and low literacy groups which have specific needs for entrepreneurship skills. Table 2 below gives a snapshot of the policy objectives identified in the Gambia and the current constraints to be addressed. Priority policy actions have also been identified.
### Table 2: Enhancing entrepreneurship education and skills development

<table>
<thead>
<tr>
<th>Policy objectives</th>
<th>Identified constraints</th>
<th>Priority Actions</th>
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| a. Integrate entrepreneurship competencies and skills into formal and informal education | - Weak implementation of entrepreneurship as an official subject in formal education  
- Limited reach of existing informal entrepreneurship programmes  
- Weak integration of entrepreneurship training into apprenticeship and vocational education | 1. Teach entrepreneurship at all educational levels  
2. Promote academic and policy oriented research on entrepreneurship  
3. Scale up and expand access to the current Empretec Programme  
4. Strengthen the use of best practice training materials and programme models  
5. Develop customized entrepreneurship training programmes for the five target groups |
| b. Develop effective entrepreneurship curricula | - Lack of entrepreneurship teaching materials for the different levels of education  
- Absence of customized entrepreneurship training material for women, youth, rural, low literacy and disabled groups | 1. Develop curricula for all levels and develop linkages with other relevant disciplines  
2. Develop an entrepreneurship curriculum for the TVET system  
3. Develop training materials for women, youth, disabled and rural, low literacy target groups |
| c. Integrate entrepreneurship into the school curricula at all levels | - Lack of entrepreneurship programmes in school programmes | 1. Integrate entrepreneurship education into TVET programmes  
2. Link TVET graduates to post-graduation entrepreneurship skills training |
| d. Train teachers | - Limited training of trainers programmes in place | 1. Establish training of trainers programme for teachers  
2. Use ICT based online courses for training the trainers  
3. Scale up the ILO and Empretec training of trainers  
4. Encourage the setting up of commercial clubs |
| e. Strengthen inter-linkages between private sector and the Gambia’s education system | - Weak links between the private sector and the education system in supporting entrepreneurship education and entrepreneurial skills development | 1. Enhance information sharing between education structures and the private sector  
2. Establish mentoring and coaching schemes  
3. Develop student internship schemes |
3.1. Integrating entrepreneurship competencies and skills into formal and informal education

PAGE and the National Tertiary and Higher Education Policy 2014 – 2023 and Programmes developed by the Ministry of Basic and Secondary Education (MoBSE; MoHERST 2013) recognized the importance of private sector development and the specific learning needs of some target groups (women, youth, rural, disabled people). This attention to specific disadvantaged groups is further reinforced by the Youth Policy (MOYS, 2009) and the National Gender and Women Empowerment Policy 2010 – 2020. Although policy measures are in place, embedding entrepreneurship in the formal and informal education system is slow in implementation. The country's Vision 2020 emphasizes the importance of human resources development and in particular in the areas of science, technology, agriculture and industry. It states that the objectives in that regard include a diversification of institutions to favor vocational and skilled based training and encouraged entrepreneurship as a cornerstone of education (“Vision 2020,” 1999).

PAGE, which implements the country's Vision 2020, acknowledged that technical and vocational training needs to be expanded to the regional level. The capacities of key Technical and Vocational Educational and Training (TVET) institutions therefore need to be strengthened (The National Training Authority, Empretec Gambia). PAGE also plans to design training programmes and activities consistent with the demands of the job market. A reliable and efficient labour market information system is therefore necessary (Ministry of Finance and Economic Affairs 2011).

The educational pillar of the Entrepreneurship Policy should therefore take into account efforts that have been made in the areas of vocational education and use the existing policy platform to support self-employment and the growth of micro and small enterprises, to develop also their trade capacity.

Identified constraints: weak implementation of entrepreneurship education in formal and non-formal education

Entrepreneurship is not consistently and systematically integrated into the educational policy in The Gambia. Entrepreneurship is more frequently embedded in non-formal, rather than formal education. It is not sufficiently recognized as a subject and not specifically integrated across other disciplines at all levels of schools.

Entrepreneurship is not systematically taught in primary and secondary schools and universities. Extracurricular activity is promoted as well, but learning by doing and experience based teaching are not wide-spread. Non-formal education programmes need to scale up, reach out in remote areas and develop sustainable sources of financing.

Priority actions: Integrate entrepreneurship competencies and skills into formal and informal education. Introduce entrepreneurship as an official subject in formal education and strengthen the delivery of non-formal entrepreneurship education programmes.
Teach entrepreneurship at all educational levels as an official subject, determining how to evaluate and integrate it across disciplines.

Include entrepreneurship as a subject of academic research in the development of the national research policy and establish a research fund to promote academic and policy-oriented research (PAGE, p. 86). It will tackle the lack of data on entrepreneurship and enhance the knowledge on private sector development for policy makers and the private sector.

Scale up and expand access to the current Emprtec Programme in The Gambia, developing fee-based cost recovery schemes and sustainable financing options.

Strengthen the use of best practice training materials and programme models, developed by international organizations such as UNCTAD and the International Labour Organization (ILO).

**Identified constraints: weak state of apprenticeship and vocational education**

Vocational schools do not systematically offer entrepreneurship training. Apprenticeship schemes exist in the Gambia, however they are weakly coordinated with entrepreneurship education and informal entrepreneurship training programmes such as Emprtec Gambia.

**Priority actions: Develop entrepreneurship curricula and strengthen the status of vocational training and apprenticeship, linking them up to entrepreneurship training**

- Develop curricula for vocational schools validated by the National Training Authority (NAQAA).
- Integrate ICT-based online learning tools into the curriculum.
- Develop links between entrepreneurship and trade subjects.
- Develop an entrepreneurship curriculum and a post-TVET entrepreneurship skills development programme for the TVET system.
- Building on the Emprtec and MyFarm methodologies, develop training materials for women, youth, disabled and rural, low literacy target groups, including modules on social entrepreneurship.
- Integrate the MyFarm training material into formal and non-formal entrepreneurship education.
- Develop customized entrepreneurship training programmes for the five target groups (women, youth, low literacy and rural groups and the differently able).
- Introduce agricultural science as a core subject from secondary to tertiary levels.

**3.2. Develop quality and relevant entrepreneurship curricula**

Effective entrepreneurship curricula introduce experiential learning through interactive teaching methods but existing curricula in the Gambia have limited use of these...
experiential learning methodologies. In addition, the existing curricula do not make use of ICT-based online learning tools. Empretec Gambia and Africa Startup (Gambia), a Norwegian charitable foundation based in The Gambia are contributing to fill this gap through their respective entrepreneurship training and education in agricultural innovation and environmental protection. NEMA and Agribusiness are two other training institutions, albeit with a specific focus on agriculture development. Empretec adopts a methodology based on behavioral change that helps entrepreneurs to put their ideas into action and aids fledgling businesses to grow. The MyFarm project consists of a one hectare farm that serves as an education center for children, young people and farmers, providing an education journey from seed to business. It adopted a "learning through play" approach.²

Priority actions: Develop and integrate entrepreneurship into the school curricula at all levels

- Develop curriculum for all levels and include other relevant discipline such as ITC and agriculture into the entrepreneurship curricula
- Integrate entrepreneurship education into TVET programmes
- Develop an apprenticeship scheme linked to formal and non-formal entrepreneurship training
- Link TVET graduates to post-graduation entrepreneurship skills training programmes and apprenticeship schemes

3.3. Train teachers

Entrepreneurship training needs the support of a well-trained network of teachers who are able to demonstrate key entrepreneurial skills and serve as models and mentors for students. To date in the Gambia, teachers in formal education do not receive training in entrepreneurship adequate enough to instill the spirit of entrepreneurship in students. Nor do they have platforms to exchange best practice learning and knowledge on entrepreneurship. Programmes for the training of entrepreneurship trainers initiated by Empretec Gambia and ILO will have to be scaled up to meet this need.

Identified constraints: lack of teachers and trainers

There are no specific initiatives devoted to teacher education in entrepreneurship, and no physical or virtual networking platforms exist to support entrepreneurship educators and trainers.

http://www.gambiastartup.com/
Priority actions: strengthen capacity of institutions in the formal and informal education structure

- Establish training of trainers programmes to upgrade teacher education and skills that will reinforce the delivery capacity of formal educational institutions and non-formal education
- Use ICT based online courses for training the trainers programmes and set up a knowledge exchange platform
- Expand the ILO and Emretec training of trainers in all regions
- Encourage the setting up of commercial clubs in schools to promote entrepreneurial activities. This will help mobilize business people to participate in entrepreneurship education.

3.4. Strengthen linkages between private sector and educational institutions

Large domestic firms and especially foreign ones must rely on a myriad of smaller partners to interact with along value chains. In fact, the availability of qualified staff, of steady supply and reliable outsourcing possibilities enhance the benefits of foreign direct investment (FDI). Private sector engagement in entrepreneurship education is therefore in the strategic interest of the private sector. The involvement of the private sector in the delivery and financing of TVET programmes is recognized in the PAGE and the National Education Policy ("Education Policy 2004-2015" 2004, p.16). Moreover, with the goal to fill the gap between education and the private sector, PAGE mentions that ICT should be more widely used as a teaching tool and should also be taught more as a subject.

Identified constraints: lack of institutionalized interaction between the private sector and education

Schools in The Gambia engage with business practitioners and local entrepreneurs to share their experience with students. TVET are organized by GTTI, the Gambia College, MDI, GTMI, GTHI, CHM, RDI and PIA in the classrooms and field experience is integrated in the programme through work placement. However, this seems to be the limited extent of interaction between private sector and education. Mentoring and coaching schemes do not exist and academic institutions do not partner with the private sector to provide diagnostic, advisory and counselling services. The lack of interaction between the private sector and education prevent information flow and knowledge sharing and therefore the adaption of education curricula to the needs of the private sector.

The National Training Authority (NTA) regulates, monitors and supervises all technical and vocational education and training institutions. [http://www.nta.gm/](http://www.nta.gm/)
Priority actions: establish programmes and schemes allowing collaboration between the private sector and educational institutions

- Expand programmes to bring entrepreneurs to the classroom to share their experience with students to enhance information sharing between educational structures and the private sector
- Establish mentoring and coaching schemes by and for entrepreneurs to improve information sharing between schools and the private sector and give "entrepreneurship" more visibility among students
- Develop schemes for students to undertake internships in SMEs
4. Facilitating Technology Exchange and Innovation

The low level of technological progress/development and innovation in The Gambia prevents productivity growth and firms from gaining added value. This negatively impacts the level of competitiveness and reduces export opportunities. In 2013, high-tech exports accounted for 7.3% of total manufactured exports. ICT goods account for 0.2% of the total merchandise exports.\(^4\) Even if these scores are average on a regional level (compared to Senegal, Ghana, Guinea, Benin, Togo), they are still very low globally. This is reflected in the low ranking of the Gambia in the various indexes evaluating innovation capacity, technology and knowledge diffusion.\(^5\)(Annex 2).

Recognizing the challenges of inadequate public sector expenditure on science, technology and innovation, the strategy proposes to create new business opportunities by facilitating the rapid growth of ICT to develop new products, services and processes and improve the existing gaps. When access is facilitated, ICT plays an important role in fostering inclusion. Promoting a market led approach, public private sector partnerships should diffuse knowledge, develop research-industry collaboration and innovation for sustainable and inclusive development.

\(^4\)World Bank Data
\(^5\) It ranks 112th out of 141 in the Global Innovation Index 2015, 119th out of 140 in the 2015 Global Competitiveness Index.
Table 3: Facilitating technology exchange and innovation

<table>
<thead>
<tr>
<th>Policy objectives</th>
<th>Identified constraints</th>
<th>Priority Actions</th>
</tr>
</thead>
</table>
| a. Support the diffusion of ICT to the private sector | - Lack of support (including procurement) from the government to innovative enterprises  
- Low absorption level of new technology in the private sector  
- High cost of licencing and internet  
- Limited skilled labour force | 1. Reinforce the implementation of the e-Government programme  
2. Integrate ICT-based online learning tools  
3. Consider tax incentives and concessions to facilitate ICT access |
| b. Promote the diffusion of innovation through inter-firm linkages | - Lack of a National System of Innovation (NSI)  
- Lack of innovation diffusion and financing opportunities | 1. Develop a NSI, strengthen existing institutions  
2. Establish an Innovation Lab  
3. Identify and promote twinning/mentoring arrangements  
4. Mobilize diaspora communities to bridge knowledge gap  
5. Reduce licensing and regulatory fees  
6. Establish linkages between existing institutions  
7. Set up an innovation park that brings ICT companies together |
| c. Promote public private partnership to develop and diffuse innovation | - Unclear guidelines on local procurement  
- Inadequate information and accredited laboratories for certification of technical standards  
- Weak integration of SMEs into well-established value chains and weak linkages between foreign firms and local ones | 1. Upgrade existing and/or set up new product testing and certification laboratories  
2. Design a framework to develop government procurement guidelines in this sector  
3. Set up joint capacity building initiatives with lead firms to generate business linkages |
| d. Increase the effectiveness of extension services | - Lack of farming as a business  
- Absence of industry-research links  
- Rural population excluded or marginalized | 1. Use entrepreneurship curricula developed for entrepreneurship education and integrate an entrepreneurship module in agriculture and fishery extension services training  
2. Support the diffusion of innovation in rural areas via ICT  
3. Link up the agriculture sector and the emergent eco-tourism sector  
4. Set up industry-research partnership in agriculture and fisheries  
5. Support direct links between women |
| e. Promote sustainable innovation | • Lack of innovation programmes  
• Absence of business linkages in key sectors | 1. Build on existing eco-tourism experience and projects to develop inclusive business models in regions  
2. Promote partnerships between ICT companies and educational institutions in order to meet the needs of the labour market  
3. Promote and upgrade STEM and ICT curricula to meet the needs of the labour market |
| f. Include small scale firms in the renewable energy production | • High cost of energy and lack of technical know-how of potential local providers of renewable energy | 1. Ensure that the research and development activities maintain close links with the private sector |

### 4.1. Support the diffusion of ICT to the private sector

According to the World Bank, a 10% increase in high speed internet connection affects economic growth positively by 1.3%. Internet and mobile phone networks allow many different economic actors to interact and conclude transactions. Connectivity has the potential to bring market information, financial, education and health services to rural areas. In addition, it raises private sector productivity, building a network for technology exchanges and innovation.

The development of ICT is as important for economic development as physical infrastructure. According to recent data, The Gambia has 83 mobile cellular telephone subscribers and 12 internet users per 100 inhabitants, which is less than in Ghana. Nonetheless, the growth of ICT has improved tremendously over the past few years. There are three mobile operators, six internet service providers, and two medium wave channels. A 3G license was issued in 2008. This is the result of the government's continued ICT liberalization and privatization efforts. A good and efficient ICT infrastructure allows efficient use of connectivity devices for mobile banking and financial services and it has also an impact on other important sectors for development such as education and health.

Identified constraints: lack of framework for diffusion of ICT to the private sector

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<http://www.cto.int/country-ict-data/africa/ict-data-for-the-gambia/>
There is a legal framework for the development of ICT infrastructure, the National Information and Communication Infrastructure Policy, which has been consistently implemented. The ICT sectors opened for investment are listed on GIEPA website, giving a clear sign of this sector's priority in the national investment promotion strategy. PAGE admits that further development of ICT infrastructure is facing some challenges, namely, the obsolete national telecommunication backbone infrastructure and the lack of optic fibers in the north bank of The Gambia, which constitutes a barrier to extending communication and internet services there. PAGE plans to tackle the issue and to strengthen the ICT sector (PAGE, p. 75).

However, improved coverage and quality of ICT infrastructure does not translate into the automatic adoption of ICT technology by start-ups and SMEs. On this front, efforts to promote its diffusion to rural communities and small scale firms are less visible. The Education Policy 2004–2015 mentions the importance of ICT as a tool for efficient management of the education sector and for the achievement of the Department of Science and Education’s main priorities. It is therefore not conceived first and foremost as a discipline to be taught in itself. Yet research on the diffusion of ICT in Africa shows that small firms have a limited usage of ICT due to their limited knowledge and skills and high investment costs to acquire ICT. Furthermore, taxation of internet services is another constraint (Ssewanyana and Busler 2007).

Priority actions: facilitate the adoption of ICT by small scale enterprises and target groups

- Reinforce the implementation of the e-Government programme, as proposed by PAGE (p. 76) and build online platforms to facilitate the diffusion of relevant market information, facilitating the access by Gambian suppliers to existing regional and global virtual market places platforms
- Integrate ICT-based online learning tools into entrepreneurship education and organize training and skills development programmes for small-scale enterprises and target groups such as women and youth
- Reduce licensing and regulatory fees for small businesses and provide tax breaks for local investors. Consider tax incentives and concessions to lower the cost of innovation

4.2. Promote public private partnerships to develop and diffuse innovation

Innovation is an interactive process where the results depend not only on the strength of the different economic ‘actors’ (SMEs, large firms, multinationals, private sector research actors, research institutes, universities, organizations such as standard setting bodies and regulatory bodies, Intellectual Property Rights regime, financial institutions,
trade and industry associations) but on the type of relations between these actors and the institutional behaviors.

It is vital for effective diffusion of technology and knowledge between the different parts of the innovation system to link the research to the rest of the innovation system. Bridging institutions, such as technology transfer centres and business/technology incubators or organizations responsible for administering Intellectual Property Rights, can play an important role in relieving the difficulties facing SMEs to access information and finance for technological upgrading and innovation and facilitate access to the global innovation systems and value chains.

Figure 2: An innovation system framework for harnessing technology, research and development in support of entrepreneurship development in The Gambia

Identified constraints: lack of a National Innovation System

The institutional infrastructure to link universities, research institutes and the private sector is lacking. This component received the lowest score in UNCTAD's survey. The

7 Arocena and Sutz, (2005) “Innovation Systems and Developing Countries”,

34
government does not encourage nor support university-industry partnership and does not provide support for applied research and entrepreneurial spin-offs. By the same token, there are no technology transfer offices linked to universities and public research institutions.

The private sector development strategy for Vision 2020 is considering innovation related exclusively to tourism and the need to develop other forms of "sustainable" tourism (eco-tourism, inland, cultural and community-based tourism). The Gambian National Investment Agricultural Plan (2011-2015) is also calling for innovative practices in the agricultural sector. PAGE prioritizes the development of a technology and innovation policy and the establishment of a Science and Technology Council, of the Kanilai Institute of Science and Technology and of a Science, Technology and Innovation Park. (PAGE 2012-2015 p.84). Aligned with PAGE, the National Export Strategy considers the establishment of a national innovation park (GIEPA 2013). There is therefore growing support for the establishment of a national innovation system.

Priority actions: Develop a national innovation system, linking entrepreneurs to research, technology and innovation

- Strengthen existing institutions to develop, promote and disseminate marketable technologies and skills for industrial growth; with capacities for the upgrading of small and medium firms, replacing inefficient, obsolete technologies with more efficient ones.
- In line with PAGE and the National Export Strategy, establish an Innovation Lab to facilitate commercial linkages among Gambian entrepreneurs, linking it with other technological and innovation centres in the sub-region and beyond.
- Identify and promote twinning/mentoring arrangement or projects between Gambian and international institutions to adopt best practices in public private partnerships.
- Mobilize diaspora communities to bridge knowledge between two country ecosystems, opening up access to markets, trainings, and mentoring from host to home country.
- Reduce licensing and regulatory fees
- Establish linkages between existing institutions such as the Center for Frugal Innovation in Africa and the private sector, and especially SMEs in The Gambia
- Setting up an innovation park that brings ICT companies together by allocating land and incentives for companies to relocate to the park.
4.3. Promote inter-firm networks that spread technology and innovation

The development of clusters in various sectors can generate opportunities to build competitive firms. Increasing the interaction of firms due to physical proximity builds strong horizontal linkages that facilitate information sharing, generate knowledge spillovers and inter-firm collaboration. Vertical linkages between multinationals and local SMEs are another factor encouraging SMEs to move up the technological ladder and integrate value chains.

Identified constraints: weak value chain integration

UNCTAD's survey indicated that governmental support to promote inter-firm linkages is insufficient in creating a thriving environment for innovative SMEs able to integrate national and global value chains as PAGE 2012-2015 envisages.

Priority actions: Strengthen horizontal and vertical linkages among SMEs and between SMEs and larger national and international firms

- Strengthen TGSB and other relevant institutions to upgrade existing and/or set up new product testing (such as IT) and certification laboratories to fill gaps in critical services by building human capacity and staff retention to ensure continuity.
- Adapt Public Procurement rules to facilitate the participation of local MSMEs in government tenders. 8 Develop standards for government as they relate to procurement guidelines.
- Stimulate linkages between large firms, domestic and foreign, via direct lending through an SME development fund and/or crowd funding. Set up joint capacity building in partnership with lead firms in selected value chains to generate business linkages.

4.4. Promote sustainable innovation

Economic growth can only be sustainable if The Gambia addresses social and economic disparities and environmental challenges. Windstorms, drought and floods are increasingly putting the four ecosystems of The Gambia (woodland, coastal, aquatic and urban) under pressure (Malanding 2010). Agriculture and fishery are the main economic activities affected. Poverty rates for these two sectors of economic activity is higher than the national average (UNCTAD, 2014). Rural development and electrification programmes should go hand in hand. The production and distribution of renewable forms of energy therefore constitute a good opportunity to address the gap in electricity

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8 UNCTAD published a report on best practices to do so, see UNCTAD, 2013, "Promoting local IT sector through Public Procurement”. (UNCTAD 2013)
provision. In addition, the tourism sector in the Gambia provides an adequate opportunity to upgrade agricultural practices and develop value chains. The upgrade of the tourism industry is however constrained by a certain number of factors. Unless these are addressed properly, the objective of Vision 2020 (1996) “to make The Gambia a tourist paradise and a major tourist destination through product innovation, quality improvement, improvement of investment returns and diversification of The Gambia’s tourism product” will be met with difficulty.

Support climate-smart agriculture and fishery and link it to tourism

The adoption of innovation is dependent on agriculture and fishery extension services. Extension is the application of scientific research and knowledge to agricultural practices through the education of farmers. Extension provides the link between the laboratory and the field. By transforming knowledge into innovative practices, it also ensures a return on investment in research.

Identified constraint: weak agriculture and fishery extension services

As the Agriculture and Natural Resources Policy (2009 – 2015) and the Gambia National Agricultural Investment Plan (2011-2015) admit, extension services are weak and the delivery not cost effective. In 2009, the ratio of an extension per farmer was of 1:3’500. Knowledge and information dissemination can be carried out via mobile network. The Ghana Ministry of Agriculture Extension service portal⁹ or the crowdsourcing models of WeFarm ¹⁰ whereby information can be received by SMS are examples of the importance of ICT in innovation diffusion for agricultural development. By the same token, the use of videos has proved successful, as the example of Benin demonstrates. ¹¹ The Global Forum for Rural Advisory Services ¹² also provides useful, systematized and easily accessible knowledge to extension agents and managers. Extension services tend to be less accessible to women due to social factors. Extension workers still tend to interact with male farmers, even though practices are evolving. Support to rural women is therefore required.

Priority actions: increase the effectiveness of extension services

- Use the entrepreneurship curricula developed for entrepreneurship education (educational dimension of this strategy) and integrate an entrepreneurship module in agriculture and fishery extension services training, with focus on women.
- Support the diffusion of innovation in rural areas via ICT.

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⁹http://www.e-agriculture.gov.ph/
¹⁰http://wefarm.org/what-is-wefarm/
¹²http://www.g-fras.org/en/ggp-home.html
• Link the agriculture sector and with the emergent eco-tourism sector.
• Set up industry-research partnerships in agriculture and fisheries.
• Support direct links between women entrepreneurs in rural areas and extension services
• Include the rural population in rural development projects

**Identified constraint: high concentration of the tourism sector**

According to an ODI study, The Gambia captures about one third of the tourism value chain and about 14% of that share flows into poor households (Mitchell and Faal 2008). This is due to the predominance of a few international all-inclusive operators, four national operators and about 20 hotels located along the coast (WTO, UNWTO, and OECD 2013). Rural population is disorganized and uninformed and is usually left out of tourism development. Similarly, the linkages between tourism and other sectors are underdeveloped.

**Priority actions: develop an inclusive and sustainable form of tourism**

• Build on existing experience and projects such as “The Travel Foundation” including the rural population in decisions related to eco-tourism development in regions
• Set up an innovation park that brings ICT companies together
• Promote partnership between ICT companies and educational institutions in order to meet the needs of the labor market.
• Promote and upgrade STEM and ITC curricula to meet the needs of the labour market

**Promote the participation of small scale entrepreneurs in renewable energy production and distribution**


**Identified constraints: lack of technical know-how of the potential local providers and low income of the rural poor population**

The Gambia is overly dependent on fossil fuels for the production of its electricity and distribution is not very efficient (IRENA 2013). Per capita electricity consumption in 2013 was 126 kilowatt-hours, one of the lowest in the world (IRENA 2013). The average electrification access rate in rural areas was 12% in 2011 with some areas having an
electrification rate as low as 6% (Ministry of Energy 2011 (UNDP 2015). As the national average was 34.5% in 2012 according to the World Bank, it implies an enormous discrepancy between urban and rural areas. This is also a lower rate than Senegal and Ghana (56% and 64% respectively) which underscores the particular effort that The Gambia needs to make to increase access to electricity throughout the country.

Priority actions: include small scale firms in renewable energy production

- Ensure that the research and development activities of the newly established Gambia Renewable Energy Center maintain close links with the private sector and especially MSMEs, NGOs and educational structures.
5. Improving Access to Finance

The capacity of the financial sector to serve start-ups and provide funding for innovation rests on the pre-condition that the financial sector performs its function as an intermediary and offers a diverse range of products and services. These pre-conditions are not met in The Gambia. The main policy objective should therefore be to strengthen the capacity of the financial sector to serve the private sector. Second, the promotion of financial deepening, that is, increasing the diversity of financial products and services available to all levels of society, is also a policy objective. This will maximize the positive impact among targeted entrepreneurs, which is a third objective. The table below shows a summary of these three policy objectives and the existing constraints.
Table 4: Improving Access to Finance

<table>
<thead>
<tr>
<th>Policy objectives</th>
<th>Identified constraints</th>
<th>Policy Actions</th>
</tr>
</thead>
</table>
| a. Strengthen the capacity of the financial sector to serve the private sector | ● Gaps in legal and regulatory regime and weak credit information infrastructure | 1. Establish a user manual for the new electronic collateral registry  
2. Decentralize credit bureau  
3. Develop public credit guarantee schemes  
4. Establish one stop shop for entrepreneurs to get information on access to finance |
| b. Build the capacity of the financial sector to serve start ups | ● Low level of competition and product diversification in the financial market  
● Low presence of financial service providers in regions  
● Low level of financial literacy | 1. Identify and provide regulatory and tax incentives for financial sector product diversification  
2. Promote financial sector outreach by collaborating with post offices and/or supermarkets  
3. Fully implement the new NonBank Financial Act  
4. Facilitate the emergence of mobile banking services  
5. Promote financial inclusion by increasing financial literacy and savings culture  
6. Introduce financial literacy programmes and training especially in rural regions  
7. Establish favorable conditions for women to obtain credit  
8. Establish a national business angels network |
| c. Support the development of financial services for innovation and sustainable development | ● Lack of incentives for investment in innovation and sustainable development | 1. Set up equity co-investment programmes  
2. Channel some of the remittances from diaspora communities  
3. Set up a national and/or regional crowdfunding platform  
4. Provide training opportunities to entrepreneurs before giving them funds |

5.1. Strengthen the capacity of the financial sector to serve the private sector

The causes of the financial sector's dysfunction are rooted in the macro-economic environment and monetary policy of The Gambia. The inflation target of 5% will be breached in 2016. In order to curb inflationary pressure in 2016, the interest rate of 23% will remain unchanged. Such a high interest rate, however, induces a crowding out effect of banking funds (lending to the government at more than 23% is less risky than lending
at 23% to a multitude of entrepreneurs). Treasury bills constitute 69% of the domestic debt. Unsurprisingly, the loan to deposit ratio was only 33.7%. It provides a cheap source of investment for the banks, but results in prohibitive rates for the private sector. A sectoral analysis of loans provided shows that 40% is for distributive trade. The next category (21%) is other commercial loans. 61% of the loans provided by the banking sector are thus allocated to non-productive activities. The allocation of credit is therefore directed to the least risky activities. In turn, the priority sectors identified in development plans receive far fewer funds: loans to agriculture are 4% and loans to tourism are 3%. To decrease the risks associated with lending in these sectors, there are a number of suggestions reviewed below.

**Identified constraints and challenges: weak legal and informational infrastructure**

The weak legal framework for lenders and borrowers is caused by the underdeveloped financial sector, in particular for secured transactions. One of the main issues is the identification of collaterals. In that respect, it is crucial to clarify whether pledges can be taken over movables and how collateral and secured debts (which allow credit lines of a revolving loan to be secured) are defined.

The collection of information about loan applications is also weak. Legal systems of secured transactions should include regulations allowing lenders to access the necessary information to evaluate risks. Credit information (of any kind, positive and negative, on individuals or firms) is lacking in The Gambia. The coverage of the newly established public credit registry is very narrow. A collateral registry was established in 2014 by the Security Interest in Movable Property Act. An electronic system for the registration of securities was also created for movable property. However, these institutions and mechanisms are not fully operational and not much information is exchanged among banks, hence the very low score that the ease of getting credit received in the EDB 2016 (The World Bank 2016). Building the banks' capacity to use this new system is essential.

**Priority actions: improve the legal and informational infrastructure**

- Establish a user manual to ensure that the new electronic system of collateral registry is fully operational
- Depending on institutional capacity and costs, the decentralization of the credit bureau will also improve the gathering and spreading of credit information
- Develop public credit guarantee schemes
- Establish one stop shop for entrepreneurs to get information on access to finance and other market information

**5.2. Build the capacity of the financial sector to serve start ups**

Interest rate spreads have dropped from 16.5% in 2012 to 12% in 2014. Domestic credit by the financial sector, excluding government debt increased by up to 50% in 2014 from
20% in 2007. These indicators prove that the banking sector is getting more efficient. But the financial sector has to improve its capacity to serve nascent and existing entrepreneurs everywhere and at all levels of society.

Identified constraints and challenges: Weak competition and product diversification

In this regard, three main characteristics of the banking sector deserve to be noted:

The banking sector is composed of twelve banks, eleven of which are conventional and one is an Islamic bank, as well as of eleven insurance companies. The financial sector is dominated by banks, the majority of which are foreign owned. The banking sector is extremely concentrated: the four largest banks own the 68% of the total financial assets. The banking penetration rate for the urban population is of 25% and 5% for the rural population.

Further development and diversification of the financial sector’ products and services is therefore essential. Increased competition would undoubtedly benefit the real economic sector. Moreover, the high rate of non-performing loans (16% in 2014) seems to suggest that banks need to make additional efforts to screen their clients and that financial literacy has to be improved.

Identified constraints and challenges: low presence of financial institutions in the regions

Banks however only make up part of the financial sector. Rural finance comprises the full range of financial services - loans, savings, insurance, and payment and money transfer services - needed, offered, or used in rural areas by household and enterprises. Agricultural finance refers to financial services ranging from short-, medium- and long-term loans, to leasing, to crop and livestock insurance, covering the entire agricultural value chain - input supply, production and distribution, wholesaling, processing and marketing. Figure 3 below gives an overview of these differences.
Figure 3: Rural finance, agricultural finance and microfinance

Rural and agricultural finance has been progressing, with innovative financial services and improved risk management on both the client and institution sides. Flexible credit schemes, value-chain finance, insurance products, promotion of financial literacy and the use of new technologies are being used increasingly. The introduction of index-based weather insurance allows decreasing intermediation costs and the price of insurance policies for farmers.

Microfinance holds the potential for reaching the segment of population that conventional banks cannot. In 2012, the microfinance sector in The Gambia had a volume of outstanding loans consisting about USD 2 million with USD 6 million deposits (Mix Market)\(^3\). The Gambia has many players (NGOS, network institutions, direct providers) and there are many approaches based on the target (wholesale, groups, individual) or based on the style of service delivery (informal or formal) or the service providers (Village-based Approach, Credit Unions Approach, Specialized MFI approach, NGO approach). Depending on all these factors (and the collateral required) interest rates vary between 15 and 30%.

70% of microfinance clients are women, most of them living in rural areas. In fact, 90% of microfinance credits are allocated to women entrepreneurs. Repayment rates are about 80 to 90 percent (African Development Bank Group 2011). An overwhelming majority of small loans are managed with non-conventional collateral \(^4\) due to the status of...
women in The Gambia who cannot own and control productive assets (“The National Strategic Framework for the Development of Microfinance in the Gambia” 2006). Thus, as women are the targeted client of Microfinance Institutions (MFI), these cannot use all the usual risk-management instruments for cultural and social reasons.

Priority action: Ensure financial sector deepening and financial instrument diversity

- Identify and provide regulatory and tax incentives for financial sector product diversification with a specific focus on rural and agricultural finance crop insurances, weather insurances, value chain financing
- Promote financial sector outreach by collaborating with post offices and/or supermarkets to provide information and subscription possibilities
- Fully implement the recently passed "Non Bank Financial Act" to ensure its positive impact to promote financial sector deepening and diversification
- Review regulations to facilitate the emergence of mobile banking services
- Promote financial inclusion by increasing financial literacy (financial education campaign) and savings culture
- Introduce financial literacy programmes and training, in particular throughout rural regions
- Establish favorable conditions for women to obtain credit, removing any existing roadblocks
- Establish a national business angels network

5.3. Promote funding for innovation and sustainable development

Entrepreneurs running innovative and or high growth companies have distinct financial needs. The design of schemes associated with early stage needs is based on venture capital and may include the encouragement of wealthy individuals (known as business angels) who could be mobilized from the extensive Gambian diaspora. Tax rebates or partial public guarantees may be offered to these funds, in particular to achieve sustainable development goals including activities such as water supply, waste recovery and recycling, sustainable tourism, and renewable energy.

Priority action: Develop special funds to encourage tailored finance solutions for innovation and sustainable development

- Set up equity co-investment programmes to channel debt and equity finance, Venture Capital (VC), to capital constrained but high potential, young and small enterprises in target priority sectors, including water supply, waste recovery and recycling, sustainable tourism, and renewable energy
• Channel some of the remittances from diaspora communities to these start-up funds also to be combined with knowledge sharing and capacity building
• Set up a national and/or regional crowdfunding platform
• Provide training opportunities to entrepreneurs before giving them funds
6. Promoting Awareness and Networking

Perceptions about entrepreneurship are shaped by the environment in which entrepreneurs live and work. A positive public mind-set about entrepreneurship and its value to society have been recognized as critical factors in building an enabling environment for entrepreneurs to thrive in. In the Gambia, highlighting the positive role of entrepreneurship and its contribution to development has been embraced by key policy makers and other stakeholders. By the end of the Empretec project in 2017, the centre anchored at GIEPA will have trained approximately 1500 entrepreneurs. This represents a formidable network, linked regionally and globally. In addition, similar trainings on entrepreneurship skill development for target groups including women, youth and rural groups can generate networks. However, there are still cultural biases affecting youth, women and minorities. In addition, there is a need to promote a constant dialogue among the different networks that are active in the area of entrepreneurship to raise awareness of existing opportunities, building trust within the private sector. Table 5 below gives a snapshot of the main policy objectives and constraints.
Table 5: Promoting awareness and networking

<table>
<thead>
<tr>
<th>Policy objectives</th>
<th>Identified constraints</th>
<th>Priority Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Instill the entrepreneurship mind set in society and address cultural biases</td>
<td>• Weak capacity to establish long-term awareness raising campaigns and reaching the wider public &lt;br&gt; • Cultural biases affecting women, youth and minorities</td>
<td>1. Introduce National Entrepreneurship Events (Gambia Entrepreneurs Award and Gambia Entrepreneurs Day) with specific attention to women, youth and disabled people &lt;br&gt; 2. Involve the private sector in the delivery and financing of awareness raising campaigns &lt;br&gt; 3. Gather case studies and stories of established Gambian entrepreneurs &lt;br&gt; 4. Organize ITC and networking events</td>
</tr>
<tr>
<td>b. Address negative cultural biases</td>
<td>• Existing cultural biases are unfavourable to vulnerable groups: women, youth, rural population among others</td>
<td>1. Sensitize government officials on the need to support disadvantaged groups &lt;br&gt; 2. Publicly celebrate entrepreneur role models to sensitize target audiences</td>
</tr>
<tr>
<td>c. Raise awareness of entrepreneurship opportunities</td>
<td>• High social preference for paid employment rather than self-employment</td>
<td>1. Organize information and career fairs in specific sustainable business models &lt;br&gt; 2. Facilitate business exchange platforms, fairs dedicated to SDGs &lt;br&gt; 3. Disseminate information on the expected benefits of formalization</td>
</tr>
<tr>
<td>d. Stimulate private sector-led initiatives and strengthen networks among entrepreneurs</td>
<td>• Segmentation of associative organizations</td>
<td>1. Promote the setting up of &quot;alumni networks&quot; &lt;br&gt; 2. Improve information sharing amongst numerous existing associations of professionals in The Gambia &lt;br&gt; 3. Encourage Gambian diaspora returnees networks to start and/or support local businesses</td>
</tr>
</tbody>
</table>

6.1. Instill the entrepreneurship mindset in society

The Government of the Gambia has sought various actions to help develop a positive image of entrepreneurship. The organization of Global Entrepreneurship Week (GEW) is one of the most visible efforts to raise awareness on the benefits of entrepreneurship. More than 2,500 people from across all sections of the country; diplomatic community, civil society, private sector, schools/colleges, public sector and grassroots gathered in various manners, dimensions, purposes and locations for the latest GEW celebrated
worldwide. The 2015 GEW was marked in the Gambia with the launching of the first youth-centred startup incubator in the country, under the theme 'Building the next generation of entrepreneurs'. The high-level involvement of policy-makers such as the Minister for Finance and Deputy Governor of the Central Bank of The Gambia may signify growing public policy interest in prioritizing and expanding youth entrepreneurship. The incubator is an initiative of the American Chamber of Commerce and Industry with funding from the United States Embassy in Banjul. It is a Startup Incubator designed to support the successful development of young Gambian entrepreneurs through an array of business support services.

Identified constraints: weak capacity to implement long-term awareness raising campaigns and reach the wider public

The Gambia has a weak entrepreneurship culture fostered by society’s general attitude towards entrepreneurship. Although over the last two decades, a myriad of entrepreneurship projects and programmes have been designed and initiated by the Government and its development partners, commitment to sustaining implementation has been a challenge. Discreet governmental and non-governmental efforts to raise the level of entrepreneurship in The Gambia have been difficult to sustain, partly because of poor systematic coordination and integration of entrepreneurship into education as well as the low investment in public awareness to reduce cultural barriers and misconceptions.

Better collaboration and coordination is required among all stakeholders in the entrepreneurship development space in order to stimulate the spirit of entrepreneurship more widely in The Gambia, over the long-term and across cultural and language barriers.

Priority actions: strengthen the capacity of the main actors involved in awareness raising and develop a regional culture of entrepreneurship

- Introduce National Entrepreneurship Events such as a Gambia Entrepreneurs Award and a Gambia Entrepreneurs Day with specific attention to women, youth and disabled people as a way to provide recognition and stimulate entrepreneurship in these segments of the population
- Involve the private sector in the delivery and financing of awareness raising campaigns towards establishing regular year-round events
- Gather case studies and stories of established Gambian entrepreneurs to facilitate the diffusion of a Gambian entrepreneurship culture
- Engage the diaspora business community to develop regular communication exchanges using ICT and regular networking events
- Use the new Sustainable Development Goals (SDG) agenda to increase information on green and social entrepreneurship
Identified constraints: Cultural biases

Of special importance to this entrepreneurship policy is the high restrictions on women to secure access to, and control of, and ownership of resources. Customary law creates an additional barrier to disadvantaged groups. 

Priority actions: Address negative cultural biases

- Sensitize government officials on the need to support women entrepreneurs and other disadvantaged groups
- Publicly celebrate role models to sensitize target audiences

6.2. Raise awareness of entrepreneurship opportunities, enhancing formalization

The relatively low status of entrepreneurs will not change markedly in The Gambian society until awareness is consistently raised about the positive value and contributions of “entrepreneurs” in leading the risk-taking required to bring latent business opportunities to fruition for the benefit of society. Care must be taken by regulators not to unduly criminalize common pitfalls in entrepreneurship risk-taking such as bankruptcy and delays in complying with regulations that can easily be corrected with warnings of sanctions. Efforts to raise awareness of entrepreneurial opportunities must ensure that the benefits of formalization are clear, consistent and well-articulated. This is an important issue for The Gambia, where the informal economy continues to play a significant role as source of two-thirds of total employment (ILO, 2011).

Priority actions: Use the Sustainable Development Goals (SDGs) as a platform for the promotion of entrepreneurial opportunities

- Organize information and career fairs on specific sustainable business models
- Facilitate business exchange platforms, fairs dedicated to sustainable development strategies
- Disseminate information on the expected benefits of formalization for different categories of informal activities

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15 http://www.genderindex.org/country/gambia
6.3. Stimulate private sector-led initiatives and strengthen networks among entrepreneurs

Networking promotion efforts should take into account existing social infrastructures and build future actions upon it.

Identified constraints: segmentation of associative organizations

There are numerous professional organizations in The Gambia, all of which represent members with interest in private sector and entrepreneurship development. Besides the two main representatives of the private sector (Gambia Chamber of Commerce and Industry and AmCham), there is also the Association of Small Entrepreneurs (Asset), the Association of Gambia Entrepreneurs, the Young Entrepreneurs Association, the Association of Arts and Craft Entrepreneurs, the Association of Farmer Educators and Traders the Gambia Hotel Association, the Gambia's Women Finance Association. Bringing them into an umbrella network or coalition of stakeholders may be an effective way of deriving economies of scale, where there is an appetite for sharing information and prioritizing and pursuing common interests. Whilst this may seem obvious, it is not always the case and sectional interests may be much easier to pursue, depending on the particular political economy of each country.

Priority actions: Strengthen the associative network.

- Use the different programmes as a base to promote the setting up of "alumni networks" (e.g. Empretec Family Forum and others)
- Work with the numerous existing associations of professionals in The Gambia to improve information sharing and provide incentives to group them into an umbrella network
- Engage and support returnee Gambian diaspora networks to start/and or support local businesses, using their international networks
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WTO, UNWTO, and OECD. 2013. “Aid for Trade And Value Chains in Tourism.”
Annexes

Figure 4: UNCTAD's survey results for The Gambia

UNCTAD survey: The scores of areas, components and indicators range from 0 to 1 with 0 as the least competitive level. Through a simple arithmetic average, the relevant indicators are aggregated to give the score for each component, which in turn are aggregated to give a total score per area.
Figure 5: UNCTAD's survey results by areas
Table 6: Weakest and strongest policy components in the Gambia's entrepreneurship policy

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Item</th>
<th>Rank</th>
<th>Component</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strongest</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promoting Awareness and Networking</td>
<td>6A</td>
<td>0.267571</td>
<td>Highlight the value of entrepreneurship to society and address negative cultural biases</td>
</tr>
<tr>
<td>Facilitating technology exchange and access to finance</td>
<td>4B</td>
<td>0.28172</td>
<td>Promote inter-firm networks that help spread technology and innovation</td>
</tr>
<tr>
<td>Formulating National Entrepreneurship Strategy</td>
<td>1D</td>
<td>0.293561</td>
<td>Measure results, ensure policy learning</td>
</tr>
<tr>
<td></td>
<td>1B</td>
<td>0.302273</td>
<td>Ensure coherence of entrepreneurship strategy with other national policies</td>
</tr>
<tr>
<td></td>
<td>1C</td>
<td>0.338807</td>
<td>Strengthen the institutional framework</td>
</tr>
<tr>
<td><strong>Weakest</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitating technology exchange and access to finance</td>
<td>4C</td>
<td>0.032258</td>
<td>Build bridges between public bodies, research institutions, universities and the private sector</td>
</tr>
<tr>
<td>Enhancing entrepreneurship education</td>
<td>3C</td>
<td>0.072413</td>
<td>Train teachers</td>
</tr>
<tr>
<td>Improving access to finance</td>
<td>5B</td>
<td>0.088881</td>
<td>Promote funding for innovation</td>
</tr>
<tr>
<td></td>
<td>5A</td>
<td>0.090958</td>
<td>Improve access to relevant financial services on appropriate terms</td>
</tr>
<tr>
<td>Enhancing entrepreneurship education</td>
<td>3D</td>
<td>0.133333</td>
<td>Partner with the private sector</td>
</tr>
</tbody>
</table>