

Kindly add missing Policy Documents, Strategies, Strategic Plans and Frameworks in the format given below.

Ministry of Transport, Works and Infrastructure

National Public Building and Facilities Policy (NPBFP) 2020-2030 (use this policy as a guide for the other policies to be added)

- **Objective:** The goal of the NPBFP is to enable GoTG to lead, by example, in saving money, reducing environmental impact, saving energy, creating safe and healthy work spaces and generally serving the public good through competent design, construction, maintenance, renovation and decommissioning of the country's public buildings and facilities under its control.
- **Content:** Policy Objectives, Strategies, Implementation and Monitoring, Action Plan and Communication Strategy

The 6 objectives of the Policy and strategies for achieving them are summarised below:

1. Improve the policy, legal and regulatory framework by:
 - a) Build the capacity of the MOTWI for coordinating and promoting the NPBF Policy.
 - b) Drafting, enacting and implementing an NPBF Act
 - c) Updating all Acts and regulations governing the construction, maintenance and use of public buildings and facilities
 - d) Formulating new land and land use policies in collaboration with MoLRG
2. Provide a framework for government to develop and promote policies and regulation for effective stewardship of government public buildings and facilities by:
 - a) Formalizing the roles of MOTWI, MOFEA and MoLRG in the provision of sustainable government public buildings and facilities
 - b) Establishing performance requirements for sustainability in government public buildings and facilities
 - c) Developing and implementing government-wide programs to reduce energy utilization and carbon emissions and protect and conserve water in public building and facilities.
3. Achieve "best value for money" in the provision and management of government public buildings and facilities
 - a) Providing para-professional training to civil servants working on the delivery of PBFs;

- b) Engaging the private sector in project formulation, design studies, construction, and commissioning of PBFs;
 - c) Establishing a verification system for standards of materials in the construction industry;
 - d) Establishing a verification system for quality of workmanship in the construction industry;
 - e) Developing a Code of Workmanship and Code of Practice for Health and Safety in Construction and Security in Occupation; Establishing a system for planned maintenance of government PBFs
 - f) Establish a system of planned maintenance of government public buildings and facilities
4. Strengthen public buildings and facilities support structures by
 - a) Strengthening training institutions and research centers'
 - b) Strengthening construction consultants' and contractors' associations.
 5. Build the capacities of government agencies and construction consultant and contractor firms and individuals by
 - a) Providing in-office, hands-on training for construction firms in construction financing,
 - b) Providing technical training specifically designed for clerks of works, site agents, facility maintenance technicians and other identified areas of need in the construction sector,
 - c) Foster trade apprenticeship for skills enhancement in the construction industry.
 6. Monitor and evaluate the impact of the NPBF by
 - a) Conducting a baseline studies detailing the situation in 2018,
 - b) Continuously measuring the growth of adoption of the NPBF policy
 - c) Assessing the impact of the policy.

The responsibility of the overall coordination of the NPBF lies in the hands of MOTWI. The Ministry is to create NPBF Committee to ensure that monitoring of the execution of the policy's Action Plan is done yearly or every 2-years; promote the alignment of the NPBF with public infrastructure project projects government policies and interventions; and organize biennial conferences to systemize lesson learnt.

- **Implementation status:** implementation of the policy recommendations and the action plan is ongoing

Draft Strategic Plan 2015-2017

- **Overall Objective/ Mission:** To support the social-economic development of the country by assisting in the improvement of the living standards of the Gambian population, through realization of an effective, efficient, safe and fully integrated transport system and public works infrastructure which are responsive to the socio-economic needs of the public.

- **Content:** Strategic Objectives and Activities
 - Strategic objectives:
 1. Provide an appropriate policy, legal and regulatory framework for the transport and public works infrastructure and services
 2. Enhance institutional capacity building and Human Resources development
 3. Enhance the utilization of ICT and management of data in order to facilitate effective planning, monitoring and evaluation of projects and programmes, for informed decision-making
 4. Provide cost-effective and sustainable maintenance, transport and public works infrastructure in an environmentally responsible manner
 5. Improve safety within the transport sector
 6. Promote public private partnership and the use of local resources and women in the transport and other public works infrastructure development and maintenance activities.

 - Other Activities pursued under the Policy include:

In Road Transport: Updating of the National Transport Policy; Improvement of data management system; Provision of a sustainable funding for road maintenance; Improvement of traffic management measures in the urban areas; Improving public transport system; Addressing the problem of poor drainage system; Controlling pollution resulting from transport; Introduction of a heavy vehicle management programme;

In River Transport: Revival of the river transportation system; Increase the use of maritime transport through the rehabilitation and expansion of the Port of Banjul; Procure new generation ferries that can segregate freight and passengers; Encourage and facilitate private sector participation in the revival of river transport; Improvement of safety within the transportation system;

In Air Transport: Provide additional taxiway and expand the parking apron at the Banjul International Airport; Upgrade firefighting to meet international standards; Construct a multipurpose cargo complex; Establish a National and Home Base

Carrier; Encourage private sector participation and public private partnership in the operation of the airport; Feasibility study for the introduction of a railway transportation system.

- **Implementation status:** updating of the draft strategic plan is currently ongoing and is expected to be finalised before the end of the year 2020

National Transport Policy 2018-2027

- **Overall Objective/ Mission:** The Transport Sector Policy will support the short-term, medium-term and long-term expansion of the productive capacity of the economy and provide an enabling environment for the development and maintenance of Gambia's transportation system through effective policy formulation, market regulation, asset management and service provision and will contribute significantly in the improvement of the living standards of the Gambian population.
- **Content:** Specific Objectives, Strategic Objectives, Activities

Sector wide Objectives,

1. Government institutions to be reformed to support the implementation of the National Transport Policy (NTP), and to enhance coordination and cooperation between institutions dealing with transport issues.
2. Construction of new transport infrastructure and facilities to be based on land use planning, sound technical, socioeconomic, environmental, financial and economic criteria.
3. The operating efficiency and the life of the transportation system, infrastructure and facilities will be enhanced by comprehensive, programmatic routine and periodic maintenance.
4. Development of economically viable modes of transport will be supported and integration between them stimulated in order to minimize duplication and waste.
5. Support the development of Banjul International Airport as an air transport hub to the West-African sub region in the medium-term and as a major gateway of the region in the long-term.
6. The port of Banjul will be developed as a main gateway to the region and as a port for the transshipment of goods by providing and expanding port infrastructure, facilities, equipment and buildings, and by upgrading services as required to meet the increase in water transport demand.
7. Support the development of inland river transport and facilities including river ports
8. Development of a national freight transport industry within the overall framework of the free market policy will be supported to ensure a cost and time effective road

- transportation of the country's internal and external trade that is equally environmentally friendly.
9. Support the setting up and enforcing adequate safety standards to ensure that the transport system will not inflict excessive damage to the individual person, nor to the Gambian society as a whole.
 10. Options for privatization and greater private sector involvement in the field of transport in general will be encouraged and evaluated.
 11. Promote local level employment generation
 12. Promote the adoption of energy efficient transportation and climate resilient infrastructure
 13. Support the adoption of appropriate strategies towards efficient management of non-motorized traffic as well as meeting the needs of the physically challenged persons.

- Strategies/ Activities to achieve Objectives

Sub Sector Specific Objectives

Roads Transport Policy

RTP POL 1: Government is committed to maintaining and developing the road infrastructure network, prioritizing maintenance above construction of new road infrastructure for the sustainable economic development needs of the country

Strategies:

- Prioritize road maintenance above construction of new road infrastructure
- Adopt a staged program in road rehabilitation by sequencing – (a few roads are first brought to desired standards while the remainder are restored to a minimum maintenance level for a temporary period)
- Provide “all-weather” access roads to important communities and other areas with concentrations of population on a “cost-effectiveness” basis
- Provide “all-weather” road connections with neighboring countries at all major points of entry
- Provide “all-weather” access roads to areas of economic development priorities such as agriculture, tourism and industry
- Create local Road Works Committees at the level of the Area Councils to coordinate and oversee local road maintenance programs

RTP POL 2: The Government will actively support a training program that will build the required national capacity in road works

Strategies:

- Train NRA staff in specific areas: material engineering, quantity surveying, structural engineering, procurement, pavement management systems, contract administration, etc.
- NRA to build the capacity and skills of other relevant partners including the Municipalities and Area Councils
- Develop training courses at the Gambia Technical Training Institute (GTTI) and UTG aimed at improving the current level of expertise in road maintenance and construction
- Enlist candidates in ongoing capacity building programs such as Gamworks.

RTP POL 3: Provide a sound and stable financial basis to maintain the road infrastructure in good condition

Strategies:

- Provide the necessary financial resources (including of road user charges, fuel levy) into the National Road Fund
- Request from MOFEA to disburse the revenues due to the Fund regularly and in a timely manner
- The Fund to provide in an equitable manner, resources for allocation to local area councils and communities (for use on prioritized rural feeder roads), to municipalities (for allocation to urban roads), and to NRA (for allocation to primary, secondary and feeder roads) according to traffic and other agreed plans
- Introduce other road user fees and levies (especially for foreign vehicles using Gambia's road network)

- Introduce toll charges at relevant sections of the national road network including the Yeli tenda/Bamba tenda bridge
- Government to continue strengthening its bilateral cooperation with the existing partners, and to seek new ones to support the national road network

RTP POL 4: Establish and maintain sound programmatic maintenance planning and budgeting systems and procedures

Strategies:

- Maintain and update a database of the road network for the country
- Undertake engineering or traffic studies and surveys necessary to monitor the condition of the national road network and its usage
- Keep adequate cost records and operate a management information system
- Undertake a program of staff training and building of institutional capacity within the country through the training of both private contractors and staff of municipal road maintenance teams
- Encourage and support the use of labor based maintenance techniques

RTP POL 5: Strengthen management of roads by provision of a proper institutional framework, effective systems and procedures, and strengthening managerial accountability

Strategies

- Rationalize and define institutional responsibility for hierarchy of roads in order to improve efficiency, transparency and accountability
- Clarify institutional responsibilities by clearly establishing who is responsible for what
- Fund Municipal road maintenance from Roads Fund
- Harmonize NRA Act which mandates NRA as being responsible for all national roads, and the Local Government Act, which assigns responsibility to local Area Councils for maintenance of local feeder roads

RTP POL 6: Increase the role of the private sector in road construction and maintenance

Strategies:

MOTWI to facilitate creation of Contractors' Registration Board for classifying civil works contractors

- Provide support to local contractors to meet pre-qualification requirements for upgrading and rehabilitation works
- Implement road maintenance by allocation of long term maintenance contracts to private companies rather than using force account
- Encourage the private sector to set up equipment leasing companies
- Create an adjudication board for settling disputes
- Encourage licensing of construction equipment as bank collateral and the provision of mobilization advances for private contractors

RTP POL 7: MOTWI will facilitate the capacity building of small-sized local contractors to perform road construction and maintenance works

- Use labor-based methods for small scale enterprises to enable them participate in maintenance of rural feeder roads
- NRA/GAMWORKS to facilitate training programs to develop capacity of labor-based contractors
- Sub-contract big civil works to locals, packaging works to allow participation of local firms in the tendering process
- MOTWI to look into possibility to provide road maintenance equipment to the local contractors on a rental basis to facilitate their take-off (at least as a stop gap measure)
- Facilitate provision of soft loans to local contractors to enable them to procure equipment
- Train local contractors and Government agencies involved in joint

implementation of road works (both at the technical and the managerial levels)

- Streamline contractual regulations and introduce simple contract documents with appropriate clauses on the treatment of workers, and the procurement of specific tools and light equipment

RTP POL 8 Provide support and supervision to other institutions and entities in road infrastructure development and maintenance

Strategies:

- Support the Municipalities and Area Councils (with funds from the Road Fund) and expertise in the maintenance of the roads within their areas
- Develop MOU with Government Ministries and any other entity (including the private sector in matters relating to roadworks funded under their mandates such as feeder road programs to and from production centers)
- NRA to develop and advocate a program of sensitization for the need for consultation during the planning, designing and implementation of feeder roads within the sectoral programs

Road Safety

RSP POL 1: Government is committed to improving road safety, and reducing traffic fatalities and personal injuries

Strategies:

- Create a Road Safety Unit within MOTWI to coordinate all aspects of Road Safety
- Establish in the long term, a multi-agency National Road Safety Council (NRSC) to jointly operate with MOTWI to develop and co-ordinate the implementation of a multi-dimensional, results-based road safety program
- Implement the five Es –

Enforcement and Legislation – Review laws and regulations; enforcement of traffic regulations by the Traffic Police; develop a Crash

Data System; driver training and testing; vehicle testing and inspection; introduce stiffer penalties for traffic offenders

Education and Information - Road Safety Education and Publicity; raise public awareness on road safety issues through public education on radio, TV, drama, Schools, leaflets, etc.

Engineering and Traffic Management - Infrastructure improvement via road safety engineering of road projects; training of engineers in road designs; research into alternative designs that would reduce traffic accidents due to poor road designs

Emergency Response Service -Quick response by emergency medical services to vehicle crash sites is an important way to reduce the severity of injuries. Emergency services for crash victims require well equipped emergency response services as appropriate (police, fire brigade, ambulance/hospital emergency services). Important factors for effective post-crash care include:

Efficient emergency notification - introduce national emergency phone numbers or Hotline; fast transport of qualified medical personnel; correct diagnosis at the scene; stabilization of the patient; prompt transport to the point of treatment; quality emergency room and trauma care; extensive rehabilitation services

Evaluation of Road Safety - A systematic way to determine the effectiveness or expected outcome of different types of road safety interventions (e.g., engineering, education, enforcement).

- Introduce road safety audit procedures at all stages of road improvements, including their planning, design and implementation

RSP POL 2 MOTWI will introduce Road Safety Engineering Measures

Strategies:

- Introduce traffic accident prevention measures (led by NRA), working in collaboration with the Traffic Police, Ministry of Lands and Regional Administration, etc.

- Conduct regular safety audit inspections of the existing road network, as well as Road Safety Audits (RSA) in advance of all road improvement planning and works
- Identify traffic accident “blackspots” (i.e. locations where serious accidents occur frequently) and develop/implement engineering measures to remedy the safety issues
- NRA to maintain records and evaluations of the RSA and inspections, and the results of remediation undertaken (e.g. types of measures, costs vs benefits, etc.)

RSP POL 3 Government will review and improve the standards of the national road network to improve safety

Strategies:

- Upgrade road standards (e.g. traffic signs and road marking; hard shoulders where warranted; address environmental issues - e.g. areas prone to flooding, drainage issues, air pollution and dust impacting community areas, etc.)
- Reduce the number of access points on all road types to improve operational safety, aid traffic flow, and protect NMTs and pedestrians including persons with disability
- Designate “Safe-stopping off-road areas” on all major roads to assist with efficient traffic flow,(for the benefit of public transport services and their users)
- Coordinate with Utility companies when they are planning for works involving breaking of road surfaces (e.g. for accessing existing or planning new facilities) to ensure that all road works are reinstated to the existing standards, and to the approval of NRA

RSP POL 4 MOTWI will develop partnership with Civil Society Organizations (CSOs), and Private Sector

Strategies:

- Government will facilitate the creation of the conditions for civil society organizations, and the private sector, particularly insurance companies and

organizations connected to road transport to be actively involved in Road Safety Activities

RSP POL 5 Government will enhance capacity in Road Safety Management

Strategies:

- Modernize the management of road safety data to enable effective and efficient monitoring and evaluation of road crashes
- Strengthen the human and financial resources of emergency services of hospitals as well as first aid services for victims of road accidents
- Carry out sensitization programs and activities on Road Safety and, to the extent possible, establish mechanisms for exchange of best practices

RSP POL 6: Provide a sound and stable financial basis for road safety

Strategies:

- Introduce levies on insurance premium
- Percentage of Road Fund to be allocated for financing road safety activities
- Encourage financial contributions from private organizations

Passenger and Freight Transport Policy Objectives

PFT POL 1: To create an enabling environment where local investments in the sector can be encouraged and protected

Strategies:

- Liaise closely with local transport Association and/or Union to promote effective and efficient operation in the sector
- Explore tax reduction on new vehicles, spare parts, etc.
- Conduct rigorous roadworthiness tests annually
- Age limit of second hand vehicles to be capped to not more than 10 years old

PFT POL 2: Control and manage movement of traffic on the national road infrastructure to avoid deterioration

Strategies:

- Enforce both national laws and regional protocols (including axle load) of the ECOWAS Protocol related to overloading of freight trucks
- All vehicles intending to transit The Gambia to pay transit fee – into Roads Fund to pay for the maintenance of the road network
- Fine all vehicles using Gambian roads (national or foreign vehicle) that exceed the prescribed maximum axle load and height limits from onward travel unless the excess load has been removed
- Review existing traffic laws and regulations to enable the above to be implemented
- Introduce weigh bridges at strategic locations along the corridor
- Introduce Heavy Vehicle Management Program for vehicle overload control
- As a Contracting Party, The Gambia to approach ECOWAS in order to take a regional approach on the issue of exceeding prescribed maximum axle load

PTF POL 3: To participate in Regional, sub regional cooperation in the field of transport**Strategies:**

- Implement the bilateral/tripartite agreements (Gambia/Senegal/Mali) to facilitate movement of traffic in each other's' territories
- Seek support to identify options for better Corridor Management within the road networks that use The Banjul Port as gateway
- Within the context of ECOWAS Gambia to be involved in developing a sub-regional program on Heavy Vehicle Management
- Gambia to ensure effective implementation of all relevant sub regional (ECOWAS) international protocols pertaining to the free movements of goods and person and cross border transport .
- Gambia to ratify the key international convention related to inter states transportation, border management and transit trade facilitation.
- Gambia to create relevant committees that will promote policy dialogue among the stakeholders within and across the country including a national Transport and Transit Facilitation Committee , a National Trade Facilitation Committee

URT POL 1 Government will prioritize the improvement of the management of the urban transportation system within the CBDs to enhance urban transport planning

Strategies:

- Rationalize and define institutional responsibility for hierarchy of roads in order to improve efficiency, transparency and accountability
- Introduce hierarchical road system for the GBA and other emerging towns
- Conduct studies with a view to developing a GBA Land Use/Transportation Plan to enable effective planning between the CBD and residential areas, and the transport system
- Municipal Governments will allocate land on which to build dedicated taxi hubs and truck depots in the municipalities and Local Area Councils

URT POL 2: To Regulate the Urban Transport Services

Strategies:

- Review existing laws aimed at defining role of Government in the sector as a facilitator regulator, and enforcer
- Review existing laws and regulations to define role of national transport associations
- Review traffic laws with regard to urban traffic and transport including NMT and " physically challenged
- Provide adequate laws and regulation for NMT operations
- Specifically review the PURA Act, 2001 to disengage it from regulating national road, maritime and air transport

URT POL 3: To support private sector participation in the urban transport sector

Strategies:

- Create incentives for private sector operators to invest in public transportation including partnering with the private sector concessionaries for operation by providing bus lanes, parks, stops, etc.

- Provide tax breaks, duty free import of spare parts, etc.

Policy on Non-Motorised Transport and Physically Challenged

NMTDP POL 1: MOTWI will improve facilities and regulations for NMTs

Strategies:

- Facilities to be provided for pedestrians, disabled road users, cyclists and animal-drawn carts where warranted
- Restrictions to be placed on the use of animal and hand-carts where warranted
- Police to enforce new regulations
- Non-motorized transport infrastructure shall be developed to improve affordability and accessibility for urban and rural communities
- Rehabilitate and free from encroachment existing NMT routes
- Raise awareness of benefits of NMT especially the use of bicycles and pedestrian safety starting with schools and other educational institutions
- Carry out surveys to determine user needs and, where required, incorporate NMT facilities in infrastructure planning and development
- Strictly enforce regulations including penalties to discourage encroachment on existing NMT facilities

NMTDP POL 2: Government to create the environment that would ease and facilitate the inclusion of physically challenged within the national transport system

Strategies:

- NRA to build appropriate infrastructure for use by pedestrians and the physically challenged
- Public transports that operate a fixed route service to provide paratransit services
- MOTWI to encourage public transport operators to purchase or lease vehicles that are accessible by disabled persons, and good faith efforts must be demonstrated with regard to the purchase or lease of accessible used vehicles
- Make considerations for disabled people in ferry design as well as terminal facilities
- GCAA to maintain industry “best practices” in the area of service to the disabled person particularly wheelchair travelers to and from the aircraft at BIA
- Carry out (in consultation with the National Commission for Women & Children and Disabled Persons Association) sensitization and educational programs aimed at changing the attitudes and behaviors of the public and staff of public transport towards disabled persons
- Observe the equal opportunities Act

Rural Transport Policy Objectives

RURAL TRPOL 1: To provide adequate rural roads to increase the “proportion of the rural population who live within 2 km of an all-season road” and to promote economic growth and provision of social services aimed at reduction of poverty

- Include a specific allocation annually from the Road Fund for purpose of maintenance of the rural roads
- Establish a Local Roads Authority in all Local Government Councils to include NRA, and local communities to participate in the planning for rural road maintenance

- NRA to develop a program of labor-based road improvements for rural roads, with the aim of supporting important economic sectors (e.g. agriculture), and to build capacity within the local road construction industry;
- Encourage the municipalities and local communities to ensure that the development, rehabilitation and maintenance of rural roads receive timely attention; informing NRA in good time the requirements of each locality through the appropriate representative body
- NRA to coordinate sharing of knowledge, lessons learnt , and practical experience as an integral part of a capacity building process for local practitioners
- Establish “Transport Units” in each regional/local Government area to participate in the construction and maintenance of rural roads to enhance capacity building of the people involved
- NRA , in consultation with the Municipalities and Area Councils to develop a 10- year rural road development program

RURAL TR POL 2: Government to fully involve local communities in the rehabilitation and maintenance of the rural road infrastructure

- Establish a “Rural Road Committee Fund” overseen by a multi-sectoral “Road Fund Committee” to advice on sites and areas requiring attention.
- Encourage communities to create self-help initiative ‘Tesito’ with material and technical contribution from Government

Maritime and River Transport Policy

Policy Objectives and Strategies

MT POL 1: Provide the best Port with the most efficient facilities and services in the sub-region, at a competitive price

Strategies:

- Conduct systematic review of various port management models and select model that ensures improved efficiency, productivity, and private sector participation
- Initiate port reform program (including Institutional Reform) that ensures improved efficiency, productivity, and private sector participation
 - Encourage indigenous entrepreneurs in the port concession in order to build national capacity in the maritime transport sub sector
 - Regionalize the existing port into functional but independent port complexes
 - Ensure the GPA and other public agencies have the needed institutional capacity to design, implement and monitor the policies and strategies

MT POL 2: Support the development of Banjul Port as a main gateway to the West-African region

Strategies:

- Procure additional berthing and storage facilities, cargo handling plants and equipment, and computerization
- Expand berth capacity and berthing infrastructure for transshipment, etc.
- Carry out port expansion to handle larger vessels of 20,000 DWT
- Acquire additional space for the construction of new container terminal and other Port development projects

MT POL 3: Government committed to provide port services and procedures that are reliable, orderly, efficient and cost-effective, in accordance with international standards

Strategies:

- Procure appropriate and adequate equipment to meet the growing volume and cargo mix (such as: mobile cranes, Reach Stacklers, Tractor/Trailers and fork lift trucks)
- Continue to upgrade the technical skills of the human resource in order to adapt to changes in technology and handling needs
- Improve capacity of staff in relevant areas such as port computerization

- Create Inland Container Depots (ICD) for container handling and value added activities

MT POL 4: Promote private sector participation in maritime transport services where operators and investors can realize adequate returns on their investments

Strategies:

- Create incentives such as tax breaks, special investment certificates, expatriate quota, and tenure security
- Review and amend relevant legislation to allow private sector participation
- Encourage coastal shipping
- Encourage development of marina for private sector investment in tourism sector
- The Authority will explore new business opportunities and incorporate the needs of its users within an integrated port community

MT POL 5: Promote good international relations with other countries involved in maritime activities

Strategies:

- Implement coastal tariff with concessions to encourage intra African trade
- Establish free zones for value added activities particularly for agro business
- Arrange linkages with other ports in the sub region
- Promote the exchange of data and information with other ports

MT POL 6 Create a liberal, competitive maritime environment, and maintain a "Freeport" policy

Strategies:

- Encourage the establishment of cargo processing plants
- Create value addition for the agro business and light industry
- Carry out packaging, labelling and coding for the export market
- Establish a single window goods clearance system

MT POL 7: Government to administer and regulate all matters and activities relating to maritime shipping and marine pollution in the country's territorial sea and inland waterways

Strategies:

- Review existing legislation to ensure proper operation of passenger and freight transport, leisure and fishing along the River Gambia and other coastal settlements
- Put in place procedures for annual licencing of local pirogues and inland water crafts
- Develop operational standards for better control and monitoring of the operations of local pirogues
- Establish tariff and charges within this sector
- Implement continuous sensitization activities regarding safety and other operational procedures

MT POL 8: GMA to build capacity of Gambian youth engaged in the maritime sector

Strategies:

- Training and certification of seafarers
- Create networking with local and regional training institutions such as the Regional Maritime University (RMU) and Gambia Maritime and Training Institute (GMTI) for the development of appropriate course content and training modules to suit the industry needs
- Collaborate with international maritime organisations, such as the IMO for capacity building and training of inspectors on the requisite technical expertise to fulfil its Port State and Flag State obligations such as MARPOL and the Merchant Shipping Act of The Gambia

MT POL 9: Ensure safety of life and property at sea (SOLAS) and the prevention of pollution of the sea by ships by application (MARPOL) and other domestic laws and regulations

Strategies:

- Establish radar surveillance system to monitor ships movements
- Invest in state-of-the-art aids to navigation
- Enforce Port State and Flag State Controls and Inspections
- Monitoring of the coast and EEZ of The Gambia

MT POL 10: Promote and maintain internationally accepted standards for security, safety and marine environmental protection

Strategies:

- Build capacity of GMA in implementation of international instruments on maritime safety, security and protection of the marine environment
- Strengthen the institutional structure for monitoring and coordinating maritime activities in the Gambia
- Establish a coast-guard network to jointly share resources and capacities in combating illegal activities on Gambian waters
- Strengthen collaboration with key stakeholders in enhancing Maritime Security

MT POL 11: To develop cruise ship facilities that will support The Gambia's position as a major tourism destination

Strategies:

- Encourage investment in the mooring dolphins, repair facilities, passenger reception facilities, and other amenities and utilities
- Prioritize craft operations at current site at Denton Bridge
- Repair existing marina and leisure craft facilities
- Encourage private investment in tourism related river cruises

MT POL 12: The Government will encourage the development of coastal shipping activities

- Encourage public/private participation for investment in fleet in a bid to promote intra-regional trade and movement of people
- Offer concessionary tariff and incentives to promote cabotage
- Initiate advocacy program to entice economic operators to utilize coastal shipping
- Government will create conducive environment in order to facilitate investment in coastal shipping
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Gambia River and River Transport Policy and Strategies

GRT POL 1: Government will promote the revitalization of river and inland water transport to complement the development of coastal shipping, and road transport to enhance the country's capacity to serve as a distribution center for the sub-region

Strategies:

- Build/rehabilitate infrastructure at the relevant river locations to revive the river transport services
- Redevelop Kaur and Basse to serve as dry ports for onward distribution to southern Senegal and the south/west regions of Mali (Kaye)
- Dredge river channels to achieve navigable depths of up to 5 meters as the shallow points have depths of 3.5 metres due to rapid siltation over time
- Initiate a national consultative process with all the (potential) stakeholders with the aim to explore the willingness of all parties involved to work together in reviving river transport in The Gambia
- Create a task force of producers, transporters, Government and other stakeholders charged with the tasks of:
 - analysing potential present and future demand for river transport
 - making recommendations concerning all issues that may hamper the potential revival of river transport as a viable commercial activity
- Prepare a time schedule for implementation of the recommendations of the task force, together with a financing plan

- Agree and assign clear responsibilities for implementation of the recommendations, concluded with the signing of a covenant or a contract by all stakeholders
- Review and amend existing laws and regulations concerning river transport
- Establish, in the short term, a Unit responsible for the management of river transport. In the long term upgrade the Unit to a Directorate within the GPA set up
- Consider the transfer of ownership of river transport facilities such as the jetties, to a River Transport Authority or to the private sector

GRT POL 2: Government will promote private sector participation in river transport services and also create a level playing field for all modes of transport specifically to support River transport

Strategies:

- Encourage and support the NFSPMC to extend the use of its fleet of barges, or to lease the barges for the purpose of carrying freight traffic other than groundnuts
- Review prices paid for infrastructure and facilities by all modes of transport, including social costs;
- Ensure that all modes pay equitably for facilities and services and their maintenance, and that no hidden subsidies be made available to any transport modes
- Review, and revise as necessary, regulations concerning overloading of vehicles and re-introduce the use of weigh bridges to control overloading of lorries
- Consider financial incentives to promote river transport, such as tax holiday for river transport companies

GRT POL 3: To maintain and strengthen the provision of ferry services as indispensable multi modal links in the road transport network

Strategies:

- Maintain the existing ferry services as vital components of the road transport network
- Regularly review and improve the performance of the ferry services by continuous investment in the fleet and landing facilities

- Invest in new-generation ferries, rehabilitate the ferry terminals, passenger halls, office accommodation and other amenities
- Upgrade Banjul Shipyard facilities to improve its capacity to undertake repairs of the Ferries craft, as well as the commercial vessels operating in The Gambia and within the sub region
- Develop/rehabilitate ship repair facility for the maintenance of the ferries

Air Transport

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Objectives of the Air Transport Policy

AT POL 1: Integrate air transport with other transportation modes for easy access in the facilitation of imports and exports to and from the country

- In collaboration with GTSC include BIA in the route network of the public transport system to alleviate access to BIA for the passengers, meeters, greeters and the general public
- Regulate commercial taxi operators at BIA to ensure the road worthiness of vehicles and improved service standards acceptable to airport users
- Establish a direct road link between BIA and the fuel depot in Mandinaring

AT POL 2 Encourage and support the expansion of air service links

- Review and expand the bi-lateral Air Services Agreements
- Review and expand multi-lateral Air Services Agreements
- Implement the concept of harmonization of economic regulations between ECOWAS Member States in the short term, and the rest of the African Union (AU) in the long term
- Reduce red tapes to ease market access to our air transport market as stipulated by the Yamoussoukro Declaration (YD)

AT POL 3 Ensure the availability of minimum infrastructure, equipment and facilities and services as per ICAO SARPs,

- Maintain a “live Master Plan” for continuous needs assessment and planning for infrastructure, facilities and equipment for timely maintenance, rehabilitation, upgrade, renewal and expansion
- Carry out periodic planned maintenance of facilities and equipment to ensure their readiness and adequacy for operations
- Carry out planned upgrade, expansion, and renewal of facilities, equipment and infrastructure
- Carry out periodic audit and review of process, procedures services and service providers with a view to ensuring that standards and user demands are met at all times

AT POL 4 Government is committed to work on the domestication of points between Gambia and Senegal

- Remove all tariffs related to international traffic between Banjul and points in Senegal
- Ensure that airlines reflect the value of waived taxes and charges in the value of the tickets as this will have direct impact on the cost of air travel between the two countries

AT POL 5 Support the development of BIA as an air transport hub to the West-African sub region in the medium term and as a major gateway of the region in the long term

- Collaborate with stakeholders in the industry to market and promote Gambia as an all-year round destination
- Collaborate with other stakeholders to develop and rebrand the country and its tourism products for further promotions and marketing
- Establish Flight Operations by home-based Gambian Air Operator Certificate (AOC) holder
- Encourage and support GIA to establish a functional and viable Flight

Operations from BIA to regional destinations and beyond

- Open up GIA for PPP model where Private Sector will co-own and manage the airline
- Endorse private investment in the ownership of GIA without changing the management set up
- Periodically review taxes and other tariffs affecting air transport to ensure that they are kept at levels that will keep BIA competitive
- GCAA to do periodic review of airport user charges (aviation fuel taxes, sales taxes) and other tariffs to ensure favourable comparability with regional airports to keep BIA prices competitive
- GCAA to periodically review its processes and procedures to ensure responsiveness and user friendliness of BIA are maintained at all times
- Government and Gambia Revenue Authority (GRA) to publish all tariffs particularly those relevant to air travellers at strategically visible locations in the airport terminal
- GTB to limit the imposition of the Tourism Development Levy to Charter Operators only (tourists)
- Government to assist travel agencies operating in the country to become Billing Settlement Plan (BSP) Compliant
- Establish regulations to ensure consumer protection in service provision

AT POL 6 Ensure that civil aviation services are safe, reliable, orderly, efficient and cost-effective for continuous compliance with ICAO SARPs

- Develop and implement a training strategy as per the authority's Corporate Plan
- Invest in the maintenance, upgrade, expansion and renewal of airport infrastructure, navigational aids, security equipment, etc.
- GCAA in consultation with the MOTWI to periodically review the Civil

Aviation Act and amend where necessary to ensure compliance

- GCAA to do periodic and planned review of Gambia Civil Aviation Regulations to ensure compliance
- GCAA to ensure that the National Aviation Security Committee is active and that all institutions are represented at appropriate levels
- GCAA to ensure full participation of all operators and service providers in the Airport Operators Committee (AOC)
- GCAA to ensure regular meetings of the AOC with a view to self-audit and critique their operations i.e. procedures, services standards, process and correct all deficiencies with urgency
- GCAA to ensure that the airport emergency plan is simulated at prescribed intervals and deficiencies are addressed with urgency
- GCAA to ensure the continuous functioning of the Facilitation Committee for responsiveness to user demands i.e. facilitation of landside formalities for clearance of aircraft and passengers, goods, etc. in compliance with ICAO SARPs – Annex 9,
- GCAA to strictly ensure that all operators and service providers submit their security manuals for approval before commencement of operations
- GCAA to develop a Safety Management System and encourage all operators, service providers, tenants and concessionaires to do same
- GCAA to ensure that it undergoes the required period Universal Safety Oversight Audit Programme and correct identified deficiencies within prescribed timelines
- GCAA to ensure that it undergoes the required Universal Security Audit Programme and correct identified deficiencies within the prescribed timelines
- GCAA to ensure that the all Gambian operators (AOC Holders) undergo IATA's Operational Safety Audit (IOSA) Certification

AT POL 7 Government will manage the civil aviation sector within a well-defined regulatory framework that will be responsive to ICAO SARPs which can

cater for changing needs and circumstances

- Maintain the autonomy of GCAA in carrying out its oversight mandates and management of its affairs
- Review the legal framework of GCAA for devolution of its conflicting mandates of airport operator and air navigation services provider
- Establish an Airport Agency/Company as a Public Enterprise or using the Public Private Partnership model
- Join the membership of ASECNA for the provision air navigation services for the whole of the country's air space

AT POL 8 Encourage private sector participation in both the airport and air transport operations

- Continue to encourage private sector participation in GCAA's non-core activities (i.e. Car Park Operations, Cleansing services, In Flight Catering, etc.)
- Promote the use of unused land on the landside for aerotropolis (airport city) concept to encourage private sector participation in development of real estate and other supporting facilities and services e.g. hotels, conference centers, car parks, etc.

AT POL 9 Support regional and international efforts to promote safe, secure and orderly national civil aviation systems

- Participate in regional and sub regional processes involving the Banjul Accord Group-BAG, ECOWAS, and African Civil Aviation Commission - AFCAC, ICAO, and the YD
- Ratify all protocols and instruments that Gambia is signatory to for the safe and secure development of Civil Aviation

ATPOL 10 Support expansion of the network of scheduled and non-scheduled international air transport services to The Gambia

- Minimize red tapes to an acceptable threshold to entice potential operators

- Develop special incentive packages for start-up airline operators
- Diligently market and promote GIA's new cargo facility that can handle 160 tonnes of all categories of cargo including perishables
- GCAA in collaboration with Gambia Investment and Export Promotion Agency (GIEPA) to promote and market the utilization of the export processing/free trade zone at BIA
- Continue to pursue opportunities for negotiating and signing of bi lateral and multi-lateral air services agreements (BASAs and MASAs) with additional States,

AT POL 11 Develop a pool of highly trained personnel for the availability of the necessary expertise to service the aviation industry

- Establish Aviation Training Institute for ease of access to training at reduced cost
 - Ensure trained personnel are adequately and appropriately bonded to guard against rampant attrition
 - Do periodic and recurrent training for trained personnel to keep their skills honed and up to date with industry requirements and techniques
- Provide incentive package to motivate and inspire staff to retain them

Environment Policy in Transport

Objective and Strategies

ENV POL 1: To contribute to sustainable development, poverty reduction, use and management of the environment and natural resources in Gambia

Strategies:

- Ensure that the NTP is subjected to strategic environmental assessment (SEA), whether now or sometime in the future

- Ensure that all transport related sub-projects developed within the context of this Policy go through the process of environmental impact assessment (EIA) and coordinated by the NEA
- **Implementation status:** implementation of the policy recommendations and the action plan is in progress

The Gambia Road Safety Strategy 2021 - 2030

Strategic Directions

There has been a significant deterioration in road safety in Gambia in recent years which is creating a heavy burden on Gambia's economy and its people.

A methodical approach is required to tackle this issue. Over the life of the strategy we need to put in place a series of strategic projects which:

- Build Government and community capacity to tackle the problem
- Begin to tackle high priority safety issues in a sustainable way
- Monitor and review progress, and develop an increasingly sophisticated response.

A number of strategic directions are set out here to assist in prioritising our efforts, developing projects, and increasing investment in road safety.

By focusing our planning and delivery efforts along these paths, we can expect to make best use of our resources, and help drive achievement of our targets, and ultimate safety goal.

1. Leadership and coordination

- Oversee and coordinate the delivery of road safety activity across the critical delivery arms of the Government of Gambia
- Provide a coordinated line of advice to the Minister of Transport Works and Infrastructure on critical road safety issues affecting Gambia
- Provide direction and governance to the implementation of multi-sectoral work programmes to tackle Gambia's road safety crisis
- Lead the promotion of a safe systems approach to road safety within Gambia.

2. Capacity building

- Government advisors need a thorough understanding of critical safety issues and systems as part of any legislative reform process

- Road safety engineers need to be developed and properly resourced to deliver demonstration projects and safe road environments
- Traffic police training needs to flow through into a safety focused law enforcement on the road and much better data collection processes
- Developing trauma management skills within the health sector needs to be associated with improvements in trauma management processes and facilities.

3. Data collection and analysis

- Exposure data, including kilometres travelled, and current numbers of registered motor vehicles and licensed drivers
- Performance data, particularly observational data to track progress in achievement of our safety performance targets.

4. Safety led regulatory reform

Our road traffic safety legislation needs to be comprehensively overhauled, focusing on:

- Critical user behavior standards (such as speeding, drink driving, and use of safety belts and helmets), and the ease of enforcing these standards
- Strengthening the standards applying to driver licensing, and vehicle safety, and
- Strengthening the compliance systems required to effectively regulate the safety of road traffic

Progress will be made across three key areas:

- ***Driver behaviour*** – laws need to be changed to make it much easier for Police to take roadside action against speeding and drink driving, in accordance with good international practice
- ***Driver licensing*** – the licensing system needs to be completely overhauled, from the safety standards which drivers must meet to ensuring that only those drivers which meet those standards are issued a secure license and those that break the rules have their licence removed
- ***Vehicle standards*** – improving the construction safety standards for all vehicles entering Gambia, the modification standards for gele gele, and measures to ensure that the oldest and least safe vehicles are removed from service, are all priorities

5. Infrastructure focus on pedestrian safety

- More footpaths alongside the road are needed to separate pedestrians from motor vehicles, and these need to be maintained so that commercial encroachment
- More speed humps or raised platforms are needed to lower motor vehicle speeds, particularly where pedestrians need to cross the road, and around transport stops to support safe use of gele gele.

6. Sensitization

- The overall goal of this strategy to eliminate deaths and serious injuries needs to be communicated, and support for this goal promoted.
- the preparation of a road safety component within the school curriculum for children aged 5-14 to build awareness of the key factors that determine safety such as traffic speed, safe walking and road crossing facilities, and safe vehicles.
- Regular dialogues through social, print or broadcast media, in regional areas, and more specific materials on key safety subjects which encourages others to take further action.

7. Enforcement

- Traffic Police attend major crashes on a daily basis, witnessing the extraordinary shock and horror within the community.
- Planning and better resourcing to focus on actions which will prevent those crashes from occurring in the first place.
- Capacity building at officer, supervisory and command levels, the preparation and implementation of well-planned general deterrent focused enforcement strategies, and investment in equipment.
- The focus is on taking action before a crash occurs, not after a crash occurs.
- Provision of vehicles and fuel budgets to move enforcement resources to where they are most needed in national enforcement campaigns and to effectively conduct general deterrence enforcement.
- Need to speed and alcohol detection equipment, with supporting arrangements to ensure they are being used to best effect, and are regularly maintained.
- Leadership and capability development within Police and beyond
- All sectors of society must join Government in promoting the essential life-affirming role which the Gambia Police Force has on the road.
- Police commanders must value this activity, and Police officers must demonstrate their commitment to the safety of their communities.

8. Post Crash

There are many options which can be considered in terms of road traffic safety support for the health system, including:

- Promoting better first aid services for victims of road crashes through the support of volunteer groups within the community
- Introducing a single emergency phone number and despatch system
- Supporting prompt transport to health facilities including a strengthened ambulance system
- Improving professional capacity and equipment at hospitals and other facilities, and
- Establishing injury rehabilitation services.

Implementation Status: the stakeholder validation is expected before the end of the year