



**THE REPUBLIC OF THE GAMBIA**

**MINISTRY OF ENVIRONMENT,  
CLIMATE CHANGE AND NATURAL  
RESOURCES (MECCNAR)**

**STRATEGIC PLAN (2019-2022)**

***June 2019***

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## ABBREVIATIONS AND ACRONYMS

AfDB	-	African Development Bank
ANR	-	Agricultural and Natural Resources
BTF	-	Biodiversity Trust Fund
CBD	-	Convention on Biodiversity
CC	-	Climate Change
CCPAP	-	Climate Change Priority Action Plan
CSSF	-	Community Controlled State Forest
CDM	-	Clean Development Mechanism
CF	-	Community Forest
CPMU	-	Centralized Project Management Unit
DOF	-	Department of Forestry
DPWM	-	Department of Parks and Wildlife Management
DWR	-	Department of Water Resources
EDF	-	European Development Fund
EERC	-	Environmental Education Resource Centre
ERP	-	Economic Recovery Programme
EWS	-	Early Warning System
GDP	-	Gross Domestic Product
GEAP	-	Gambia Environment Action Plan
GEF	-	Global Environment Fund
GFCC	-	Gambia Forest Communication Concept
GFMC	-	Gambian Forest Management Concept
GNCA	-	Gambia National Carpentry Association
ICZM	-	Integrated Coastal Zone Management
IDA	-	International Development Association
IPCC	-	Intergovernmental Panel on Climate Change
IPM	-	Integrated Pest Management
JFPM	-	Joint Forest Park Management Concept
LDC	-	Least Developed Country
LECRDS	-	Low Emissions Climate Resilient Strategy
MEA	-	Multilateral Environmental Agreements
MECCNAR	-	Ministry of the Environment, Climate Change, and Natural Resources
MVA	-	Manufacturing Value Added
NDMA	-	National Disaster Management Agency
NDP	-	National Development Plan
NEA	-	National Environment Agency
NEMA	-	National Environment Management Act
NEMC	-	National Environment Management Council
NPS	-	National Population Secretariat
NWRC	-	National Water Resources Council
ODA	-	Overseas Development Assistance
OVP	-	Office of the Vice President
PFM	-	Participatory Forest Management

POPs	-	Persistent Organic Pollutants
PPP	-	Public-Private Partnerships
RH	-	Relative Humidity
SPCR	-	Strategic Programme for Climate Resilience
TAC	-	Technical Advisory Committee
TDA	-	Tourism Development Area
UNDP	-	United Nations Development Program
UNEP	-	UN Environment Program
UNICEF	-	UN Children's Agency

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## 1. BACKGROUND AND CONTEXT

### 1.1. National Context<sup>1</sup>

The Gambia is the smallest country on the African continent, and occupies a total area of 11,295 Km<sup>2</sup>. The country is a small sub-tropical country lying between longitudes 13° 47' W and 16° 49' W, and latitudes 13° 02' N and 13° 50' N, and by Senegal on all sides except the West, where it is bordered by the Atlantic Ocean. The shape of the country roughly follows the course of River Gambia, which runs east to west across the entire length of the country, and splits it into two.

The Gambia has a sub-tropical climate with two distinct seasons in the year: a hot, rainy season, and a cooler dry season. The dry season commonly known as *Harmattan* usually starts mid-October and ends around mid-June, with average temperatures of 32 °C (89.6 °F). The rainy season usually lasts from around mid- June to mid-October, with August being the wettest month. Temperatures during the rainy season can reach 41 °C (105.8 °F).

The country has a total land area of 10,000 Km<sup>2</sup> and an area of 1,295 Km<sup>2</sup> of water bodies. The total population was 1.9 million in 2013, meaning a population density of about 171 persons per square Kilometre. The Gambia is thus one of the most densely populated countries in Africa, and this coupled with a population growth rate of 3.3% per annum, poses significant challenges to national development.

Almost 70 percent of the country's land area (6,550 Km<sup>2</sup>) is agricultural land, of which 588,000 Ha are arable, and 334,000 Ha are under cultivation. The country has 4,750 Km<sup>2</sup> of forest area, constituting of 47.5% of land area. In addition to the 80 Km long coastline on the Atlantic Ocean, The Gambia has an exclusive fishing zone of 200 nautical miles within the continental shelf.

Agriculture is a main driver of the Gambian economy, employing almost half of the working population, and 81% of the rural working population. In addition, the sector accounted for 20% of the Gross Domestic Product (GDP) in 2016, and provides livelihoods for 72% of the population. Groundnuts are the main cash crop, and account for 30% and 50% of foreign exchange earnings, and national food requirements, respectively. Horticulture and livestock production are important, and increasing, with livestock

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<sup>1</sup> Socio-economic, environmental, and natural resources data used in this document was obtained from sources such as the National Development Plan (2018-2021), the Supplementary ANR Policy, the Gambia Strategic Programme for Climate Resilience, as well other government policies, development cooperation frameworks, and publications from international organizations.

production accounting for 25% of the agriculture GDP. Despite this, the sector is undiversified, mainly based on smallholder, rain-fed subsistence food (millet, maize, rice, sorghum, cassava) and cash (groundnuts, cotton, and cashew) crops production. In addition, the performance of the sector is very low, because of a weak institutional and policy framework, inadequate budget, inadequate inputs, as well as rainfall variability, climate shocks, limited irrigation, and high post-harvest losses.

Tourism is another important sector of the Gambian economy, accounting for 12% to 16% of the GDP, generating about \$85 million in foreign exchange earnings, and accounting for over 35,000 direct and 40,000 indirect jobs. The sector attracted \$45 million in foreign direct investment over the last 5 years, and is a major provider of air cargo services to other sectors such as fisheries, and horticulture. Although tourism in The Gambia has seen a steady growth in recent years, it is also susceptible to incidents such as the outbreak of 2013 in neighboring countries in West Africa.

There is very little manufacturing in The Gambia, and the sector accounts for only 5.5% of the GDP, and employs about 4,500 people. Thus, the country has a very low level of industrialization, and light manufacturing (clothing and textiles, metal and metallic works, food and beverages, wood and leather processing) dominates the sector. Major challenges to the industrial sector in the country are lack of technological innovation, and an outdated industrial policy.

The manufacturing subsector contributes 5.5% (2014) to GDP employs 4,500 people, but has been stagnant since 1995. This reflects a low level of industrialization as indicated by the Manufacturing Value Added (MVA) per capita, at about US\$16 (UNIDO, 2010) - lower than the average for developing countries. Manufacturing activities in the country are dominated by light manufacturing consisting of and chemicals primarily used in the production of soaps and plastics, fish processing, etc. One of the critical challenges affecting the industrialization process is the lack of technological innovation, as well as an outdated industrial policy.

The Gambia has been a trading nation for a long time, and trade has created jobs, generated income, and reduced poverty in the country. In addition, the country serves as a regional *entrepôt* providing imported goods to the hinterland of Senegal, and neighboring countries. This role is based on the relatively low tariffs on imports, an efficient port and customs services, as well as limited administrative bottlenecks. As such, imports dominate trading in The Gambia, and accounted for 39% of the GDP in 2014. ECOWAS, Asia, and the EU are the main sources of Gambian imports, and are the main destinations for Gambian exports. Although The Gambia is a Least Developed Country (LDC), and benefits from preferential access to the US and European markets, it has not been able to take full advantage of these

opportunities because of its inability to comply with requirements for access to these markets.

Poverty has continued to be a significant development challenge in The Gambia, remaining almost flat at around 48 percent between 2010 and 2015, although the number of poor Gambians increased by over 150,000 over the same period. Furthermore, poverty has a rural-urban divide, with the rural population (which has 45 percent of the country's population) accounting for 60 percent of the poor people in the country. Poverty is also an important driver of environmental degradation which according to circumstantial evidences is among factors that contributes to increased irregular migration by young Gambians from rural to urban areas and subsequently, to Europe and other developed countries.

The Gambia also faces significant challenges with regards to the environment and climate change management. Among the major environmental issues affecting the environment are land degradation, coastal erosion, loss of forest cover, biodiversity loss, poor management of pesticides and waste, as well as poor planning and weak enforcement of existing laws and policies. The increasing burning of charcoal and felling of live trees and coastal sand mining, coupled with establishment of illegal settlements are activities that intensify the impacts of climate change in the country.

Climate change has thus emerged as one of the most significant external factors that accelerate and exacerbate the challenges of environment and natural resources management in The Gambia. Climate change also hinders the growth of the economy by adversely impacting key sectors of the economy such as agriculture, tourism and industry. The geophysical and hydrological characteristics (low-lying and adjacent to the sea) of the country also make The Gambia one of the low-income countries that are most vulnerable to climate change, and especially, weather-related hazards such as drought, windstorms, floods and sea level rise.

The Gambia is also experiencing reduced rainfall because of the negative impact of climate change, including global warming. While mean annual temperature increased from 25.8 °C in 1947 to 32.6 °C in 2010, average relative humidity decreased from over 75 percent in 1945 to just over 55 percent in 2010. As a result, ground water recharge has been reduced by 3 percent, and the saline front of the River Gambia now reaches up to 250 Km upstream.

## **1.2. Environment and Natural Resources Management**

Environment, climate change, and natural resources management in The Gambia is the responsibility of a network of institutions, with the Ministry of Environment, Climate Change, and Natural Resources (MECCNAR) serving as the lead institution. In discharging its mandate as the lead ministry for environment, climate change and natural resources

issues in The Gambia, MECCNAR is supported by the National Environment Agency (NEA), the Department of Forestry (DOF), and the Department of Parks and Wildlife Management (DPWM). In addition, MECCNAR works with other stakeholders such as Gambia government Ministries, Departments and Agencies (MDAs), civil society organizations (CSOs), the private sector, as well as international development partners who make important contributions to the overall national effort to protect and manage the environment and natural resources of the country.

Over the last three decades, lead agencies responsible for the management of specific environment and natural resources sectors have developed policy frameworks and legal instruments to guide the governance and management of natural resources and environmental assets. However, misalignment between some policies and legal instruments dealing with environment and natural resources management remains a major challenge, as conflict among some policies is still evident. As a result, this Strategic Plan will among other things harmonize all environment and natural resources policies under the purview of MECCNAR to help ensure effective policy coherence and coordination of implementation.

### **1.2.1 Ministry of Environment, Climate Change, Water, Wildlife and Fisheries**

The Ministry of Environment, Climate Change and Natural Resources (MECCNAR) has the overall responsibility of overseeing and coordinating the development and implementation of policies and programs relevant to environment, climate change, and natural resources management in The Gambia. Toward this end, MECCNAR has two technical departments and one agency under its purview that are charged with specific mandates related to environment and natural resources management. The work of the two technical departments and agency are guided by legislative and policy frameworks. By virtue of the cross-cutting nature of environment, climate change and natural resource issues, MECCNAR builds partnerships and collaborate with other Gambia government ministries, as well as local, regional and international organizations to pursue and achieve its mandate. In view of its increasing role and responsibility, MECCNAR recently established a Centralized Project Management Unit (CPMU), assigned with the responsibility of coordinating the implementation of projects with a view to enhanced effective policy implementation and promote coherence. The CPMU conducts robust monitoring and evaluation (M&E) of programs and projects executed by MECCNAR and partner institutions in government, civil society and NGO's, and gathers relevant information on the activities and programs of MECCNAR's partners and their impacts on its mandate, as well as those of its subsidiary Departments and Agencies.

### **1.2.2 National Environment Agency**

The National Environment Agency (NEA) was created under the authority of the National Environment Management Act (1994) which repealed the pre-existing National Environment Management Act (1987). In its constitutive Act, the NEA is designated as the principal body responsible for the management of the environment and coordination of all

activities of the government related to environmental management in The Gambia. Towards that end, the NEA is also empowered to take the lead role in setting environmental quality standards in consultation with government departments and agencies. Promotion of public awareness and investigation and prosecution of infringements relating to environmental quality also form an integral part of organization's responsibilities. Furthermore, the NEA is assigned, under Section 10 of NEMA (1994) with technical responsibilities for environmental impact assessments, environmental auditing, and special studies. Other statutes guiding the NEA's work include the Environmental (Prevention of Dumping) Act(1988), the Waste Management Act (1999) and international agreements to which The Gambia is a party.<sup>2</sup> Participation in the NEA work programs by external entities is made possible through NEA-based Technical Working Groups established by the agency, comprised of members drawn from institutions with mandates in the program areas each Working Group addresses. The NEA also serves as the secretariat to National Environment Management Council (NEMC).

### **1.2.3 Department of Parks and Wildlife Management**

The Department of Parks and Wildlife Management (DPWM) is responsible regulating the use of biological resources by promoting the protection, management, utilization, and conservation protection of biodiversity resources within and outside protected areas. Toward this end, the DWPM is empowered under the Biodiversity and Wildlife Act 2003 to establish Protected Areas (PAs) and promote ecotourism in consultation with relevant stakeholders, and oversee the management taking into account national, regional and international instruments including the conventions agreements ratified by The Gambia. In accordance with its mandate under the Biodiversity/Wildlife Act 2003, the DPWM is required to conduct national inventories and research, sensitization, and awareness-raising and preparation, updating and implementation of to develop management plans for established protected areas.<sup>3</sup> The DPWM also issues licenses for domestic and commercial consumption of wildlife. Licenses for domestic hunting or for safari hunting are issued on condition that the license holder meets and adheres to the requirements of the license. The Biodiversity and Wildlife Act 2003 also specifies penalties for the breach of prohibitions attached to issuance of licenses. Furthermore, the DWPM is the lead government institution and focal point for the implementation of many regional and international convention and agreements on matters relating to biodiversity and wildlife conservation such as CMS,

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<sup>2</sup> Basel Convention (1989) on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Bamako Convention (1991) on the ban on the Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes within Africa, and the Stockholm Convention (2001) on persistent organic pollutants (POPs)

<sup>3</sup> Seven protected area countrywide covering, 46,072 hectares, approximately 4.3% of the country's land surface

AEWA, UNCBD, RAMSAR, CITES, IUCN, PRCM, RAMPAO, etc<sup>4</sup> Recently the DPWM through its policy shift, has prepared guidelines for private sector involvement in natural resources management, and has established several community bio-right (livelihood) projects and strengthened Site Management Committees to improve community involvement, participation and benefit sharing in wildlife and biodiversity resources. The establishment of Indigenous Community Conservation Areas (ICCAs) in 14 communities and the promotion of private game reserve initiative will go a long way in the diversification of governance types and sustainable use.<sup>5</sup>

#### **1.2.4 Department of Forestry**

The Department of Forestry (DoF) was created in 1976, and is the lead government agency responsible for promoting the rational management of the forest resources of The Gambia. The DoF is responsible for ensuring the sustainable use and protection of all forest resources in The Gambia, including private forests, forest reserves and plantations. The 1998 Forest Act, which provides the legal framework for the exploitation and management of forest resources, was updated through the Forest Bill 2010. In addition, the Forest Policy (2010-2019) is the regulation and strategy that provides guidelines for sustainable forest management in the country. The Gambian Forest Management Concept (GFMC) of 2000 serves as the blue print for Participatory Forest Management (PFM) in The Gambia, the Joint Forest Park Management Concept (JFPM), the Community Controlled State Forest (CCSF) Management strategy, and the Community Forestry Implementation Guidelines of 2002. In view of the severe decline in the forest cover of the country from 44 % to 37 % between 1982 and 2010, with 47 % of mangrove forests being lost over the same period, it is clear that sustainable forest management is an important national development challenge.

### **1.3. Cross-sectoral Linkages**

The Gambia National Development Plan (NDP: 2018-2021), recognizes the environment and climate change as two of seven cross-cutting issues that are “critical enablers” which contribute directly to the achievement of the objectives of the NDP. These two issues are in turn impacted by various other sectors and sub-sectors of the economy, as well as the functions and activities of other MDAs of the Gambia government. Among the key

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<sup>4</sup> UNCBD (1992) on conservation of biological diversity and the fair and equitable sharing of benefits arising from the use of genetic resources

CITES (1973) on protection of wildlife against over-exploitation, and elimination of international trade from threatening species

Ramsar Convention (1971) on wetlands Cartagena Protocol (2000), a subsidiary agreement to the UN Convention on Biological Diversity (CBD)

<sup>5</sup> UNCBD (1992) on conservation of biological diversity and the fair and equitable sharing of benefits arising from the use of genetic resources

CITES (1973) on protection of wildlife against over-exploitation, and elimination of international trade from threatening species

Ramsar Convention (1971) on wetlands Cartagena Protocol (2000), a subsidiary agreement to the UN Convention on Biological Diversity (CBD)

government institutions and agencies whose work directly or indirectly impacts environment and climate change issues are the Departments of Water Resources (DWR), and the Department of Fisheries (DoF); both under the Ministry of Fisheries, Water Resources and Assembly Matters (MoFWRNAM), the Ministry of Agriculture (MoA), the Ministry of Tourism and Culture (MoTC), the Ministry of Petroleum and Energy (MoPE), the Ministry of Lands and Regional Administration (MoLRA), the Ministry of Finance and Economic Affairs (MoFEA), and the Ministry of Trade Industry and Employment (MoTIE). Other important Ministries whose mandate and work impacts on environment and climate change issues include the Ministry of Health and Social Welfare (MoHSW), the Ministry of Youths and Sports (MoYS), and the Office of Vice President (OVP), under whose purview are the National Disaster Management Agency (NDMA), the Women's Bureau, and the National Population Secretariat (NPS). Civil society, the private sector, and international development partners (both bi-lateral and multi-lateral) are also important players in environmental and climate change management in The Gambia.

The Department of Water Resources (DWR) of the MoFWRNAM is responsible for technical investigations for research and operational purposes, dissemination of information/advisories to planners and developers, capacity building, and enforcement of provisions of the National Water Resources Council (NWRC) Act (1979). The DWR also performs functions relating to cross-sectoral coordination, and systematic measurements of meteorological variables, and in collaboration with regional and global partners, issues seasonal rainfall and daily weather forecasts to support decision-making in weather and climate-sensitive socioeconomic sectors and help protect life when extreme weather is forecast. The DWR is also delegated to engage with international organizations on international agreements relating to transboundary water resources, weather and climate.<sup>6</sup>

The Department of Fisheries (DoF) is another MoFWRNAM agency, and is responsible for overseeing the rational development of the Gambian fisheries sector in conformity with the Fisheries Act (2007). In particular, the DoF balances conflicting objectives of conservation and sustainable utilization of fisheries resources. Toward this end, the DoF uses the best scientific information available to establish total allowable catch regulated through licencing and prohibitions related to fishing gear and methods, and champions aquaculture development, which is also regulated in accordance with best practices to forestall pollution of contiguous water bodies, and protect natural habitats. The DoF further enforces import controls on non-endemic species to prevent potentially catastrophic introduction of invasive species into aquatic ecosystems. Due to transboundary nature of fisheries resources, the

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<sup>6</sup> UNFCCC (1992) on prevention of dangerous climate change and stabilization of greenhouse gases in atmosphere, and the OMVG (1978) on development of common infrastructure for rational exploitation of water resources of River Gambia

DOF serves as The Gambia's liaison with international organizations and works to safeguard its interests under international conventions to which The Gambia is a party.<sup>7</sup> All these are important functions which have significant impact on the management of the environment and natural resources, as well as climate change adaptation in The Gambia.

The agriculture and natural resources (ANR) sectors are inseparable, and as such, the MoA is an important partner of MECCNAR. In this regard, the 2009-2015 ANR policy identified various strategies and policies for the sound environmental management and climate change adaptation in The Gambia. Following the update of the 2009-2015 ANR Policy to the 2017-2026 ANR policy, MECCNAR prepared a Supplementary ANR Policy to better address the concerns of the environment, natural resources and climate change issues in the updated ANR policy that was developed by MoA.

Tourism, which accounts for 12 to 16 % of the GDP of The Gambia, also has both positive and negative impacts on the environment. For example, tourism-related activities, particularly those along the coast, contribute to coastal erosion, while the problem of waste disposal and pollution in the Tourism Development Area (TDA) also affects coastal and marine environment and species. However, revenue from tourism also directly contributes to nature protection, given that nature tourists constitute an important segment of overall tourists visiting The Gambia. Tourism therefore has significant bearing on the environment and natural resources management in The Gambia.

The high population growth rate and increased urbanization in the country are some of the many issues that have significant environment and natural resources implications. Increased urbanization increases the generation of waste which is inappropriately disposed of into the environment. Settlements established in crowded urban areas particularly around the low lands areas increase the risk of flooding, and present new health threats which pose significant challenges for health planners.

Environment, natural resources and climate change issues also important to the work of the MoFEA, which is responsible for the financial affairs, and resource mobilization efforts of the GoTG. In this regard, the work of MECCNAR could be the source of funds and resources, e.g. external funding sources are mobilized to pay for interventions in The Gambia. On the other hand, disasters caused by extreme weather events, disaster-prevention as well as climate resilience activities and projects often require funds. Either way, MoFEA will be involved directly or indirectly in the work of MECCNAR as well as its Departments and Agency.

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<sup>7</sup> ICRW(1946) provide for the proper conservation of whale stocks and thus make possible the orderly development of the whaling industry  
ICCAT (1966), conservation of tunas and tuna-like species in the Atlantic Ocean and its adjacent seas.

The environment affects human health and well-being. Direct exposure of people to harmful agents has serious health implications, while the amount of green space in the living environment also affects people's health and well-being. Climate change also poses risks to human health and well-being by affecting the prevalence of certain diseases and ailments. Environmental issues such as dumping of wastes, access to clean water, and air quality can have significant damage to people's health and wellbeing in The Gambia. In the same vein, the work of the Women's Bureau, the NDMA, and the NPS all cut across MECCNAR's mandate and work by virtue of the important role women have in environmental management, the importance of sound disaster management in the face of climate change, and the impact of increased population on the environment and natural resources.

Two other important types of actors whose work also cuts across environmental, natural resources, and climate change issues are civil society, and private sector. With the country emerging from 22 long years of dictatorial rule during which civil society organizations (CSOs) were suppressed, they have now found their voice, and are now more than ever able to participate in the work of MECCNAR. Similarly, the private sector is now reinvigorated, and the renewed commitment of the GoTG to greater private sector involvement in the implementation of the NDP (2018-2021) means that MECCNAR's work will increasingly impact and be impacted by private sector activities in the country.

#### **1.4. Environment and Natural Resources Management Framework**

By virtue of its location in the semi-arid region of the West African Sahel, its generally low-lying terrain, close proximity to the Atlantic Ocean, presence of the River Gambia throughout its length, as well as its increasing population, The Gambia is susceptible to the vagaries of environmental and climate changes. In addition to threats of climate change, the management of the country's environment and natural resources is seriously challenged by land degradation, increased coastal erosion loss of forest cover, as well as biodiversity loss, and ineffective management of waste. Other important issues are deforestation through illegal logging and bushfires, illegal settlements, sand mining, and other uncontrolled activities.

The impacts of climate change (CC) further compound the problems and challenges that are confronting the environment sector, as well as the agriculture, tourism, and industry, all of which have significant impacts on the growth of the economy. Thus, the increased incidence of droughts, floods, soil degradation, coastal erosion, erratic rainfall patterns and global warming caused by CC have reduced crop yields, increased pests and diseases, damaged infrastructure, and in extreme cases have resulted in loss of lives.

The Gambia is at the top of the list of 100 countries that the International Panel on Climate Change (IPCC) ranked as the most vulnerable to CC, especially in terms of weather-related

hazards (e.g. drought, windstorms, flooding, and sea level rise). Among the key indicators of CC in the country are the increase in mean annual temperature from 25.8°C in 1947 to 32.6°C in 2010, the decrease in relative humidity (RH) from 75% in 1945 to just over 55% in 2010, and the increased strength, severity, and frequency of windstorms and flash floods. In the same vein rainfall, which in 2010 decreased 1 percent from normal levels, is projected to decrease 54 percent in 2100.

CC and variability has a major impact on growth, and ultimately, national development because climate-sensitive activities such as agriculture form the productive base of the economy. Furthermore, the reduction in rainfall reduced arable land for agriculture, and resulted in a 21 to 44 percent decrease in food crop production in the country.

Against this background, the National Development Plan (NDP - 2018-2021) has identified key environment, natural resources issues to address, including the susceptibility of The Gambia to the vagaries of climate change.

## **1.5. Development Cooperation**

As a member of the Least Developing Countries (LDC's) with a high population growth rate, high levels of environmental and susceptibility to climate change impacts, The Gambia has had significant support from international development partners. Thus, the GoTG mobilized \$654.2 million from grants and loans from development partners to cover 87 % of the total \$752 million needed to implement the PRSP II. Although the projected contribution of overseas development assistance (ODA) to the \$2.4 billion required to fund the implementation of the NDP (2018-2021) will fall to 42.7 % or about \$1.02 billion, the amount is still significant.

In 2016, The Gambia received D5.4 billion in ODA; D2.9 billion (53 %) of which as grants, and the remaining as loans. However, these disbursements were a significant decline from 2015, when the country received D8.1 billion in ODA. Of the D2.5 billion in loan disbursements received in 2016, 69 % was from multilateral creditors, with the Islamic Development Bank accounting for 34 % of the disbursements. On the other hand, multilateral donors accounted for 99.6 % of grants received in 2016, when Japan was the only bilateral donor. The largest multilateral donor agency in 2016 was the African Development Bank (AfDB), followed by the International Development Association (IDA)/World Bank, and the European Development Fund (EDF). Other important multilateral donor agencies are the Global Fund, UNDP, and UNICEF.

The GoTG remains committed to working with donor agencies and development partners to implement the NDP (2018-2021). Thus, a consultation was held with key development partners to solicit their feedback on the draft NDP. In the same vein, the GoTG has developed an Aid Policy (2015-2020) to provide the institutional, regulatory, operational,

and accountability framework for sourcing and managing external aid resource flows into the country.

## **1.6. Policy Context**

The Gambia government has for many years pursued the sustainable management environmental and natural resources. As such, it has various laws such as the National Environment Management Act (NEMA) of 1994, the Hazardous Chemicals Act (1994), the Environmental Quality Standards (1999), the Biodiversity and Wildlife Act (2003), the and Renewable Energy Act (2013), all promulgated to ensure sound environmental and natural resources management in The Gambia. Other laws have also been passed to regulate sectors that have an indirect impact on the environment and natural resources in The Gambia. Among these are the Public Utilities Regulatory Act (2001), the Petroleum Act (2004), the Mines and Quarries Act (2005), the Fisheries Act (2007), the Information and Communications Act (2009), and the Petroleum Products Act (2016).

Many policies, regulations and programs have also been developed to protect the environment and natural resources in the country and, lately, ensure that the country is resilient to climate change. As early as 1968, barely three years after independence from Great Britain in 1965, Abuko Nature Reserve was established. In addition, government proclaimed the Banjul Declaration of February 1977, which called for the protection of the flora and fauna of the country. In 1979, the Water Resources Act was enacted, and in 1981, the Ministry of Water Resources, Forestry and Fisheries was, along with an Environment Unit, carved from the Ministry of Agriculture.

As part of the implementation of the Economic Recovery Programme (ERP), initiated in 1985, the government enacted the National Environmental Management Act (NEMA) in 1987 to address the underlying structural weaknesses and natural resources degradation of the country. Government also prepared the Gambia Environment Action Plan (GEAP) in 1992 to provide a framework for integrating environmental issues into socio-economic development objective of the country. In 1993, the National Environment Agency (NEA) was formed to serve as the technical secretariat to NEMC, and to coordinate environmental management strategies, programs and projects.

In 1996, the GoTG developed Vision 2020, its long-term economic development framework aimed at transforming The Gambia into a middle income country by 2020. Toward this end, various medium-term development plans were prepared, starting with the Poverty Reduction Strategies (PRSP I and II), and the Programme for Accelerated Growth and Employment (PAGE; 2012-2015). The national priorities outlined in the PAGE include the exploitation of natural resources, as well as the development of agriculture, and other key sectors of the economy. Furthermore, the PAGE was fully aligned with the Millennium Development Goals (MDGs).

The GoTG also developed various sectoral policies and programs, including the Forestry Sub-Sector Policy (2010-2019), which was updated in 2013 to include the emerging issue of climate change. In the same vein, the Agriculture and Natural Resources Policy (2009-2015), and the Fisheries Strategic Action Plan (2012-2015) were both revised to take into consideration climate change issues, including adaptation measures.

Other environment, natural resources and climate change related policies include the National Adaptation Programme of Action (2007), the Gambia Environmental Action Plan II (2009-2018), the Supplementary ANR Policy (2017), the Forestry Sub-Sector Policy (2010-2019), the National Biodiversity Strategy Action Plan (2015-2020), the National Climate Change Policy (2016), and the Revised National Biodiversity Strategy Action Plan. In addition, government developed a \$47 million Climate Change Priority Action Plan (CCPAP), a Climate Change Policy and Strategy, and a Low Emissions Climate Resilient Strategy (LECRDS).

Environment, natural resources, and climate change issues have also been given due consideration as critical enablers for the achievement of the objectives of the National Development Plan (NDP - 2018-2021). As such, the NDP identifies key issues to address including land degradation, coastal erosion, loss of forest cover, biodiversity loss, ineffective waste management, the management of pesticides, and the mitigation of climate change impacts on the country. Furthermore, the NDP identifies two important Outcomes it is aimed at achieving, namely, the sustainable use and management of natural resources, and a strengthening of the policy environment and tools to ensure the appropriate land use planning and management. Against this background, the MECCNAR Strategic Plan (2019-2022) has been developed to help The Gambia attain the environment, climate change and natural resources management objectives of the NDP.

## **2. VISION, MISSION, AND STRATEGIC OBJECTIVES**

Drawing lessons from previous sector-related program and projects and inspiration from on-going stakeholder engagement processes, the MECCNAR Vision and Mission statements spelt out below, reflect a realistic aim for a Gambia that is economically viable, and that has an environmentally sustainable development, and with socially responsible management of natural resources and other environmental assets. Furthermore, the MECCNAR Vision and Mission, as well as the Strategic Objectives and Programs in this Strategic Plan are firmly rooted in the NDP, given the mandate of MECCNAR to lead efforts to achieve the NDP environment, natural resources, and climate change objectives.

### **2.1. Vision**

The Gambia's environment and natural resources are sustainably managed for the benefit of all citizens in a coordinated manner

## **2.2. Mission**

To ensure that Gambia's environment and natural resources are sustainably managed and conserved for the benefit of all (including future generations), and to increase resilience to climate change.

## **2.3. Strategic Objectives**

The National Development Plan (NDP) is The Gambia's national development blueprint for the next four years (2018-2021), and its overall goal is to "deliver good governance and accountability, social cohesion, and national reconciliation, and a revitalized and transformed economy for the well-being of all Gambians." Toward this end, the NDP identifies eight strategic priorities and seven critical enablers that through which the most pressing economic and social ills besetting Gambian society will be addressed.

To achieve these outcomes, the NDP has identified four Outcomes and related interventions to be implemented during the plan period:

- i) Environment and climate change-friendly policies, programs and awareness strengthened at all levels for resilience
- ii) Emergency and disaster risk reduction response strengthened at all levels
- iii) Natural resources sustainably managed
- iv) Strengthened policy environment and tools for appropriate land use planning and management

The four critical enablers are closely linked and the MECCNAR, as the lead Ministry responsible for environment, natural resources and climate change issues, will directly contribute to the achievement of three NDP outcomes through the following Strategic Objectives:

1. Strategic Objective 1: Promote well-being of Gambians through socially responsive integrated environmental management
2. Strategic Objective 2: Strengthen evidence-based management of natural resources and ecosystems
3. Strategic Objective 3: Address underline cause of biodiversity loss by establishing and strengthening a national system of protected areas (forest, wildlife sanctuaries, marine parks, and well capture zones)
4. Strategic Objective 4: Strengthen institutional leadership capacities in strategic oversight of policy and program implementation

5. Strategic Objective 5: Strengthen the institutional framework for environmental coordination and management at local and national levels
6. Strategic Objective 6: Enhance stakeholder participation in natural resources management by promoting public private partnerships
7. Strategic Objective 7: Mobilize sufficient financial resources for strategic plan implementation
8. Strategic Objective 8: Implement programs and activities in partnership with other government Ministries, Departments, and Agencies (MDAs), as well as civil society, the private sector, and international development partners.

These Strategic Objectives are firmly anchored to the NDP Outcomes as shown in Table 1. The MECCNAR Strategic Plan (2019-2022) is aligned with the NDP and to the Supplementary ANR policy as well as the new investment program on climate resilience called the Strategic Programme for Climate Resilience (SPCR).

The MECCNAR Strategic Plan articulates the main priority actions that will be undertaken by the Ministry, its line departments and agency over the period 2019-2022, in order to contribute to the realization of the NDP outcomes. The strategic plan therefore charts the course for the sector's contribution to national development and growth. The implementation of the Strategic Plan will ensure that sustainable use of environmental goods and services and the rational utilization of natural resources including enhancing adaptive capacity and resilience of the country is guaranteed for the benefits to present and future generations. The Strategic Plan will serve as the entry point for building partnership and collaboration.

The MECCNAR Strategic Plan is also relevant to efforts to attain the Sustainable Development Goals (SDGs) in The Gambia, by virtue of the fact that the NDP is itself relevant to the SDGs. This will certainly help efforts to mobilize resources and donor funding for the implementation of the MECCNAR Strategic Plan.

**Table 1: Alignment of MECCNAR Strategic Objectives with the NDP (2018-2021) Outcomes and Interventions**

NDP OUTCOMES	INTERVENTIONS	MECCNAR STRATEGIC OBJECTIVES
Outcome 12.1 Environment and Climate Change-friendly Policies, Programmes and Awareness strengthened at all levels for Resilience	Establish appropriate, functional, and well-coordinated institutional and regulatory frameworks for enhanced enforcement of environmental laws	<u>Strategic Objective 1</u> : Promote well-being of Gambians through socially responsive integrated environmental management
		<u>Strategic Objective 5</u> : Strengthen the institutional framework for environmental coordination and management at local and national levels <u>Strategic Objective 6</u> : Enhance stakeholder participation in natural resources management by promoting public private partnerships
	Undertake advocacy and	<u>Strategic Objective 2</u> : Strengthen evidence-

NDP OUTCOMES	INTERVENTIONS	MECCNAR STRATEGIC OBJECTIVES
	sensitization programs to build awareness and knowledge at all levels	based management of natural resources and ecosystems
	Develop human and institutional capacities for sound environmental management	<u>Strategic Objective 4</u> : Strengthen institutional leadership capacities in strategic oversight of policy and program implementation <u>Strategic Objective 7</u> : Mobilize sufficient financial resources for strategic plan implementation
Outcome 12.2: Emergency and Disaster Risk Reduction and Response strengthened at all levels	Enhance Early Warning Systems (EWS)	
	Develop and implement a resilience programme for both urban and rural areas	<u>Strategic Objective 8</u> : Implement programs and activities in partnership with other government Ministries, Departments, and Agencies (MDAs), as well as civil society, the private sector, and international development partners.
Outcome 12.3: Natural Resources sustainably managed and utilized	Consolidate and enhance management of protected areas and forests including the promotion of ecotourism	<u>Strategic Objective 3</u> : Establish and strengthen a national system of protected areas (forest, wildlife sanctuaries, marine parks, and well capture zones)
	Sensitize and build capacities of communities in natural resource management to minimize deforestation and human-wildlife conflict	
Outcome 12.4: Strengthened policy environment and tools for appropriate land use planning and management	Government will formulate a National Land Policy	<u>Strategic Objective 8</u> : Implement programs and activities in partnership with other government Ministries, Departments, and Agencies (MDAs), as well as civil society, the private sector, and international development partners.

### 3. PROGRAMS

Over the next four years, MECCNAR will implement various priority programs and activities to achieve the 8 Strategic Objectives of the Strategic Plan. While MECCNAR will implement some of these activities and programs on its own, and through its line Departments and Agencies, some of the activities will be implemented in partnership with other Ministries, Departments, and Agencies as well as the civil society organizations, the private sector, and international development partners. A detailed list of the activities that will be implemented under each Strategic Objective is provided in Section 5.1 (Logical Framework) below.

### 4. IMPLEMENTATION STRATEGY

The relevance of the MECCNAR Strategic Plan to the realization of the Outcomes of the NDP is self-evident. Considering that the performance of most economic sectors still rely on increasing utilization of natural resources i.e., water, land, biodiversity and ecosystem services, the need for a sound implementation strategy that strengthens sustainable

environment and natural resource management practice and contributes to the economic security for present and future generations cannot be over-emphasized. Toward this end, MECCNAR will deploy the following strategies in the implementation of this Strategic Plan:

### **1. Program-based approach**

The Program-based Approach is consistent with the GoTG Integrated Financial Management System (IFMS) which is aimed at strengthening the effectiveness and efficiency of government financial management and spending. The program-based approach will involve three program areas and sub-programs that Ministry, line Departments and Agency will focus in the implementation of the Strategic Plan. The three programs are as follows:

#### **PROGRAM 1: Strategy, Policy and Management**

Program area 1 has one sub-program area call the General Administration. The sub-program entails the leadership and management roles of MECCNAR as well as its role in facilitating the implementation of policies and plans and as the vote controller directing and monitoring government budget and expenditure for itself (MECCNAR) and the two line departments (DoF and DPWM), and the agency (NEA) under its purview.

### **2. Public education, awareness-creation, and advocacy**

Public information and awareness campaign will aimed at raising public understanding of environmental issues and encouraging public participation in managing and protecting the natural environment. The pursuit of sustainable development and environmental conservation requires the public to be sufficiently sensitized about the multiple dimensions of environment and development. Awareness and understanding of environmental issues provide the basis and rationale for commitment and meaningful action towards environmentally sound and sustainable development. Through public statements, public notices, meeting, and special radio and TV awareness campaigns and advocacy program, MECCNAR and its Departments and agency will vigorously implement outreach programs to bridge the information gap so as to inspire the general public to take direct action to protect and sustainably use environment and natural resources.

### **3. Building strategic partnerships**

While recognizing its central role as the lead government institution responsible for environment and natural resources management issues in the country, MECCNAR equally understands that environment and natural resources issues are very complex, diverse and cross-cutting in nature. By building partnerships and collaborating with other government institutions, private and non-governmental organizations and the civil society, MECCNAR

can tap into and build synergies as well as unveil opportunities to streamline environment and natural resources considerations into activities and programs of its partners.

#### **4. Harmonization of key sectoral policies**

The natural resources sector policies such as the forest policy, wildlife policy, water resources, the environment and climate change policies must be harmonized to reduce conflict and enhance coherence for effective implementation. While the recently developed Supplementary Agriculture and Natural Resources Policy can provide an important entry point, the recent policy review has highlighted significant areas of differences between the sub-sector policies which hinders effective policy coordination and implementation. Furthermore, MECCNAR will initiate the development of a framework for policy development to guide the formulation of new policies and enhance cross-linkages between policies within the sector and beyond.

## 5. RESULTS AND RESOURCES FRAMEWORK

### 5.1. Logical Framework

Table 2: Logical Framework for MECCNAR SP (2019 – 2022)

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
<b>Strategic Objective 1:</b> Promote well-being of Gambians through socially responsive integrated environmental management	<b>CN 1 Component 1:</b> Policy, legislative and institutional review and development	Comprehensively integrate climate change (including risks and resilience) into development plans, policies and programs	Climate change integrated into development plans, policies and programs	Climate change integrated into development plans, policies and programs	<b>R:</b> MECCNAR <b>P:</b> NEA, DWR, DOF, DPWM, NDMA, NGOs & CSOs & other Development partners
		Revise/update sector legislations and their related regulations and strategies to mainstream climate change	Revised climate change-integrated legislation, regulations and strategies	Relevant legislation and their related regulations and strategies revised to mainstream climate change	<b>R:</b> MECCNAR <b>P:</b> MECCNAR DAs, and other Sector institutions
		Develop the National Strategic Environmental Assessment Policy, Guidelines, and Procedures	National SEA Policy, Guidelines and Procedures	A National SEA Policy, Guidelines and Procedures developed	<b>R:</b> NEA <b>P:</b> MECCNAR, DWR, DOF, DPWM, NDMA, NGOs & CSOs & Other Development partners
	<b>CN 1 Component 3:</b> Climate change research, capacity development and communication	Prepare Concept papers on CC and NRM capacity development and communication	Concept Papers on CC and NRM capacity development and communication prepared	i) Increased capacity to mobilize resources for CC and NRM communication	<b>R:</b> NEA <b>P:</b> MECCNAR, DWR, DOF, DPWM, NDMA, NGOs & CSOs & Other Development partners
				ii) Increased capacity for CC and NRM communication	
Policy Statement 4: The agency shall promote and scale up integrated approach to sector	Facilitate the development of a National program on inventory and assessment of natural resources	Publication of a National Inventory and Valuation Report	Effective and sustainable management of our natural resources; increased community participation in	<b>R:</b> DOF <b>P:</b> NEA, DPWM, MECCNAR, & other relevant institutions	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	coordination and harmonization for sustainable resource utilization and management	Implement an integrated monitoring and evaluation of resource utilization	Integrated monitoring and evaluation of resource utilization system in place	resource mapping, planning, and use	<b>R:</b> MECCNAR <b>P:</b> MECCNAR DAs, and other Sector institutions
		Facilitate the production and use of community resource maps and ICCA management plans	Community resource maps and plans prepared and effectively used by communities		<b>R:</b> DOF <b>P:</b> NEA, DPWM, MECCNAR, & other relevant institutions
		Promote the use of GIS, <i>Collect Earth and Remote Sensing</i> technology in mapping natural resources, including monitoring of land use/land cover changes (early warning systems)	The level and extent of use of GIS, <i>Collect Earth and Remote Sensing</i> technology in mapping national resources, including monitoring land use/land cover changes	Improved mapping and monitoring of natural resources, including land use/land cover changes	<b>R:</b> DOF, DOA, NDMA, DLS, Dept. of Lands & Surveys <b>P:</b> GBoS
		Strengthening human resource capacity at all levels through training programs (short- and long-term), workshops, study tours, and use of ICT-assisted learning	Training programs, and number of beneficiaries of the programs	Increased and strengthened institutional and individual capacities for sustainable natural resources management in the country	<b>R:</b> MECCNAR <b>P:</b> MECCNAR Depts. & Agency
		Build the capacities of youths and women in natural resources management	Training programs, and number of beneficiaries of the programs	Improved local capacity, and increased involvement of women and youths in NRM	<b>R:</b> MECCNAR <b>P:</b> MECCNAR DAs & partner MDAs (MoYs, WB, NYC)
		Develop & build capacities on national program on environment statistics (audit, accounting & economic valuation)	Establishment of a national program on environment statistics, and publication of environmental statistics reports	Better-informed decision-making in environment and NRM	<b>R:</b> NEA <b>P:</b> GBoS & partner MDAs
	Policy Statement 1: Ensure efficient and effective waste and sewage	Finalize the draft waste management Bill	Finalized Waste Management Bill	A strengthened legal framework for waste management	<b>R:</b> NEA <b>P:</b> MECCNAR, MoJ

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	management	Build and strengthen the capacity of the NEA to enforce the NEMA, 1994 and its regulations	Increased material and human resources and capacities for the NEA to enforce the NEMA and its regulations at both national and regional levels	Increased compliance with NEMA and its regulations, and improved environment and NRM in the country	<b>R:</b> NEA <b>P:</b> MECCNAR
		Collaborate/guide the establishment of standard landfills for efficient waste management	Standard landfills for efficient waste disposal and management established	Increased efficiency of waste management	<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs ( ML&RG & Local Authorities, NAWEC, MoH&SW, Dept of Physical Planning, DWR)
		Sensitize communities and build their capacities to segregate, reduce, re-use and recycle waste	Number of communities sensitized and whose capacities have been built about re-use and recycling of waste	Increased efficiency of waste management through re-use and recycling	<b>R:</b> NEA <b>P:</b> Media, MoBSE, Communicators (traditional), MoH&SW, Youth & Women Groups, Councils
		Continue and strengthen the enforcement of the ban on plastic bags, and sensitize the public about the ban	Reduction in the number of convictions and tonnage of plastic waste, and increased awareness about the ban on plastic bags	Increased compliance with the ban on plastic bags	<b>R:</b> NEA <b>P:</b> NEA partners (security forces & media)
		Provide trainings for national enforcement authorities (Police, Customs, GAF, GID, Judiciary, etc.) and decision makers (NAMs Select Committee on Environment) on the National Environment Management Act and its regulations.	Number of courses, number of course participants, origin of course participants and curricula of courses	Increased capacity of government (central and local) officials to effectively manage environmental issues	<b>R:</b> NEA <b>P:</b> Police, Customs, GAF, GID, Judiciary, etc.
		Organize trainings for local government authorities in all regions/municipalities on safe/sound waste collection and disposal methods.			

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
		Review and map out identified designated dumping grounds in all major growth centers	Number, location, and hectares of dumping grounds mapped	Improved management of waste in The Gambia	<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs ( ML&RG & Local Authorities, Dept of Physical Planning, DWR)
		Feasibility studies, coordination and advice on the abandonment of the Bakoteh and Mile II dumpsites, and the identification and commissioning of alternative dumpsites (with standard management) for the GBA	Number of studies conducted; Advice provided on the abandonment of the Bakoteh and Mile II dumpsites; Number, locations, and sizes of alternative dumpsites identified		<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs ( ML&RG & Local Authorities, Dept of Physical Planning, DWR, NAWEC)
		Develop simple composting guidelines of organic waste for households	Development of composting guidelines of organic waste for households.	Increased composting of organic household wastes	<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs (MoBSE, MoA, DWR, DCD), NGOs
		Develop a comprehensive Environmental Education and Communication (EE&C) Strategy and action plans; and support implementation	Development of a comprehensive EE&C Strategy and action plans; EE&C Strategy implemented	Increased awareness about environmental issues	<b>R:</b> NEA <b>A:</b> MECCNAR & other MDAs ( MoICI), GPU, Media
	Policy Statement 2: Efficiently manage and control all hazardous chemicals and pesticides	Strengthen the analytical capacities of technical staff of NEA and partners on hazardous chemicals and pesticides formulations	Number of NEA and partners' technical staff whose analytical skills have been strengthened.	Improved management of hazardous chemicals and pesticides by NEA and its partners	<b>R:</b> NEA <b>P:</b> Plant Protection, NARI, FSQA, UTG
		Monitor and control the importation, sale, storage and use of chemicals (including ozone-depleting substances and POPs), pesticides, and hydrocarbons in the country	Volume of illegal chemicals and pesticides impounded, and the number of convictions for the importation and illegal use of chemicals and pesticides; the number of incidents of chemicals-, pesticides- and hydrocarbon-related accidents reported and controlled.	More effective control of the use of banned chemicals and pesticides, and a reduction in the number of hydrocarbon-related accidents	<b>R:</b> NEA <b>P:</b> Security personnel (GRA, Police, GID)

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
		Promote and conduct research on the use of bio-pesticides as alternative to synthetic pesticides	Reports of research findings	Increased, and more environmentally-friendly and sustainable control of pests	<b>R:</b> NEA <b>P:</b> Plant Protection, NARI, UTG
		Conduct public awareness campaign on the dangers and safe use of chemicals and pesticides and promote integrated pest management (IPM) methods (including bioremediation) among chemical and pesticide users	The size of the audience reached, as well as the number, frequency, and types of awareness campaigns	Increased public awareness about the dangers and safe use of chemicals and pesticides; increased use of IPM	<b>R:</b> NEA <b>P:</b> DPWM, Plant Protection, NARI, UTG, Media
		Implementation and domestication of Multilateral Environmental Agreements (MEAs) such as the Stockholm, Basel, Rotterdam, Minamata ,Abidjan Convention and other relevant Conventions	The degree of compliance with the obligations under various MEAs	Greater protection of the Gambian population from banned chemicals and pesticides	<b>R:</b> NEA, DOF, DPWM <b>P:</b> MECCNAR, DWR, NGOs and CSOs
	Policy Statement 3: The agency shall (in collaboration with other agencies) regulate sand and gravel mining, and ensure efficient management of Coastal Zones	Sensitize the general public (with special emphasis on industrial operators) on sustainable exploitation and use of sand and gravel mining	The number, types, and frequency of sensitization programs; the number of people sensitized	Increased compliance with the guidelines and safeguards of sand and gravel mining	<b>R:</b> NEA <b>P:</b> Geological Dept. DOF, DOA, NDMA, DLS, Dept of Lands & Surveys, GBoS, MOA, NGOs and CSOs
		Assessment and identification of potential gravel and sand mining areas (including inland mining areas)	Number of potential gravel and sand mining sites identified and assessed	Increased sustainability of, and environment-friendly sand and gravel mining	<b>R:</b> Geological Dept <b>P:</b> NEA, MoLRG, Local Authorities
		Build and strengthen the capacity of CME Unit and its Working Group on Integrated Coastal Zone Management (ICZM)	Increased capacity of the ICZM WG, the enactment of the ICZM, and the operationalization of the ICZM management and strategic plans	Increased protection of the coastal zone	<b>R:</b> NEA <b>P:</b> MECNNAR & other MDAs within the CME Working Group
		Review and update the draft ICZM Bill 2015 and its Management and Strategic Plans	The ICZM Bill is passed, and the ICZM Management and Strategic Plans are completed		<b>R:</b> NEA <b>P:</b> MECNNAR, MoJ, NEA, MoLRG, Local

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
					Authorities
		Establishment and operationalization of ICZM Secretariat	The ICZM Secretariat is established and operational		<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs within the CME Working Group
		Research, and promote the use of alternatives to sand and gravel in construction	Publications/papers on using less sand and gravel in construction; percentage of buildings built using less sand and gravel	Better protection, and Increased sustainability of the use of sand and gravel resources in the country	<b>R:</b> NEA <b>P:</b> MECCNAR, Geological Dept, MoLRG, Local Authorities, DCD, UTG
		Conduct coastal/shoreline monitoring in order to provide time series data and understanding of the process on the coastline and identify hotspots	Data on coastal/shoreline	Increased understanding of environmental processes on the coastline	<b>R:</b> NEA <b>P:</b> MECCNAR, NDMA, GTBoard, Dept of Physical Planning, GPA
		Setup a team of Coastal Management Observers (COMOs), sensitize, encourage but also report vital information on coastal zone management including periodic clean-up exercises	Number of COMOs and teams created and sensitized, the reports they produce, cleaning exercises conducted, and area of coastal zones cleaned	Improved and more environmentally-friendly and sustainable management of the coastal zone	<b>R:</b> NEA <b>P:</b> Councils, Local Authorities
	Build the capacities of MECCNAR partners and provide environmental education to the general public	Sensitize communities, school children and students on general environmental health, safety, hygiene and environmental laws	Number of communities sensitized; level of compliance with environmental laws	Increased awareness by communities about environmental laws	<b>R:</b> NEA <b>P:</b> MECCNAR, MoBSE, Media
		Develop local level environmental action plans and support their implementation	Number of local level environmental action plans developed and implemented	Improved local governance and management of environmental issues	<b>R:</b> NEA <b>P:</b> MECCNAR, DCD, Local Authorities
		Promote and advocate environmentally friendly initiatives, e.g. cleaning exercises,	Number of environment-friendly initiatives promoted	Increased awareness about environmental issues	<b>R:</b> NEA <b>P:</b> MECCNAR, Councils, NGOs, CBOs,

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
		environmental education programs, etc.			Securities
	Promote Market Analysis and Development (MA&D) on forest products and services	Transfer of ownership of forest land from State to Communities	Report and MoU signed; receipts; minutes of meetings, reports; list of forest enterprises; study tours/farmer-to-farmer contacts	150 Enterprise Development Plans prepared; Community Forest Owners realize the maximum benefit of forest resources (undervalue of forest products and services)	FORESTRY
		Participate in trade fair at both national and international level			
		Develop and support Forest Enterprises			
	Promote inter-sectoral linkages for efficient and unified systems for forest resource management through usage of livelihood projects such as women horticultural gardens, bee keeping, ecotourism, etc.	Promote ecotourism in forest parks and CFs for livelihood improvement	Cross-border activities implemented	Increased inter-sectoral linkages for efficient and unified systems for forest resource management	
		Joint sub-regional consultation on best practices in forest resource management			
	Policy Statement 2: Monitor the sustainable management and utilization of forest resources	Develop the management capability and responsibility within forestry staff and local communities for planning and forest management agreements;	Capacity building programs implemented, and number of beneficiaries	Forest resources are lawfully and sustainably exploited on the basis of regulations	
		Support the establishment and maintenance of forest infrastructure, provision of mobility, office equipment and materials		Communities benefit maximally, and sustainably from their forest resources	
		Build the capacities of communities involved in participatory forest management (PFM ), Forest Policies, legislations, and technical forestry skills			

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
		Provide Technical advice and extension support in Private Forestry management			
		Develop and implement sensitization programs on sustainable forest management practices			
		Support communities and other stakeholders for greater participation in the prevention and management of forest fires as well as establish/ formulate a national task force to address bush fires	Number, size, and geographic distribution of communities and other stakeholders involved in the prevention and control of bush fires		
		Capacity building and implementation of Forest related conflict resolution consensual negotiation processes	Number and geographic distribution of conflicts prevented/resolved		
		Promote restoration of degraded mangrove ecologies and forest lands through community and stakeholder participation	Number, size, and geographic distribution of degraded mangrove sites degraded		
		Enhance institutional capacity through provision of forest management equipment and materials	Tools, materials and incentives provided to patrol staff	Patrol staff are able to discharge their duties effectively	
		Support conversion of potential forest parks to plantations with ecologically valuable and economically viable species	Number, size, and geographic distribution of parks converted	Increased protection of ecologically viable, and economically valuable species	
		Promotion and introduction of sustainable land management (SLM) through simple/basic agro forestry	Number, size, and geographic distribution of private natural/plantation forests established	Increased forest cover in the country	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
		practices			
		Promote the use of alternative energy sources such as gas, briquettes, improved stoves and solar energy;	Number and types of promotional activities, and the audiences reached	Reduced deforestation in the country	
		Awareness creation at village, district and regional on the role of forests in climate change and desertification mitigation	Number, size, and geographic distribution of agro-forestry sites and woodlots established		
	Policy Statement 3: Grant local communities user and management rights, transfer to them control of forest use, and build their capacity for sustainable forest management	Strengthening the capacities (motorcycles, computers, etc) of all relevant actors for increased collection and payment of forest revenues and fines to the National Forestry Fund (NFF)	Direct payments made to Department of Forestry	Increased resources for the Department of Forestry to discharge its mandate	FORESTRY
		Increase the number of people deriving their livelihoods from off-farm biodiversity/wildlife-based activities	Proportion of women and youth enterprises based on biodiversity/wildlife	Improved socio-economic well-being	DPWM
			Conservation activities; beekeeping oyster culture, village banking, gardening, etc.		
			Percent contribution of hunting camps to GDP		
Number of eco-tourism camps created					

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	<p>Policy Statement 1: Government, through Parks and Wildlife shall conserve and manage Wildlife in accordance with Gambia's obligations under international conventions and agreements to which Gambia is a party</p>	<p>Raise the awareness of communities about wildlife conventions, acts and policies</p>	<p>Number and types of awareness-raising programs implemented; number and types of audiences reached; changes in knowledge, attitudes, and practices related to wildlife conventions, acts and policies</p>	<p>Enhanced compliance with international conventions and agreements The Gambia is party to; improved management of wildlife in the country; reduced conflict about wildlife issues</p>	<p>DPWM</p>
<p>Initiate/strengthen conflict resolution programs (including community-driven resolution processes) in wildlife management;(creation barriers for hippos, recover some critical fields from farmers for grazing areas, alternative means to agriculture)</p>	<p>Number and geographic distribution of conflict resolution programs initiated/strengthened</p>				
<p>Promote alternative livelihoods to reduce impact of agricultural and other activities.</p>	<p>Number and geographic distribution of alternative livelihood programs initiated; number of beneficiaries of the programs</p>				
<p>Develop and implement an effective management program for vermin species</p>	<p>Management program for vermin species implemented</p>				
<p>Conduct a nationwide wildlife inventory</p>	<p>Implementation of a national wildlife inventory, and publication of the report on the inventory</p>				
<p>Species monitoring of wildlife, including the internationally threatened and endangered species eg manatees, dolphins, sitatunga, clawless otter, humpbacked dolphins, turtles and water birds</p>	<p>Reports published; number and type of threatened and endangered species protected</p>				

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	Policy Statement 2: Ensure the efficient management of Protected Areas in accordance with internationally accepted standards; and conserve, and by Regulation, control trade in Wildlife	Strengthen the Research and Development Unit of the DPWM	Tools, equipment, resources, and training programs provided to the Research and Development Unit	Increased efficiency in the management of Protected Areas	DPWM
		Establish protected areas in all landscapes and seascapes	Number, size, and geographic distribution of protected areas established		
		Prepare and implement species and protected area management plans	Number of species and protected area management plans prepared and implemented		
		Promote and Strengthen Ecotourism programs and facilities to galvanize revenue generation and employment creation	Tools, equipment, resources, and training programs provided to the Ecotourism Unit		
		Provide management gears (guns, uniforms, GPS, Binoculars, telescopes, field guide books, cyber trackers, dart guns, tranquilizers, first aid boxes, eye goggles, clippers etc.) for park management	Tools, equipment, and resources provided for park management		
		Promote and consolidate trans-boundary resource management (forest, protected area and biosphere management)	Trans-boundary resource management promotion activities and materials produced		
Ensure sustainable game hunting through designation of proper hunting zones, target species, designated times for hunting and training of hunting guides	Number, sizes, and geographic distribution of hunting zones designated; Number and geographic distribution of target species designated for protection				
<b>Strategic Objective 2:</b>	<b>CN 1 Component 4:</b> Furthering climate services	Oversee and advise technical departments/agencies in the	Deployment and use of automated observation systems	Improved management of natural resources and	MECCNAR

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
<b>Strengthen evidence-based management of natural resources and ecosystems</b>	investments and systems	development of their capacities to monitor CO <sub>2</sub> and other GHGs		ecosystems	
		Facilitate the dissemination of climate related observations through appropriate communications systems;	Deployment and use of appropriate communications systems		
		Establish Information Management System for ICT and planning Units of the Ministry and reliable Internet access at MECCNAR	Deployment and use of equipment, as well as Internet access for climate and sectoral databases		
		Provide computer and software facilities required to manage data receipt, storage, access, visualisation, and dissemination	Computer and software facilities installed and used		
		Pilot and roll-out a renewable energy program for MECCNAR and its Departments and Agencies	Renewable energy program piloted by MECCNAR and its Departments and Agencies		
	<b>CN 1 Component 5:</b> Developing the climate resilience monitoring, evaluation and reporting system	Develop a climate resilience monitoring, evaluation and reporting system	Number of government decision-makers with increased knowledge of climate change resilience, monitoring, evaluation and reporting system	Enhanced climate resilience of the country	
	Strengthen institutional capacity on R&D for scientific based evidence in the management of the environment	Prepare topographic maps of beach profiles in critical sites in the coastal zone	Updated topographic maps prepared	Improved management of critical sites in the marine and coastal zone	
Conduct a comprehensive study on the impacts of climate change on the marine and coastal zone, and develop strategies on both mitigation and		Study on the CC impacts on marine and coastal zones conducted; Strategies for mitigation and adaptation measures prepared	<b>R:</b> NEA <b>P:</b> MECCNAR and other MDAs		

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
		adaptations measures			
		Develop a course curriculum on Environmental Management, Principles and Guidelines at the UTG.	Course curriculum on environmental management, principles and guidelines prepared at the UTG	Environmental education in the Gambia is strengthened	<b>R:</b> NEA <b>P:</b> MECCNAR, MOHERST, Curriculum Unit of MoBSE
		Review and update the Gambia Environment Action Plan (GEAP 3) monitoring and assessment indicators	Updated GEAP 3 monitoring and assessment indicators	Better management of the environment and natural resources, and increased adaptation to climate change in The Gambia	<b>R:</b> NEA <b>P:</b> MECCNAR and other MDAs
		Update the Land-use Land-cover classes of the country	Land-use/Land-cover classes updated		<b>R:</b> NEA <b>P:</b> DPPH, Lands Office, NARI, DOA, DWR
		Upgrade and equip the NEA laboratory for better analytical capability in water, soil, air and chemicals pollution monitoring.	Equipment and resources provided to the NEA laboratory	Increased capability of the NEA to better management environmental issues in the country	<b>R:</b> NEA <b>P:</b> NARI, DWR, PPS
		Upgrade and equip the NEA GIS center for better monitoring of the environment and sensitive ecosystems through remote sensing and satellite imagery	Equipment and resources provided to the NEA GIS Center		<b>R:</b> NEA <b>P:</b> MECCNAR
		Improve the function of the NEA Environmental Education Resource Centre (EERC); and regularly produce the bi-annual national environmental newsletter <i>Earthnews</i>	Improvement in the NEA EERC, and publication of <i>Earthnews</i>	Increased knowledge about environmental issues, and increased dissemination of such knowledge	<b>R:</b> NEA <b>P:</b> MECCNAR, Schools
		Commission studies on appropriate technologies for sustainable NRM in The Gambia	Publication of reports on appropriate technologies for sustainable NRM in the country		<b>R:</b> NEA <b>P:</b> MECCNAR,MOA, DOF, DWR, Local Authority

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS		
		Biodiversity outside protected areas assessed, mapped, and conserved	Inventory of biodiversity outside protected areas Strategy for conservation of biodiversity outside protected areas Vermin & problem animal control mechanisms	Critical Ecosystems rehabilitated and protected to enhance conservation and sustainable utilization of biodiversity	DPWM		
		All wetlands inventoried, mapped and conserved for optimal ecological and economic benefits to local, national and transboundary interest groups	Inventory & database of wetlands in place & regularly updated Wetlands management structures at all levels Legal & regulatory instruments Review, update and implement transboundary management plans (Niumi and Saloum) To establish new marine protected areas for future transboundary management purpose eg Kartong, Allahein river and southern Senegal				
		Effectively manage Protected Areas and biodiversity therein conserved for ecological, social, economic and cultural benefits	Area of critical habitat protected Annual update on number and status of rare or endangered species Increase national revenue generation from tourism products				
	Establish a vigorous restoration strategy whereby cost is attached to	Identification, Assessment and mapping of affected areas	Number of villages participating in the consultations and area of affected areas mapped			The cost of land damage is clearly defined	FORESTRY

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	land damage	Development and implementation of restoration plan	Area of forests/sites identified and established	The impact of Participatory Forest Management on the livelihood of is clearly demonstrated	
		Monitoring and Evaluation of the implementation	Reports prepared		
	Case study on the impact of Participatory Forest Management to the livelihood of farmers	Conduct a study on the impact of participatory forest management on the livelihood of farmers	Area of orchards, woodlots/agroforestry sites established		
		Conduct a study on the consumption of forest product and services in the country	Reports prepared		
<b>Strategic Objective 3:</b> <b>Establish and strengthen a national system of protected areas (forest, wildlife sanctuaries, marine parks, and well capture zones)</b>	Promote sustainable management and protection of the ecological zones	Review all legal national and international instruments on the coastal zone ratified by The Gambia.	Number of legal national and international instruments reviewed	Ecological zones sustainably managed	NEA
		Build and strengthen capacity on sustainable integrated strategy in the management of natural resources	Number of people and partners benefitting from capacity-building programs		
	Support conversion of degraded forest parks to plantations	Identify and assess degraded forest parks, reserves and plantations for restoration	Size (Ha) of degraded forest parks identified, and converted to plantations	2,000 Ha of forest parks converted to plantations; multiplier effects created on on forest resource management and the domestic economy in general	FORESTRY
		Conduct consultations and collaboration with communities and stakeholders on implementation of sustainable restoration and protection measures	Number and distribution of communities and stakeholders consulted, and collaborated with		
		Encourage and support communities to participate in the management and protection of community controlled State Forests	Create multiplier effects on forest resource management and the domestic economy in general.		

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	Advocate for sound cross border forest management agreement in line with ECOWAS policy	Establish cross border forest fire management committees at all levels	Advocacy and training programs implemented; numbers, types, and distribution of beneficiaries	Reduction in the number of bush fires; improved cross-border forest management	
		Conduct advocacy and training on cross border forest fires management	Establishment of bush fire management structures		
		Disseminate and increase awareness about the Gambia Forest Communication Concept	Level of awareness about the GFCC		
<b>Strategic Objective 4: Strengthen institutional leadership capacities in strategic oversight of policy and program implementation at the national level</b>	Strengthen the institutional framework for environmental coordination and management at local and national levels	Establish a Climate Change Secretariat	Climate Change Secretariat established	Strengthening of institutional framework for environmental coordination and management at local and national level	MECCNAR
		Construction of office complex for the Ministry and line departments	MECCNAR and its DAs office complex completed		
		Compile all environmental-related laws into single compendium	Compendium of all environment-related laws prepared		
		Draft/facilitate enactment of NEMA Amendment Bill to make NEA more responsive to current emerging issues	Draft NEMA Amendment Bill prepared		
		Enhance dialogue and collaboration with relevant government institutions and other stakeholders review existing legislation and adopt new ones	Existing legislation reviewed and new ones adopted		
		Monitor and review the policy developments within the agricultural and natural resources sectors and give recommendations	Policy developments in the ANR sectors monitored and reviewed, and recommendations given		
	Undertake staff capacity building and boost their	Provide scholarships to Forestry Department staff for overseas studies	Scholarships awarded to Forestry Department staff	Increased capacity of Forestry Department staff	FORESTRY/ MECCNAR

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	dedication to work	in forestry for 10 B. Sc. and 5 Masters degrees			
	Policy Statement 1: Institutional Development aligned to the decentralization framework will be emphasized	Promote public-private partnerships (PPP) for investment in the sub-sector	Number of PPP projects, and level of investment	Increased number of programs, and improved program implementation	
		Develop a comprehensive forest financing mechanism for Community forestry expansion	Amount of funds raised; size of community forests expansion; number and distribution of beneficiary communities	Increased protection of forest resources; increased and improved community involvement in forest management	
		Upgrade Kafuta School to provide higher diploma and/or degree level education in forestry by linking it to the UTG or other international institutions	Upgrading of Kafuta School	Increased number of forestry professionals	
		Strengthening data collection, management and ICT systems (GIS, Remote sensing, etc.) to enhance decision making and planning	Information management and communication systems installed	Improved policy and program implementation	
	Establish an effective and sustainable governance framework for biodiversity/wildlife management	Provide professional training to staff (5 BSc, 3 MSc 10 Diploma and 20 Certificate)	% of personnel with adequate capacity (professional) increased	Increased staff capacity; improved service delivery and management of biodiversity/wildlife	DPWM
		Provide adequate mobility to staff (10 vehicles, 40 motorbikes, 100 bicycles)	Staff mobility for service delivery		
		Train staff in applied scientific and technological research	Level of skill in applied scientific and technological research		
			Rate of annual intake of M. Sc. and Ph.D. students in Biodiversity/wildlife-		

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
			relevant disciplines Number of collaborative graduate research projects commissioned		
		Print and publish magazine, newsletters, brochures, e.g. MIIRO	Number of research publications on wildlife/ biodiversity issues	Increased generation and sharing of knowledge about wildlife/ biodiversity systems	
		Build the capacity for negotiation and implementation of international environmental conventions and treaties	Legal and regulatory measures to implement international conventions and treaties ratified by The Gambia Sector programming and financing based on PBB At least 75% of biodiversity/wildlife financing is program-based and channeled through national account/sector account Regular Joint sector planning and review involving stakeholders, district & non state actors	Increased capacity to implement international environmental conventions and treaties; improved biodiversity/wildlife management	
<b>Strategic Objective 5: Strengthen the institutional framework for environmental coordination and management at the regional and local levels</b>	Enhance the capacities of communities involved in participatory forest management (PFM)	Provide functional education for Community Forest Communities in group management and strengthening, Forest Policy and Legislations, and technical forestry skills	Number of Community Forest Committees trained	Better understanding of Community forest programs, and increased capacities for forest management at the local levels	FORESTRY
		Organize Regional and District sensitization of farmers on the role of forest on adaptation and mitigation of climate change	Number of programs delivered, and number of beneficiaries		

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	Strengthen sectoral collaboration to reduce forest conversion to other land use	Intensify effective partnership with potential collaborators in the management of existing forest cover	Number of communities/institutions trained, and that understand the concept	Reduction in conflict over forests	
<b>Strategic Objective 6:</b> Enhance stakeholder participation in natural resources management by promoting public private partnerships	Create enabling environment for private sector involvement in NRM	Identify and train partner institutions and private sector in general environmental management	Number of training programs, and beneficiaries	Increased capacities of stakeholders in environmental management	NEA
		Hold regular (e.g. quarterly) consultations with stakeholder institutions	Number of consultations held, and number of participants and institutions represented		
		Engage in a dialogue with the stakeholders in the productive sectors of the economy on sound environmental management.	Number of stakeholders engaged		<b>R:</b> NEA <b>P:</b> Other stakeholders
		Promote private sector involvement in the initiation of large-scale re-use and recycling of suitable waste types such as plastic materials.	Number of businesses involved in recycling waste		NEA
		Monitor sectoral project intervention sites for compliance with environmental standards.	Reports produced		
	Promote forest enterprise development at the community level	Improve accessibility of decentralized institution to simple technological transfer on forest products and services	Number of technologies transferred, indigenous technologies promoted, and beneficiaries	Improvement of technologies for forest management	FORESTRY
		Establishment of decentralized processing centers on NTFPs	Number of decentralized processing centers established	Number of community/private forests increased; Enterprise Development Plans developed, increased involvement of	
		Provide technical advice and extension support in Community and	Number of communities and businesses provided technical advice		

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
		Private Forestry		communities and public/private partnerships in forest management	
	Strengthen the capacity of the Forestry Department and Non-State Actors (NSAs) involved in the management and implementation of NRM programs	Training of FD and NGOs, CSOs, CBOs and LGAs on the implementation of PFM	Number of capacity-building programs, and beneficiary institutions	Increased capacities of NSAs in the management and implementation of NRM programs	
		Conduct farmer to farmer visit at national and sub regional levels on general Forest management and protection (good practices)	Number of study tours and exchange visits conducted, and number of participants		
<b>Strategic Objective 7:</b> Mobilize sufficient financial resources for strategic plan implementation	<b>CN1 Component 2:</b> Enhanced mobilisation of climate finance	Facilitate the establishment and operationalize the Gambia Climate Change Fund	Climate Change Fund operationalized	Improved national resilience and adaptation to CC	MECCNAR
		Develop the climate change budget coding and tracking registry	Climate Change Code and tracking Registry System developed	Improved management of resources for CC management	
		Commission an impact assessment/feasibility study to launch innovative climate financing mechanisms e.g. polluter pays, carbon tax, carbon credits, green labels	Studies on innovative climate financing mechanisms completed	Increased capacity to mobilize resources for CC adaptation and resilience in the country	
		Introduce policies and incentives to leverage private sector investment in low carbon and climate resilient development initiatives	Policies and incentives to leverage private sector investment in low carbon and climate resilient development initiatives introduced	Increased mobilization of private sector funding for CC activities in the country	
		Develop micro-finance products and provide support to local government, farmer organisations and cooperatives, other user groups and	Micro-finance products developed	Increased funding for local CC activities	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS
	Prepare and implement a resources mobilization strategy	entrepreneurs to access and use climate finance at local levels			
		Use public-private partnership (PPP) to promote collective environmental responsibility	Number of PPP activities implemented	Increased private-sector involvement in environment and CC management	NEA/MECCNAR
		Review environmental levies on development projects	Environmental levies on development projects introduced/increased	Increased resources for environment and CC management	MECCNAR
		Levy environmental tax on the specific imported second-hand goods such as used cars and engines and electronic goods	Environmental tax imposed on specific types of imports		
		Increase budgetary allocation and environmental tax inflows to support activities of environment and CC activities	Budgetary allocation and environmental tax increased to support environment and CC activities		
		Facilitate the transfer of 50% of all forest-related levies and fines to National Forestry Fund	Amount of funds in the National Forest Fund		
<b>Strategic Objective 8: Develop and implement inter-sectoral programs and projects</b>	Work with other Ministries, Departments and Agencies (MDAs) to implement the various cross-cutting Components of the SPCR	Collaborate with MOLRA to develop climate resilient infrastructure and land use planning	Climate resilient infrastructure developed, and climate resilient land use plans prepared	Increased climate resilience of infrastructure and land use in the country	MECCNAR & MOLRA
		Coordinate with Ministry of health to promote environmental health in public places	Number of promotion activities conducted, number of people reached by the activities, reports written about the activities	Increased awareness about environmental health issues, improved health of the population	MOWR, MOHSW, & MECCNAR
		Collaboration with ministry of energy to identify the alternative energy sources to reduce dependency on fuel wood	Activities done to find alternatives to fuel wood	Reduced dependence on fuel wood in the country	MOWTI & MECCNAR

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	PERFORMANCE INDICATORS AND MEASURES	EXPECTED OUTCOMES	RESPONSIBILITY & PARTNERS	
	Policy Statement 3: Solicit Institutional Support for Wildlife Conservation efforts by promoting awareness on the importance of Wildlife Protection in cooperation with other Government agencies and civil society	Tap international funding opportunities (GEF, GCF, MAVA)	Amount of funds raised from international sources	Increase in resources for wildlife conservation	DPWM & OTHER PARTNER	
		Promote private sector involvement for re-introduction of lost species in PAs	Number of businesses involved in the re-introduction of lost species in PAs	Increased private sector involvement in the conservation of biodiversity		
		Encourage the establishment of private game sanctuaries	Number of private game sanctuaries established			
		Collect revenues and establish the Biodiversity Trust Fund (BTF) Committee to manage BTF	Amount of funds collected; Establishment of a functional BTF Committee	Increase in resources for wildlife conservation		
	Policy Statement 4: Pursue Inter-sectoral linkages by collaborating with other core agencies in research, training and development	Empowering the site Management Committees	Number of site Management Committees empowered	Increased effectiveness in wildlife and biodiversity conservation		
		Awareness raising and sensitization using local administrators	Number and geographic distribution of local administrators sensitized			
		Women empowerment for livelihood (oyster culture, village banking, vegetable garden, beekeeping, etc.)	Number and geographic distribution of women empowered			
		Better coordination of the ANRWG and similar platforms	Number of meetings of the ANRWG and similar platforms			
	Policy Statement 4: Cross sectoral linkages, Research and Program Development shall be fully endorsed and executed by all core agencies	Promote inter-sectoral linkages for efficient and unified systems for forest resource management through usage of livelihood projects such as women horticultural gardens, bee keeping, ecotourism, bird-watching, mangrove re-plantation, etc.	Number of inter-sectoral programs and projects implemented by core agencies and departments	Improved environmental and CC management		FORESTRY

## 5.2. Work Plan and Budget

Table 3: Work Plan and Budget (2019 – 2022)

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
<b>Strategic Objective 1:</b> <b>Promote well-being of Gambians through socially responsive integrated environmental management</b>	<b>CN 1 Component 1:</b> Policy, legislative and institutional review and development	Comprehensively integrate climate change (including risks and resilience) into development plans, policies and programs					100,000	<b>R:</b> MECCNAR <b>P:</b> NEA, DWR, DOF, DPWM, NDMA, NGOs & CSOs & other Development partners
		Revise/update sector laws and their related regulations and strategies to mainstream climate change					100,000	<b>R:</b> MECCNAR <b>P:</b> MECCNAR DAs, and other Sector institutions
		Support the Development of the National Strategic Environmental Assessment Policy, Guidelines, and Procedures					150,000	<b>R:</b> NEA <b>P:</b> MECCNAR, DWR, DOF, DPWM, NDMA, NGOs & CSOs & Other Development partners
	<b>CN 1 Component 3:</b> Climate change research, capacity development and communication	Prepare Concept papers on CC and NRM capacity development and communication					100,000	<b>R:</b> NEA <b>P:</b> MECCNAR, DWR, DOF, DPWM, NDMA, NGOs & CSOs & Other Development partners
	Policy Statement 4: The agency shall promote and scale up integrated approach to sector coordination and harmonization for sustainable	Facilitate the development of a National program on inventory and assessment of natural resources					200,000	<b>R:</b> DOF <b>P:</b> NEA, DPWM, MECCNAR, & other relevant institutions

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
	resource utilization and management	Implement an integrated monitoring and evaluation of resource utilization					50,000	R: MECCNAR P: MECCNAR DAs, and other Sector institutions
		Facilitate the production and use of community resource maps and ICCA plans					50,000	R: DOF P: NEA, DPWM
		Promote the use of GIS, <i>Collect Earth and Remote Sensing</i> technology in mapping natural resources, including monitoring of land use/land cover changes (early warning signs)					100,000	R: DOF, DOA, NDMA, DLS, Dept. of Lands & Surveys P: GBoS
		Strengthening human resource capacity at all levels through training programs (short- and long-term), workshops, study tours, and use of ICT-assisted learning					300,000	R: MECCNAR P: MECCNAR Depts. & Agency
		Build the capacities of youths and mainstream gender in natural resources management					100,000	R: MECCNAR P: MECCNAR DAs & partner MDAs (MoYs, WB, NYC)
		Develop & build capacities on national program on environment statistics (audit, accounting & economic valuation)					250,000	R: NEA P: GBoS & partner MDAs
	Policy Statement 1: Ensure efficient and effective waste and sewage management	Finalize the draft waste management Bill 2007					15,000	R: NEA P: MECCNAR, MoJ
		Build and strengthen the capacity of the NEA to enforce the NEMA, 1994 and its regulations					20,000	R: NEA P: MECCNAR
		Collaborate/guide the establishment of standard landfills for efficient waste management					500,000	R: NEA P: MECCNAR & other MDAs ( ML&RG &

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
							Local Authorities, NAWEC, MoH&SW, Dept of Physical Planning, DWR)	
		Sensitize communities and build their capacities to segregate, reduce, re-use and recycle waste					150,000	<b>R:</b> NEA <b>P:</b> Media, MoBSE, Communicators (traditional), MoH&SW, Youth & Women Groups, Councils
		Continue and strengthen the enforcement of the ban on plastic bags, and sensitize the public about the ban					40,000	<b>R:</b> NEA <b>P:</b> NEA partners (security forces & media)
		Provide trainings for national enforcement authorities (Police, Customs, GAF, GID, Judiciary, etc.) and decision makers (NAMs Select Committee on Environment) on the National Environment Management Act and its regulations.					50,000	<b>R:</b> NEA <b>P:</b> Police, Customs, GAF, GID, Judiciary, etc.
		Organize trainings for local government authorities in all regions/municipalities on safe/sound waste collection and disposal methods.					50,000	<b>R:</b> NEA <b>P:</b> Area Councils/Municipalities
		Review and map out identified designated dumping grounds in all major growth centers					10,000	<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs ( ML&RG & Local Authorities, Dept of Physical Planning, DWR)

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
		Feasibility studies, coordination and advice on the abandonment of the Bakoteh and Mile II dumpsites, and the identification and commissioning of alternative dumpsites (with standard management) for the GBA					150,000	<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs ( ML&RG & Local Authorities, Dept of Physical Planning, DWR, NAWEC)
		Develop simple composting guidelines of organic waste for households (increased from the NEA budget of 3,000)					20,000	<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs (MoBSE, MoA, DWR, DCD), NGOs
		Develop a comprehensive Environmental Education and Communication (EE&C) Strategy and action plans; and support implementation					50,000	<b>R:</b> NEA <b>A:</b> MECCNAR & other MDAs ( MoICI), GPU, Media
	Policy Statement 2: Efficiently manage and control all hazardous chemicals and pesticides	Strengthen the analytical capacities of technical staff of NEA and partners on hazardous chemicals and pesticides formulations					300,000	<b>R:</b> NEA <b>P:</b> Plant Protection, NARI, FSQA, UTG
		Monitor and control the importation, sale, storage and use of chemicals (including ozone-depleting substances and POPs), pesticides, and hydrocarbons in the country					300,000	<b>R:</b> NEA <b>P:</b> Security personnel (GRA, Police, GID)
		Promote and conduct research on the use of bio-pesticides as alternative to synthetic pesticides					500,000	<b>R:</b> NEA <b>P:</b> Plant Protection, NARI, UTG
		Conduct public awareness campaign on the dangers and safe use of chemicals and pesticides and promote integrated pest management (IPM) methods (including bioremediation) among chemical and pesticide users					150,000	<b>R:</b> NEA <b>P:</b> DPWM, Plant Protection, NARI, UTG, Media

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
		Implementation and domestication of Multilateral Environmental Agreements (MEAs) such as the Stockholm, Basel, Rotterdam, Minamata, Abidjan Convention and other relevant Conventions					300,000	<b>R:</b> NEA, DOF, DPWM <b>P:</b> MECCNAR, DWR, NGOs and CSOs
	Policy Statement 3: The Agency shall (in collaboration with other agencies) regulate sand and gravel mining, and ensure efficient management of Coastal Zones	Sensitize the general public (with special emphasis on industrial operators) on sustainable exploitation and use of sand and gravel mining					150,000	<b>R:</b> NEA <b>P:</b> Geological Dept. DOF, DOA, NDMA, DLS, Dept of Lands & Surveys, GBoS, MOA, NGOs and CSOs
		Assessment and identification of potential gravel and sand mining areas (including inland mining areas)					10,000	<b>R:</b> Geological Dept <b>P:</b> NEA, MoLRG, Local Authorities
		Build and strengthen the capacity of CME Unit and its Working Group on Integrated Coastal Zone Management (ICZM)					25,000	<b>R:</b> NEA <b>P:</b> MECNNAR & other MDAs within the CME Working Group
		Review and update the draft ICZM Bill 2015 and its Management and Strategic Plans					10,000	<b>R:</b> NEA <b>P:</b> MECNNAR, MoJ, NEA, MoLRG, Local Authorities
		Establishment and operationalization of ICZM Secretariat					200,000	<b>R:</b> NEA <b>P:</b> MECCNAR & other MDAs within the CME Working Group
		Research, and promote the use of alternatives to sand and gravel in construction					100,000	<b>R:</b> NEA <b>P:</b> MECCNAR, Geological Dept., MoLRG, Local Authorities, DCD, UTG

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
		Conduct coastal/shoreline monitoring in order to provide time series data and understanding of the process on the coastline and identify hotspots					50,000	R: NEA P: MECCNAR, NDMA, GT Board, Dept of Physical Planning, GPA
		Setup a team of Coastal Management Observers (COMOs), sensitize, encourage but also report vital information on coastal zone management including periodic clean-up exercises					10,000	R: NEA P: Councils, Local Authorities
	Build the capacities of MECCNAR partners and provide environmental education to the general public	Sensitize communities, school children and students on general environmental health, safety, hygiene and environmental laws					150,000	R: NEA P: MECCNAR, MoBSE, Media
		Develop local level environmental action plans and support their implementation					50,000	R: NEA P: MECCNAR, DCD, Local Authorities
		Promote and advocate environmentally friendly initiatives, e.g. cleaning exercises, environmental education programs, etc.					50,000	R: NEA P: MECCNAR, Councils, NGOs, CBOs, Securities
	Promote Market Analysis and Development (MA&D) on forest products and services	Transfer of ownership of forest land from State to Communities					125,000	FORESTRY
		Participate in trade fair at both national and international level					100,000	
		Develop and support Forest Enterprises					150,000	
	Promote inter-sectoral linkages for efficient and unified systems for forest resource management through usage of livelihood projects such as	Promote ecotourism in forest parks and CFs for livelihood improvement					700,000	
		Joint sub-regional consultation on best practices in					100,000	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
	women horticultural gardens, bee keeping, ecotourism, etc.	forest resource management						
	Policy Statement 2: Monitor the sustainable management and utilization of forest resources	Develop the management capabilities and responsibilities of forestry staff and local communities for sustainable planning on forest management practices					120,000	
		Support the establishment and maintenance of forest infrastructure, provision of mobility, office equipment and materials					2,000,000	
		Build the capacities of communities involved in participatory forest management (PFM), Forest Policies, legislations, and technical forestry skills					300,000	
		Provide Technical advice and extension support in Private Forestry management					50,000	
		Develop and implement sensitization programs on sustainable forest management practices					300,000	
		Support communities and other stakeholders for greater participation in the prevention and management of forest fires as well as establish/ formulate a national task force to address bush fires					500,000	
		Capacity building and implementation of Forest related conflict resolution consensual negotiation processes					120,000	
		Promote restoration of degraded mangrove ecologies and forest lands through community and stakeholder participation					1000,000	
		Enhance institutional capacity through provision of forest management equipment and materials					250,000	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
		Support conversion of potential forest parks to plantations with ecologically valuable and economically viable species					250,000	
		Promotion and introduction of sustainable land management (SLM) through simple/basic agro forestry practices					200,000	
		Promotion and introduction of alternative domestic energy sources (gas, briquettes, improved stoves, solar energy etc;)					180,000	
		Awareness creation at village, district and regional on the role of forests in climate change and desertification mitigation					80,000	
	Policy Statement 3: Grant local communities user and management rights, transfer to them control of forest use, and build their capacity for sustainable forest management	Strengthening the capacities (motorcycles, computers, etc) of all relevant actors for increased collection and payment of forest revenues and fines to the National Forestry Fund (NFF)					160,000	FORESTRY
		Increase the number of people deriving their livelihoods from off-farm biodiversity/wildlife-based activities					25,000	
	Policy Statement 1: Government, through Parks and Wildlife shall conserve and manage Wildlife in accordance with Gambia's obligations under international conventions and agreements to which Gambia is a party	Raise the awareness of communities about wildlife conventions, acts and policies					50,000	
		Initiate/strengthen conflict resolution programs (including community-driven resolution processes) in wildlife management;(creation barriers for hippos, recover some critical fields from farmers for grazing areas, alternative means to agriculture)					1,000,000	DPWM

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
		Promote alternative livelihoods to reduce impact of agricultural and other activities.					50,000	
		Develop and implement an effective management program for vermin species					25,000	
		Conduct a nationwide wildlife inventory					430,000	
		Species monitoring including the internationally threatened and endangered species, e.g. manatees, dolphins, sitatunga, clawless otter, humpbacked dolphins, turtles and water birds					40,000	
		Strengthen the Research and Development Unit of the DPWM					600,000	
	Policy Statement 2: Ensure the efficient management of Protected Areas in accordance with internationally accepted standards; and conserve, and by Regulation, control trade in Wildlife	Establish protected areas in all landscapes and seascapes					100,000	
		Prepare and implement species and protected area management plans					100,000	
		Promote and Strengthen Ecotourism programs and facilities to galvanize revenue generation and employment creation					50,000	
		Provide management gears (guns, uniforms, GPS, Binoculars, telescopes, field guide books, cyber trackers, dart guns, tranquilizers,, first aid boxes, eye goggles, clippers etc.) for park management					30,000	
		Prepare and implement species and protected area management plans					100,000	
		Promote and strengthen ecotourism programs and facilities to galvanize revenue generation and					50,000	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
		employment creation						
		Provide management tools (guns, bicycles, motorbikes, etc.) for park management					50,000	
		Promote and consolidate trans-boundary resource management (forest , protected area and biosphere management)					115,000	
		Implementation of the CITES act to regulate trade in endangered wildlife species.					75,000	
		Ensure sustainable game hunting through designation of proper hunting zones, target species, designated times for hunting and training of hunting guides					10,000	
<b>Strategic Objective 1 Sub-Total</b>						<b>14,495,000</b>		
<b>Strategic Objective 2: Strengthen evidence-based management of natural resources and ecosystems</b>	<b>CN 1 Component 4:</b> Furthering climate services investments and systems	Oversee and advise technical departments/agencies in the development of their capacities to monitor CO <sub>2</sub> and other GHGs					20,000	MECCNAR
		Facilitate the dissemination of climate related observations through appropriate communications systems;					35,000	
		Establish Information Management System for ICT and planning Units of the Ministry and reliable internet access at MECCNAR					95,000	
		Provide computer and software facilities required to manage data receipt, storage, access, visualisation, and dissemination					50,000	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
	CN 1 Component 5: Developing the climate resilience monitoring, evaluation and reporting system	Pilot and roll-out a renewable energy program for MECCNAR and its Departments and Agencies					75,000	
		Develop a climate resilient monitoring, evaluation and reporting system					90,000	
	Strengthen institutional capacity on R&D for scientific based evidence in the management of the environment	Prepare topographic maps of beach profiles in critical sites in the coastal zone					50,000	R: NEA P: MECCNAR, NDMA, GT Board
		Conduct a comprehensive study on the impacts of climate change on the marine and coastal zone, and develop strategies on both mitigation and adaptations measures					100,000	R: NEA P: MECCNAR and other MDAs
		Develop a course curriculum on Environmental Management, Principles and Guidelines at the UTG.					50,000	R: NEA P: MECCNAR, MOHERST, Curriculum Unit of MoBSE
		Review and update the Gambia Environment Action Plan (GEAP 3) monitoring and assessment indicators					60,000	R: NEA P:MECCNAR and other MDAs
		Update the Land-use Land-cover classes of the country					50,000	R: NEA P: DPPH, Lands Office, NARI, DOA, DWR
		Upgrade and equip the NEA laboratory for better analytical capability in water, soil, air and chemicals					250,000	R: NEA P: NARI, DWR, PPS

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
		pollution monitoring.						
		Upgrade and equip the NEA GIS center for better monitoring of the environment and sensitive ecosystems through remote sensing and satellite imagery					50,000	R: NEA P: MECCNAR
		Improve the function of the NEA Environmental Education Resource Centre (EERC); and regularly produce the bi-annual national environmental newsletter <i>Earthnews</i>					150,000	R:NEA P: MECCNAR, Schools
		Commission studies on appropriate technologies for sustainable NRM in The Gambia					50,000	R: NEA P: MECCNAR,MOA, DOF, DWR, Local Authority
		Biodiversity outside protected areas assessed, mapped, and conserved					75,000	
		All wetlands inventoried, mapped and conserved for optimal ecological and economic benefits to local, national and transboundary interest groups					200,000	DPWM
		Effectively manage Protected Areas and biodiversity therein conserved for ecological, social, economic and cultural benefits					200,000	
	Establish a vigorous restoration strategy whereby cost is attached to land damage	Identification, Assessment and mapping of affected areas					70,000	FORESTRY
		Development and implementation of restoration plan					120,000	
		Monitoring and Evaluation of the implementation					50,000	
	Case study on the impact of	Conduct a study on the impact of participatory forest					40,000	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
	Participatory Forest Management to the livelihood of farmers	management on the livelihood of farmers						
		Conduct a study on the consumption of forest product and services in the country					40,000	
	<b>Strategic Objective 2 Sub-total</b>						<b>1,970,000</b>	
<b>Strategic Objective 3: Establish and strengthen a national system of protected areas (forest, wildlife sanctuaries, marine parks, and well capture zones)</b>	Promote sustainable management and protection of the ecological zones	Review all legal national and international instruments on the coastal zone ratified by The Gambia.					10,000	R:NEA P:MECCNAR
		Build and strengthen capacity on sustainable integrated strategy in the management of natural resources					50,000	R: NEA P: MECCNAR and its partners, Local Authorities
	Support conversion of degraded forest parks to plantations	Hold consultations and collaborate with communities and stakeholders					20,000	FORESTRY
		Identify and assess degraded forest parks and plantations					160,000	
		Encourage communities to participate in the management of State Forests					160,000	
	Advocate for sound cross border forest management agreement in line with ECOWAS policy	Conduct advocacy and training on bush fires, and bush fire management, respectively					180,000	
		Establish bush fire management committees in all Regions and one at National level					100,000	
		Disseminate and increase awareness about the Gambia Forest Communication Concept (GFCC)					50,000	
	<b>Strategic Objective 3 Sub-total</b>						<b>730,000</b>	
	<b>Strategic Objective 4:</b>	Strengthen the institutional	Establish a Climate Change Secretariat					15,000

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS	
			'19	'20	'21	'22			
<b>Strengthen institutional leadership capacities in strategic oversight of policy and program implementation at the national level</b>	framework for environmental coordination and management at local and national levels	Construction of office complex for the Ministry and line departments					60m		
		Compile and harmonize all Natural Resources and environmental laws under MECCNAR - into single compendium					50,000		
		Draft/facilitate enactment of NEMA Amendment Bill to make NEA more responsive to current emerging issues					25,000		
		Enhance dialogue and collaboration with relevant government institutions and other stakeholders review existing legislation and adopt new ones					15,000		
	Undertake staff capacity building and boost their dedication to work	Provide scholarships to Forestry Department staff for overseas studies in forestry for 10 B. Sc. and 5 Masters degrees					400,000		FORESTRY/ MECCNAR
	Policy Statement 1: Institutional Development aligned to the decentralization framework will be emphasized	Promote public-private partnerships (PPP) for investment in the sub-sector					50,000		
		Develop a comprehensive forest financing mechanism for participatory forest management expansion and consolidation					60,000		
		Upgrade National School of Forestry to provide diploma and degree courses in forestry and nature conservation by linking it to the UTG or other international institutions					300,000		
		Strengthening data collection, management and ICT systems (GIS, remote sensing, etc.) to enhance decision making and planning					148,000		
	Establish an effective and sustainable	Provide professional training to staff (5 BSc, 3 MSc 10					500,000		DPWM

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
	governance framework for biodiversity/wildlife management	Diploma and 20 Certificate)						
		Provide adequate mobility to staff (10 vehicles, 40 motorbikes, 100 bicycles)					582,000	
		Train staff in applied scientific and technological research					45,000	
		Print and publish magazine, newsletters, brochures e.g. MIIRO					15,000	
		Build the capacity for negotiation and implementation of international environmental conventions and treaties					15,000	
<b>Strategic Objective 4 Sub-total</b>						<b>3,720,000</b>		
<b>Strategic Objective 5: Strengthen the institutional framework for environmental coordination and management at the regional and local levels</b>	Enhance the capacities of communities involved in participatory forest management (PFM)	Provide functional education for Community Forest Communities in group management and strengthening, Forest Policy and Legislations, and technical forestry skills					80,000	FORESTRY
		Organize Regional and District sensitization of farmers on the role of forest on adaptation and mitigation of climate change					10,000	
	Strengthen sectoral collaboration to reduce forest conversion to other land use	Intensify effective partnership with potential collaborators in the management of existing forest cover					4,000	
	<b>Strategic Objective 5 Sub-total</b>						<b>94,000</b>	
<b>Strategic Objective 6: Enhance stakeholder participation in natural resources management by promoting public</b>	Create enabling environment for private sector involvement in NRM	Identify and train partner institutions and private sector in general environmental management					10,000	NEA
		Hold regular (e.g. quarterly) consultations with stakeholder institutions					20,000	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
private partnerships		Engage in a dialogue with the stakeholders in the productive sectors of the economy on sound environmental management.					20,000	R: NEA P: Other stakeholders
		Promote private sector involvement in the initiation of large-scale re-use and recycling of suitable waste types such as plastic materials.					15,000	NEA
		Monitor sectoral project intervention sites for compliance with environmental standards.					20,000	
	Promote forest enterprise development at the community level	Improve accessibility of decentralized institution to simple technological transfer on forest products and services					80,000	FORESTRY
		Establishment of decentralized processing centers on NTFPs					60,000	
		Provide technical advice and extension support in Community and Private Forestry					100,000	
	Strengthen the capacity of the Forestry Department and Non-State Actors (NSAs) involved in the management and implementation of NRM programs	Training of FD and NGOs, CSOs, CBOs and LGAs on the implementation of PFM					20,000	
		Conduct farmer to farmer visit at National and sub regional levels on general Forest management and protection (good practices)					35,000	
	<b>Strategic Objective 6 Sub-total</b>						<b>380,000</b>	
	<b>Strategic Objective 7: Mobilize sufficient financial resources for strategic plan implementation</b>	<b>CN1 Component 2: Enhanced mobilisation of climate finance</b>	Facilitate the establishment and operationalize the Gambia Climate Change Fund					40,000
Develop the climate change budget coding and tracking registry							5,000	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS	
			'19	'20	'21	'22			
		Commission an impact assessment/feasibility study to launch innovative climate financing mechanisms e.g. polluter pays, carbon tax, carbon credits, green labels and payment of ecosystem services					30,000		
		Introduce policies and incentives to leverage private sector investment in Low Carbon Climate Resilient Development Initiatives					30,000		
		Develop micro-finance mechanism and provide support to local government, farmer organisations and cooperatives, other user groups and entrepreneurs to access and use climate finance at local levels					10,000		
	Prepare and implement a resources mobilization strategy	Use public-private partnership (PPP) to promote collective environmental responsibility					10,000	NEA/MECCNAR	
		Review environmental levies on development projects (NEA)					40,000	MECCNAR	
		Increase budgetary allocation and environmental tax inflows to support activities of environment and CC activities (NEA)					0		
		Facilitate the transfer of 50% of all forest-related levies and fines to National Forestry Fund					0		
	<b>Strategic Objective 7 Sub-total</b>						<b>165,000</b>		
	<b>Strategic Objective 8: Develop and implement inter-sectoral programs and projects</b>	Work with other Ministries, Departments and Agencies (MDAs) to implement the various cross-cutting Components of the SPCR	Collaborate with MOLRA to develop climate resilient infrastructure and land use planning					20,000	MECCNAR & MOLRA
			Coordinate with Ministry of health to promote environmental health in public places					10,000	MOWR, MOHSW, & MECCNAR
Collaboration with ministry of energy to identify the							10,000	MOWTI &	

STRATEGIC OBJECTIVE	STRATEGIES	PRIORITY ACTIONS	YEAR				BUDGET (\$US; '000)	RESPONSIBILITY & PARTNERS
			'19	'20	'21	'22		
		alternative energy sources to reduce dependency on fuel wood.						MECCNAR
	Policy Statement 3: Solicit Institutional Support for Wildlife Conservation efforts by promoting awareness on the importance of Wildlife Protection in cooperation with other Government agencies and civil society	Tap international funding opportunities (GEF, GCF, MAVA)					2,000	DPWM & Other Partners
		Promote private sector involvement for re-introduction of lost species in PAs					5,000	
		Encourage the establishment of private game sanctuaries					5,000	
		Collect revenues and establish the Biodiversity Trust Fund (BTF) Committee to manage BTF					1,000	
	Policy Statement 4: Pursue Inter-sectoral linkages by collaborating with other core agencies in research, training and development	Empowering the site Management Committees					2,000	
		Awareness raising and sensitization using local administrators					8,000	
		Women empowerment for livelihood (oyster culture, village banking, vegetable garden, beekeeping, etc.)					45,000	
		Better coordination of the ANRWG and similar platforms					20,000	
	Policy Statement 4: Cross sectoral linkages, Research and Program Development shall be fully endorsed and executed by all core agencies	Promote inter-sectoral linkages for efficient and unified systems for forest resource management through usage of livelihood projects such as women horticultural gardens, bee keeping, ecotourism, bird-watching, mangrove re-plantation, etc.					20,000	DOF
<b>Strategic Objective 8 Sub-total</b>							<b>148,000</b>	
<b>TOTAL</b>							<b>21,702,000</b>	

### 5.3. Financing the Strategic Plan

The total budget for the implementation of the MECCNAR Strategic Plan (2019-2022) is \$USD as shown in Table 3. MECCNAR will work with its line MDAs, the MOFEA, the development partners as well as the private sector and NGOs to mobilize resources to finance the implementation of the strategic plan. In particular, MECCNAR will work with MOFEA to ensure that adequate funding is provided by the GOTG (including local governments) to stimulate additional funds from other sources. Such sources of include the traditional UN partners, as well as the GEF and other sources of funds for CC activities.

## 6. MONITORING AND EVALUATION FRAMEWORK

Table 4: Program Monitoring and Communication Plan

Program Monitoring and Review Criteria	Monitoring Schedule (and Responsibility)	Reporting Requirement	Communication Plan
1. Update progress toward achieving outputs	Monthly reports consolidated quarterly (by MECCNAR and partners)	Program implementation plan	MECCNAR PS prepares monthly reports and submits them to the OP and other partners
		Description of activities	
		Resources used	
2. Update on issues/risks and external factors affecting MSP implementation	As and when required (by PS, MECCNAR)	Description of severity and/impact, and nature of the issue/risk	MECCNAR tracks issues/risks affecting the program
		Action taken to resolve or mitigate the risk(s)	MECCNAR determines if issue/risk threatens the implementation of the MSP, and informs partners about the risks, and their mitigation
		Recommended action if the issues can affect MSP outputs, budget, or schedules	
3. Update of lessons learned report	Quarterly (by MECCNAR)	Description of learning and adaptation in the implementation of the MSP	Lessons learned are included in Quarterly Reports
4. Quarterly Report	Quarterly (by MECCNAR)	Update and consolidate activity, issues/risk, lessons learned reports	PS MECCNAR submits the Quarterly Report to OP
		Description of MSP contribution to NDP outcomes	
		Financial details	
5. Annual	Annually (by MECCNAR)	Consolidated program reports	PS MECCNAR submits consolidated Annual Report
6. Mid-term/Final Reviews	Mid-term/End of Plan (by MECCNAR)	Reports by independent evaluators	Mid-term/Final evaluation by independent evaluators
			Review and approve revisions for second half of the plan
			Final evaluation of plan prepared

## 7. RISKS

The implementation of the MECCNAR Strategic Plan will face a variety of risks, summarized in the risk matrix in Table 5.

**Table 5: Risk matrix for the implementation of the MECCNAR Strategic Plan (2019-2022)**

<b>Risk</b>	<b>Risk Level<sup>8</sup></b>	<b>Mitigation</b>	<b>Assumption</b>
Recurrence of bad governance in the country	L	<ul style="list-style-type: none"> <li>- Constant vigilance</li> <li>- Strengthening institutions</li> <li>- Transparency</li> <li>- Consistent enforcement</li> <li>- Regional frameworks</li> <li>- Improve coordination between institutions</li> </ul>	<ul style="list-style-type: none"> <li>- Limited observation of democratic processes</li> <li>- Lack of maintenance of Rule of Law</li> </ul>
Persistence of fragmentation and inefficiency in the public sector	M	<ul style="list-style-type: none"> <li>- Synergy</li> <li>- Harmonization of policy</li> <li>- Improve coordination</li> <li>- Strengthen inter-institutional cooperation</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate consultation processes</li> <li>- Lack of due diligence</li> <li>- Untimely intervention of the executive branch</li> </ul>
Inadequate support from external donors and development partners	M	<ul style="list-style-type: none"> <li>- Innovative finance mechanisms (fundraising)</li> <li>- Build trust by paying dues to conventions</li> <li>- Increased transparency to donors</li> <li>- Strong international standing</li> </ul>	<ul style="list-style-type: none"> <li>- Continuation of current geopolitical situation</li> <li>- Donor fatigue</li> </ul>
Inadequate monitoring and evaluation systems and programs leading to low efficiency and effectiveness of resource use	M	<ul style="list-style-type: none"> <li>- Participatory approach</li> <li>- Effective operationalization of effective M&amp;E systems</li> </ul>	<ul style="list-style-type: none"> <li>- Inefficient implementation of programs</li> <li>- Inadequate capacity across MDAs</li> </ul>
Shifting political priorities, thus derailing the implementation of the Strategic Plan	M	<ul style="list-style-type: none"> <li>- Effective public awareness</li> <li>- Continuation of political will</li> <li>- Timely implementation</li> <li>- Communication and sharing of benefits</li> </ul>	<ul style="list-style-type: none"> <li>- Young democracy</li> <li>- Legacy of dysfunctional system</li> </ul>
Inadequate capacity to implement the Strategic Plan	M	<ul style="list-style-type: none"> <li>- Strengthen capacity</li> <li>- Planning of capacity building</li> <li>- Improving networking</li> <li>- Retention of human capacity</li> </ul>	<ul style="list-style-type: none"> <li>- Improper implementation arrangements</li> <li>- Lack of gender equity</li> </ul>
Overlapping and ineffective coordination mechanisms	H	<ul style="list-style-type: none"> <li>- Clearly define roles</li> <li>- Adequate translation of Strategic Plan in annual workplans</li> <li>- Proper project appraisal</li> <li>- Identify overlaps</li> <li>- Better communication and coordination between institutions</li> <li>- Review or update legislation and existing policies</li> </ul>	<ul style="list-style-type: none"> <li>- Ill-definition of institutional mandates and functions</li> </ul>

<sup>8</sup> L = Low; M = Medium; H = High