

# **REPUBLIC OF THE GAMBIA**

## **Public Administration Country Profile**

Division for Public Administration and Development Management (DPADM)  
Department of Economic and Social Affairs (DESA)  
United Nations

Contributions:

African Training and Research Centre in Administration for Development (CAFRAD)

August 2004

All papers, statistics and materials contained in the Country Profiles express entirely the opinion of the mentioned authors. They should not, unless otherwise mentioned, be attributed to the Secretariat of the United Nations.

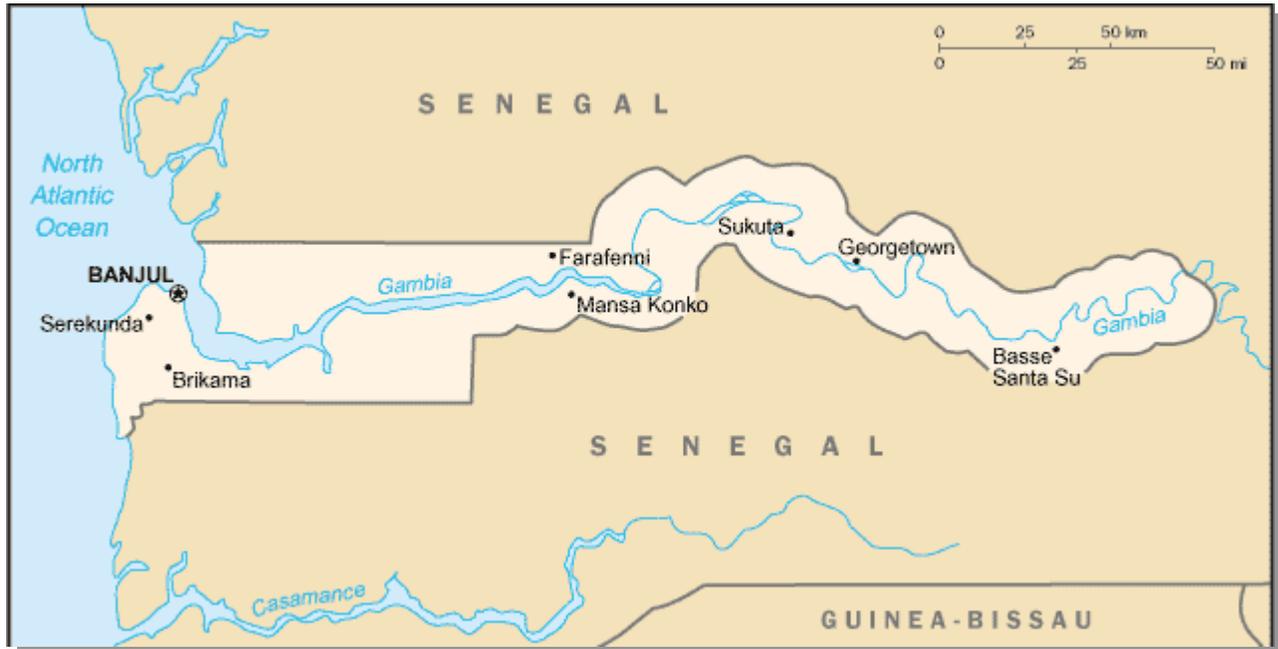
The designations employed and the presentation of material on maps in the Country Profiles do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

Table of Contents .....	1
The Gambia .....	2
1. General Information .....	3
1.1 People.....	3
1.2 Economy .....	3
1.3 Public Spending .....	4
1.4 Public Sector Employment and Wages.....	4
2. Legal Structure .....	5
2.1 Legislative Branch.....	5
2.2 Executive Branch .....	5
2.3 Judiciary Branch .....	6
2.4 Local Government.....	7
3. The State and Civil Society .....	9
3.1 Ombudsperson .....	9
3.2 NGOs .....	9
3.3 Civil Society .....	10
4. Civil Service .....	12
4.1 Legal basis.....	12
4.2 Recruitment .....	12
4.3 Promotion.....	13
4.4 Remuneration .....	13
4.5 Training.....	13
4.6 Retirement and pension .....	13
4.7 Gender.....	14
5. Ethics and Civil Service .....	15
5.1 Corruption .....	15
5.2 Ethics.....	15
6. e-Government .....	17
6.1 e-Government Readiness .....	17
6.2 e-Participation .....	18
7. Links .....	19
7.1 National sites .....	19
7.2 Miscellaneous sites.....	19



# THE GAMBIA

[Click here](#) for map of Africa



Source: [The World Factbook - The Gambia](#)

## Government type

Republic under multiparty democratic rule

## Independence

18 February 1965 (from UK)

## Constitution

24 April 1970; suspended July 1994; rewritten and approved by national referendum 8 August 1996; reestablished January 1997 ([click here](#))

## Legal system

Based on a composite of English common law, Shari'a (Islamic law), and customary law; accepts compulsory International Court of Justice jurisdiction, with reservations

## Administrative divisions

5 divisions and 1 city (Banjul)

Source: [The World Factbook - The Gambia](#)

Before the coup d'état in July 1994, The Gambia was one of the oldest existing multi-party democracies in Africa.

After the military coup where the Armed Forces Provisional Ruling Council (AFPRC) seized power, politicians from deposed President Jawara's People's Progressive Party (PPP) and other senior government officials were banned from participating in politics until July 2001.

A presidential election took place in September 1996, in which retired Col. Yahya A.J.J. Jammeh won 56% of the vote.

Source: [U.S. Department of State - The Gambia](#) (edited)

# 1. General Information

1.1 People	Gambia, The	Guinea-Bissau	Senegal	1
<b>Population</b>				a
Total estimated population (,000), 2003	1,426	1,493	10,094	
Female estimated population (,000), 2003	720	756	5,290	
Male estimated population (,000), 2003	706	737	5,237	
Sex ratio (males per 100 females), 2003	98	97	99	
Average annual rate of change of pop. (%), 2000-2005	2.66	2.95	-0.08	
<b>Youth and Elderly Population</b>				b
Total population under age 15 (%), 2003	41	47	43	
Female population aged 60+ (%), 2003	6	5	5	
Male population aged 60+ (%), 2003	6	4	4	
<b>Human Settlements</b>				c
Urban population (%), 2001	31	32	48	
Rural population (%), 2001	69	68	52	
Urban average annual rate of change in pop. (%), '00-'05	4.35	4.79	3.95	
Rural average annual rate of change in pop/ (%), '00-'05	1.44	1.21	1.1	
<b>Education</b>				d
Total school life expectancy, 2000/2001	..	..	..	1
Female school life expectancy, 2000/2001	..	..	..	1
Male school life expectancy, 2000/2001	..	..	..	1
Female estimated adult (15+) illiteracy rate (%), 2000	70.3	76.5	72.3 <sup>i</sup>	2
Male estimated adult (15+) illiteracy rate (%), 2000	56.3	45.9	52.7 <sup>i</sup>	2
<b>Employment</b>				e
Unemployment rate (15+) (%), 2000	..	..	..	1
Female adult (+15) economic activity rate (%), 2000	45 <sup>ii</sup>	..	24 <sup>i</sup>	2
Male adult (+15) economic activity rate (%), 2000	70 <sup>ii</sup>	..	83 <sup>i</sup>	2

Notes: <sup>i</sup> 1988; <sup>ii</sup> 1993

1.2 Economy	Gambia, The	Guinea-Bissau	Senegal	2
<b>GDP</b>				a
GDP total (millions US\$), 2002	388	216	4,940	
GDP per capita (US\$), 2002	282	172	494	
PPP GDP total (millions int. US\$), 2002	2,370 <sup>i</sup>	975	15,361	
PPP GDP per capita(int. US\$), 2002	1,722 <sup>i</sup>	778	1,535	
<b>Sectors</b>				b
Value added in agriculture (% of GDP), 2004	32.0	70.7	17.0	
Value added in industry (% of GDP), 2004	14.4	12.6	21.2	
Value added in services (% of GDP), 2004	53.7	16.8	61.8	
<b>Miscellaneous</b>				c
GDP implicit price deflator (annual % growth), 2004	15.1	3.8	1.4	
Private consumption (% of GDP), 2004	75.2	87.9	75.7	
Government consumption (% of GDP), 2004	10.7	14.3	14.3	

Notes: <sup>i</sup> Estimate is based on regression; other PPP figures are extrapolated from the latest International Comparison Programme benchmark estimates

<sup>1</sup> [United Nations Statistics Division](#):

<sup>a</sup> [Statistics Division and Population Division of the UN Secretariat](#); <sup>b</sup> [Statistics Division and Population Division of the UN Secretariat](#); <sup>c</sup> [Population Division of the UN Secretariat](#); <sup>d1</sup> [UNESCO](#); <sup>d2</sup> [UNESCO](#); <sup>e1</sup> [ILO](#); <sup>e2</sup> [ILO/OECD](#)

<sup>2</sup> [World Bank - Data and Statistics](#):

<sup>a</sup> [Quick Reference Tables](#); <sup>b</sup> [Data Profile Tables](#); <sup>c</sup> [Country at a Glance](#)

1.3 Public Spending	Gambia, The	Guinea-Bissau	Senegal	
<b>Public expenditures</b>				3
Education (% of GNP), 1985-1987	3.7	1.8	..	a
Education (% of GNP), 1995-1997	4.9	..	3.7	a
Health (% of GDP), 1990	2.2	1.1	0.7	
Health (% of GDP), 1998	2.3 <sup>i</sup>	..	2.6	
Military (% of GDP), 1990	1.1	..	2	b
Military (% of GDP), 2000	1.1	1.3 <sup>ii</sup>	1.4	b
Total debt service (% of GDP), 1990	11.9	3.4	5.7	
Total debt service (% of GDP), 2000	4.4	2.9	5.2	

Notes: <sup>i</sup> 1999; <sup>ii</sup> 1998

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>		Gambia, The 1991-1995	Gambia, The 1996-2000	Sub-Saharan Africa average <sup>4</sup> 1996-2000	Non-Franco- phone Africa average <sup>4</sup> 1996-2000	Low income group average <sup>4</sup> 1996-2000
<b>Employment</b>						
Civilian Central Government <sup>5</sup>	(,000)	3.0	3.6			
	(% pop.)	0.28	0.29	0.30	0.38	0.46
Sub-national Government <sup>5</sup>	(,000)	1.0	0.4			
	(% pop.)	0.09	0.03	0.30	0.38	0.46
Education employees	(,000)	4.0	5.0			
	(% pop.)	0.37	0.40	0.62	0.78	0.91
Health employees	(,000)	2.0	3.1			
	(% pop.)	0.19	0.25	0.29	0.20	0.62
Police	(,000)	..	..			
	(% pop.)	..	..	0.07	..	0.30
Armed forces	(,000)	1.0	0.8			
	(% pop.)	0.09	0.06	0.26	0.31	0.33
SOE Employees	(,000)	..	0.30			
	(% pop.)	..	0.02	..	..	13.1
Total Public Employment	(,000)	..	..			
	(% pop.)	..	..	..	..	..
<b>Wages</b>						
Total Central gov't wage bill	(% of GDP)	..	6.4	6.1	6.9	5.4
Total Central gov't wage bill	(% of exp)	20.9	..	28.9	26.4	24.7
Average gov't wage	(LCU)	..	22,778			
Real ave. gov't wage ('97 price)	(LCU)	..	22,527			
Average gov't wage to per capita GDP ratio		..	6.3	4.8	2.8	4.4

Source: [World Bank - Public Sector Employment and Wages](#)

<sup>3</sup> UNDP - [Human Development Report 2002](#)

<sup>a</sup> Data refer to total public expenditure on education, including current and capital expenditures.

<sup>b</sup> As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

<sup>4</sup> Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

<sup>5</sup> Excluding education, health and police – if available (view [Country Sources](#) for further explanations).

## 2. Legal Structure

A constitutional reform process was carried out before democratic rule was restored in 1996. The new constitution reinforced a system of governance based on three branches: the Legislature, the Executive and the Judiciary, which have the same statutes but perform functions within the confines of their respective jurisdiction. A certain amount of overlapping exists between the executive and legislative branches, which creates an environment of checks and balances.

Source: [European Commission \(Development\) - Country Strategy Paper and Indicative Programme \(2002-2007\)](#)

### 2.1 Legislative Branch

Unicameral National Assembly (53 seats; 48 elected by popular vote, five appointed by the president; members serve five-year terms).<sup>6</sup>

*women in parliament:* 7 out of 53 seats: (13%).<sup>7</sup>

The National Assembly consists of 53 members with 48 members elected from chieftaincy districts or constituencies and 5 nominated by the President.<sup>9</sup> Elections are also held every five years. The members themselves from among their members elect a Speaker of the National Assembly and a Deputy.<sup>10</sup>

The legislative branch has two main roles, one is representation and the other, law making. The representative role which takes two forms involves representation of interest groups and geographical representation of various constituencies.

In addition to the Members of the House, committees endowed with the responsibility of examining proposed legislation from the Executive are set up. The Constitution makes provision for the establishment of parliamentary committees of which Public Appointments Standing Committee; Finance and Public Accounts Standing Committee; Standing Committee on Privileges, and Standing Committee on Defense and Security ([click here](#) for present committees).

The National Assembly passes Bills which are then assented to by the President. Bills assented to by the President become laws as an Act of the National Assembly [Section 100(1) of the Constitution].

Source: [The Gambia: Human Development Report - Governance in The Gambia \(2000\) \(edited\)](#)

#### Fact box:

*elections:* Last held  
17 January 2002  
(next to be held  
January 2007)

*election results:*  
seats by party -  
APRC 45, PDOIS 2,  
NRP 1<sup>8</sup>

### 2.2 Executive Branch

*cabinet:* Cabinet appointed by the president

*elections:* President elected by popular vote for a five-year term; the number of terms is not restricted; election last held 18 October 2001 (next to be held October 2006)

<sup>6</sup> Source of fact boxes if nothing else stated: [The World Factbook - The Gambia](#)

<sup>7</sup> [Inter-Parliamentary Union - Women in National Parliaments](#)

<sup>8</sup> The ruling Alliance for Patriotic Reorientation and Construction (APCR) ran unopposed in 33 of the 48 constituencies because the opposition Democratic Party boycotted elections, [BBC \(Africa\) - "Poor turnout for Gambian polls" \(17 January, 2002\)](#)

<sup>9</sup> Figures from [BBC \(Africa\) - "Poor turnout for Gambian polls" \(17 January, 2002\)](#)

<sup>10</sup> [World Bank \(The Gambia\) - Country Financial Accountability Assessment \(June 2003\)](#)

In the Gambia, the Office of the President is established by Chapter 6 part I and II of the 1996 Constitution and part III of the same chapter details out the Executive powers vested to the holder of the office. Election for presidency is conducted every five years

Source: [The Gambia: Human Development Report - Governance in The Gambia \(2000\)](#)

The President is the head of state and the Government and together with his Secretaries of State and Vice President constitute the Cabinet or the Executive. The Vice President and all Secretaries of State are appointed by the President and are not allowed to be members of the National Assembly. The President is generally required to make key constitutional appointments in consultation with other specified organs of the state, although their approval is not necessarily required. These appointments include those of Service Chiefs, Judges, Ombudsman, Central Bank Board of Directors, Director of Prosecutions as well as the Auditor General.

Source: [World Bank \(The Gambia\) - Country Financial Accountability Assessment \(June 2003\)](#)

A president can be removed from office if a motion of no confidence is passed by the National Assembly and is supported by two-thirds of its members.

The vice president is responsible for answering matters affecting the president in the National Assembly. The president can also send messages to the National Assembly through the Vice President.

Source: [The Gambia: Human Development Report - Governance in The Gambia \(2000\)](#)

**Fact box:**  
*chief of state and head of government:*  
President Yahya A. J. J. JAMMEH (since 18 October 1996<sup>11</sup>;  
Vice President Isatou Njie SAIDY (since 20 March 1997)  
*election result:*  
JAMMEH 52.9%,  
Ousainou DARBOE 32.7%

### 2.3 Judiciary Branch

Supreme Court, Court of Appeal, High courts, and Magistrate courts.

The 1996 Constitution provides for an independent judiciary system. Judicial powers are vested in the Courts as stipulated in section 120(2) while section 120 (3) guarantees the independence of the judiciary.

The judicial system is comprised of the Supreme Court, the Court of Appeal, high courts, and eight magistrate courts. A Special Criminal Court also exists. Village chiefs presided over local courts at the village level.<sup>12</sup>

The **Supreme Courts** consist of the Chief Justice, four or more of the justices of the Supreme Court, and a Court of Appeal Judge. At any sitting an uneven number of more than five judges of the court should preside. The chief justice presides or in his/ her absence, the most senior judge of the court.

Before the setting-up of the Supreme Court, the **Court of Appeal** was the country's highest court. The members of the Court of Appeal consist of the President of the Court, three or more justices and a judge of the high court appointed to act as the justice of the appeal court. Presiding in this court is the president of the court.

The members of the **High Court** consist of the chief Justice, seven or more justices of the High Court and any judge of a superior court requested by the Chief Justice to serve as judge for this court. The court has jurisdiction to hear and determine all civil and criminal proceedings, to interpret and enforce the fundamental rights and freedoms as provided in section 18 to 33 and section 36(5).

<sup>11</sup> From Yahya A. J. J. JAMMEH 1994 to 1996 was Chairman of the Junta.

<sup>12</sup> [U.S. Department of State \(Human Rights\) - The Gambia \(2003\)](#)

The **Special Criminal Court** is constituted by a panel consisting of a Chairman who is a qualified judge of the high court with the approval of the National Assembly. The jurisdiction of these courts extends to hearing and determining all criminal offenses relating to theft, misappropriation and other similar offenses in connection with public funds and property, the latter being a new provision under the constitution. The power vested in this court is equal to that of the High Court as the provision is made for the jurisdiction to try all persons.

The second level comprises the Magistrate Courts; the Cadi Court and District Tribunals and yet still lower courts and tribunals exist.

The Cadi Court is composed of a panel consisting of the Cadi (the Muslim Judge) and two other scholars of the Sharia qualified to be a Cadi or Ulama for first hearing. A panel comprising a Cadi and four Ulama, are needed to sit for hearing on reviews.

The Cadi Court has jurisdiction to apply the Sharia in matters of marriage, divorce and inheritance, among other things. The Constitution empowers the courts to interpret and enforce the provisions of the Constitution and exercise supervisory authority over all administrative tribunals and bodies.

The judicial infrastructure and access to the courts in the rural areas are considered poor compared to urban areas.

Source: The Gambia: Human Development Report - Governance in The Gambia (2000) (edited)

## **2.4 Local Government**

The legislative framework for local government in The Gambia is in a period of transition following the enactment of the Local Government Act, 2002. The new Act which was passed by the National Assembly on 9th April 2002, paved the way for nationwide local government elections the following month. The Local Government Act superseded the existing Local Government Act (Amended 1984), Local Government (City of Banjul) Act (Amended 1988), The Kanifing Municipal Council Act 1991 and the Provinces Act.

The Local Government Act was passed in anticipation of subsidiary legislation, which is yet to be enacted. Delays in the enactment of the subsidiary legislation have led to considerable confusion over the roles and responsibilities of the local government executive particularly in relation to financial accountability.

The Local Government Act established 7 local government areas each subdivided into districts and wards for the election of council members. The Chairperson of the Council is elected by eligible voters in the local government area and councilors are elected by the wards. Additional non voting members of the council include an Alkalo<sup>13</sup> or Seyfo<sup>14</sup> representative, a Chief representative, a youth nominee, a woman nominee and other nominated members of local interest groups.

The executive of the council is headed by the Chief Executive Officer (CEO) who is responsible for management of the affairs of the council and is the accounting officer. The CEO is answerable to the council and reports to the Chairperson. The departments of the council include Finance, Services, Planning and Development each headed by a Director.

The Local Government Act requires that Central Government provide twenty five percent of the councils' development budgets, but does not specify when the monies

---

<sup>13</sup> Alkalo or Alkalolu - means village head person and village headpersons respectively.

<sup>14</sup> Seyfo or District Chief - Chairperson of district authority comprising the Seyfo and all the Alkalolu of the district.

are due to the council. To date (June 2003) no funds have been remitted to the councils under this clause.

Source: World Bank (The Gambia) - Country Financial Accountability Assessment (June 2003) (edited)

## 3. The State and Civil Society

### 3.1 Ombudsperson

In 1997, the Gambia government established the Office of the Ombudsman by an act of parliament that consists of the ombudsman and two deputies. The establishment of the office is in conformity with Chapter X sections 163, 164 and 165 of the 1996 Constitution of the Second Republic of The Gambia.

The functions of the ombudsman are, inter alia:

- To investigate complaints of injustice, corruption, abuse of power, maladministration and unfair treatment of any person by a public officer in the exercise of official duties;
- To investigate complaints concerning the functioning of the Public Service Commission, the administrative and security organs of the state, the police and prison services in so far as the complaints relate to the failure to achieve a balanced structuring of those services, or equal access by all to the recruitment to those services, or fair in relation to those services.

The ombudsman is also expected to take appropriate remedial actions on matters that fall within his/ her jurisdiction as such:

- Recommend appropriate action or steps to call for or require the remedying, correction and reversal of matters or instances specified in section 3 through such means as are fair, proper and effective;
- Notify the person who laid the matter before the ombudsman of the outcome of such inquiry or investigation in such manner and form as the ombudsman may determine and to such extent as the ombudsman may deem necessary in the public interest or that the matter shall not be further enquired into or investigated in terms of section 8.

As of date, twenty-two cases are before the Office of the Ombudsman for consideration.

Source: [The Gambia: Human Development Report - Governance in The Gambia \(2000\)](#) (edited)

### 3.2 NGOs

NGOs register under a two-tier system. First, they register as charities at the Attorney General's Chambers under the Companies Act. This allows the entities to operate legally, and also provides limited access to duty waivers. There are estimated to be in the region of 1,000 charities in the Gambia, the majority of which are very small.

Entities that meet the criteria set out in the NGO Decree 81 of 1996, can then register as an NGO with the NGO Affairs Agency. This allows entities continued access to limited duty waivers, raises their profile domestically and internationally and permits registration with The Association of NGOs (TANGO). It does however imply a registration and annual fee with NGO Affairs plus a higher level of scrutiny.

The Protocol of Accord of the NGO Decree requires all NGOs to submit to the NGO Affairs Agency a detailed annual work programme and budget. At the end of the year the NGO is required to submit a detailed annual report, highlighting progress on activities undertaken during the year, work plans for the following year and financial

statements audited by NGO Affairs Agency approved auditors. Those NGOs that do not comply with this requirement should either be cautioned or have the NGO status revoked. All NGOs are required to have governing boards of directors of at least seven members responsible for policy and major administrative decisions including internal control.

There are 95 registered NGOs in the Gambia. Collectively they account for an annual turnover of approximately D100<sup>15</sup>. Approximately half of this funding is from donors and government; the other half being from NGO generated funds. However, this information is an estimate, due to the figures not being aggregated by TANGO or NGO Affairs.

For the year 2002, about half registered NGOs submitted their reports to NGO Affairs. These reports were assessed by NGO Affairs to be generally satisfactory, although there were areas of weakness. Due to the limited size of most NGOs, they do not have internal audit functions. Not all the reports submitted were independently audited, as is required by the NGO Decree. This reflects the high relative cost of auditing, particularly for small NGOs. In response to this, the Agency accept letters from donors stating that the NGOs financial statements are acceptable to them. For those NGOs that do not have a reliable system of audit or their accounts are not subject to donor scrutiny, the NGO affairs office insists on an independent audit.

The NGO Affairs Agency has 13 staff. The 2003 budget provides only for recurrent expenditure, with no development budget for training, capacity building workshops or even for funding the capital required for monitoring and evaluation. Follow-up and compliance monitoring by the NGO Affairs Agency is therefore tightly constrained by capacity and budget constraints. As a result, monitoring is not effectively being carried out, and financial accountability of all NGOs cannot be assured.

The NGO Affairs Agency has also recently restructured its programme staff to ensure that individual staff roles contribute effectively to the overall purpose of the Agency. New units have been established for monitoring and evaluation, information, education and communication to respond to the growing demand for NGO information and communication. The Agency intends to set up a database accessible through a website and facilitated through a local area network.

The NGO Decree is currently being reviewed for enactment. The need for amendments reflects the changes taking place in government, including decentralization and local government reform. This review should allow the legislation to be more flexible, in response to the limited capacity and resources of many NGOs.

Source: [World Bank \(The Gambia\) - Country Financial Accountability Assessment \(June 2003\)](#) (edited)<sup>16</sup>

### **3.3 Civil Society**

Gambian society is made up of eight ethnic groups. Islam is the predominant religion and coexists in harmony with other religions. Society is patriarchal and hierarchical with a traditional division of labour based on cultural values, caste, sex and age.

Source: [European Commission \(Development\) - Country Strategy Paper and Indicative Programme \(2002-2007\)](#)

Recognizing the fact that a vacuum exists between the formal institutions at the divisional level and the village communities in terms of developmental instruments,

<sup>15</sup> The exchange rate in February 2004 was approximately US\$ 1 = GMD 39 ([African Development Bank](#))

<sup>16</sup> See also [Republic of The Gambia Statehouse - Budget Speech 2004: IX. Non-Governmental Organizations](#), and [UNDESA/Division for Sustainable Development - National Implementation of Agenda 21: Gambia \(2002\)](#)

the Government of The Gambia continues to experiment with the establishment of community based development organs such as divisional development committees (DDCs), village development communities (VDCs) and development task forces (DTFs) as vehicles for fostering development at grass root level.

These community based organs are viable structures for grass roots mobilization and organization, as they play a critical role in the training of the communities and represent the vulnerable groups. These organs function side by side with traditional community organs – kafos, which are usually gender or peer groupings mostly engaged in socio-cultural activities.

The functioning of these traditional community based organizations has not been up to expectation due to their weak structures, lack of proper orientation and coordination, over politicization and sub-optimal operational procedures.

Source: The Gambia: Human Development Report - Governance in The Gambia (2000) (edited)

## 4. Civil Service

### 4.1 Legal basis

The Public Service of the Government of The Gambia derives its authority from Chapter XI Sections 166-171 of the 1997 Constitution. The Public Service comprises the Civil Service, Local Government Authorities and Public Enterprises as well as executive agencies.

The power to make appointments, removal from office, reappointment, reinstatements and the exercise of disciplinary control is vested in the Public Service Commission.<sup>17</sup>

The power to appoint the Head of the Civil Service, Chairman and members of the Public Service Commission shall be exercised by the President of the Republic. The appointment to the office of Permanent Secretary of a department of Government on the other hand is exercised by The President in consultation with the Head of the Civil Service. The Personnel Management Office (PMO) is under the Office of the Vice President.<sup>18</sup>

Source: [CAFRAD](#) - Questionnaire on National Public Administrations in Africa: The Gambia (2002)  
Not available online

The legislative framework for human resource management in the public service is captured in the Constitution, 1997 and the Public Service Act, 1991. The Public Service Commission Regulations, 1994, General Orders, 1994 and the Code of Conduct of The Gambia Civil Service provide the detailed regulations for civil service management.

Source: [World Bank \(The Gambia\) - Country Financial Accountability Assessment \(June 2003\)](#)

### 4.2 Recruitment

The Public Service Commission considers and decides on all matters relating to appointments, promotions, under PSC Regulation 14.

All appointments and promotions are in writing in accordance with the Act and Regulations. Minimum qualifications for appointment to any post in the public service are stipulated in the Scheme of Service applicable to that Cadre.

The Commission, in order to discharge its duties under Regulation 14, shall exercise supervision over and approve all Schemes for admission to the public office, and overall methods of recruitment including the appointment and procedures of Boards for the selection of candidates.

PSC Regulation 16 requires that all vacancies that exist within the Civil Service should be advertised.

Source: [CAFRAD](#) - Questionnaire on National Public Administrations in Africa: The Gambia (2002)  
Not available online

---

<sup>17</sup> This does not apply, however, any office in the service of a local government authority, in the service of Public Enterprises, or as a member of the disciplined forces

<sup>18</sup> [allAfrica.com](#) - "[Women Civil Servants Must March...](#)" (July 16, 2004)

### 4.3 Promotion

PSC Regulation 19 stipulates that when officers are to be considered for promotion merit, ability, seniority, experience, and official qualifications shall be taken into account.

Source: [CAFRAD](#) - Questionnaire on National Public Administrations in Africa: The Gambia (2002)  
Not available online

### 4.4 Remuneration

Salaries are paid according to the Central Government's Integrated Pay Scale scales. These pay scales are highly uncompetitive when compared with the private sector or donor organizations operating in The Gambia.

Source: [World Bank \(The Gambia\) - Country Financial Accountability Assessment \(June 2003\)](#) (edited)

### 4.5 Training

Training of Civil Servants in management administration, financial management, development and gender issues continue to be conducted at the Management Development Institute. With the assistance of the Capacity Building and Economic Management Program (CBEMP), training of Civil Servants has been possible, especially for the revenue-generating institutions.

Another important local training exercise has focused on records management under the National Records Services (NRS) Department. The National Records Services' initiatives have registered success in the management of financial, judicial and hospital/health records in the past three years.

Overseas training has been constrained mainly by lack of resources, and the availability of foreign exchange and this has resulted in fewer numbers being sent for training overseas. Therefore, for the time being, focus is on local group training, on-the job training exercises, and cheaper regional programmes. For 2004, the emphasis on selective local training packages at the Management Development Institute.

Source: [Republic of The Gambia Statehouse - Budget Speech 2004: XII. Governance](#)

The Personnel Management Office holds the training budget for all staff training, centrally. The 2002 training budget for the entire civil service amounted to D4.5million for overseas and D700,000 for local training.<sup>19</sup>

Source: [World Bank \(The Gambia\) - Country Financial Accountability Assessment \(June 2003\)](#)

### 4.6 Retirement and pension

PSC Regulation 26 - Public Officers can retire voluntarily or be retired compulsorily at the age of 45 years and over. The statutory retirement age is 55 years.

Pensions and Gratuity benefits are authorised and approved by the Pension Authority (PSC) under the provisions of the Pensions Act 1950, CAP.137.

Source: [CAFRAD](#) - Questionnaire on National Public Administrations in Africa: The Gambia (2002)  
Not available online

---

<sup>19</sup> The exchange rate in February 2002 was approximately US\$ 1 = GMD 19 ([African Development Bank](#))

#### **4.7 Gender**

The total aggregate number of civil servants (excluding uniformed services) equaled 11,610 in 2002. 3,739 (32%) were female, and 7,871 (68%) were male.

Source: [CAFRAD](#) - Questionnaire on National Public Administrations in Africa: The Gambia (2002) (edited)

Not available online

## 5. Ethics and Civil Service

### 5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
		2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
Rank	Country						
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
92	Gambia, The	2.5	4	0.9	1.5 - 3.6	4	1.7 - 3.1
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International - Corruption Perceptions Index 2003](#)

**Surveys Used:** Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

**Standard Deviation:** Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

**High-Low Range:** Provides the highest and lowest values of the sources.

**Number Institutions:** Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

**90 percent confidence range:** Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

In July 2004, Gambia's anti-corruption commission began hearings in the capital Banjul, with ministers publicly detailing their personal finances to the seven-member panel. The commission is part of President Yahya Jammeh's "Operation No Compromise". No elected member of parliament will have to appear and neither will the president.

Source: [IRINNEWS.ORG - "Corruption commission begins hearings..." \(20 July, 2004\)](#)

### 5.2 Ethics

The Gambia has a variety of instruments to assist in upholding ethics and integrity in the public administration. These instruments are primarily to regulate the conduct of those holding public office. Some of the instruments that are in place include the following:

- The Gambia Civil Service Code of Conduct whose main purpose is to guide the civil servants in order that they may avoid conduct which may undermine the integrity and effective rendering of services for which they are employed;
- The PSC Regulations, 1994 to provide for operations of the PSC and the conduct of public servants;
- Chapter XXI of The Gambia Constitution provides for a Code of Conduct for Public Officers including declaration of assets on assuming office and two years thereafter and on leaving office;

- Gambia Public Procurement Act, 2001 which sets out the basic principles and procedures to be applied in the public procurement of goods, works and services;

The Gambia Code of Conduct for Public Officers complies with the International Code of Conduct for Public Officials that was approved by the United Nations General Assembly in 1997. It deals with issues of conflict of interest, disclosure of assets, acceptance of gifts, confidential information and involvement in political activities.

In addition, the Local Government Act, 2002 outlines major legislative scrutiny, ethics and integrity guidelines.

There were however indications that some of the regulations were not being enforced rigorously and therefore raising questions over their overall effectiveness in instilling a culture of discipline in the civil service. It was further noted that the various codes of conduct and public service procedures were designed largely to address issues of human resource management in general and in particular industrial relations aspects.

Source: [World Bank \(The Gambia\) - Country Financial Accountability Assessment \(June 2003\)](#)

## 6. e-Government

### e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

### Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

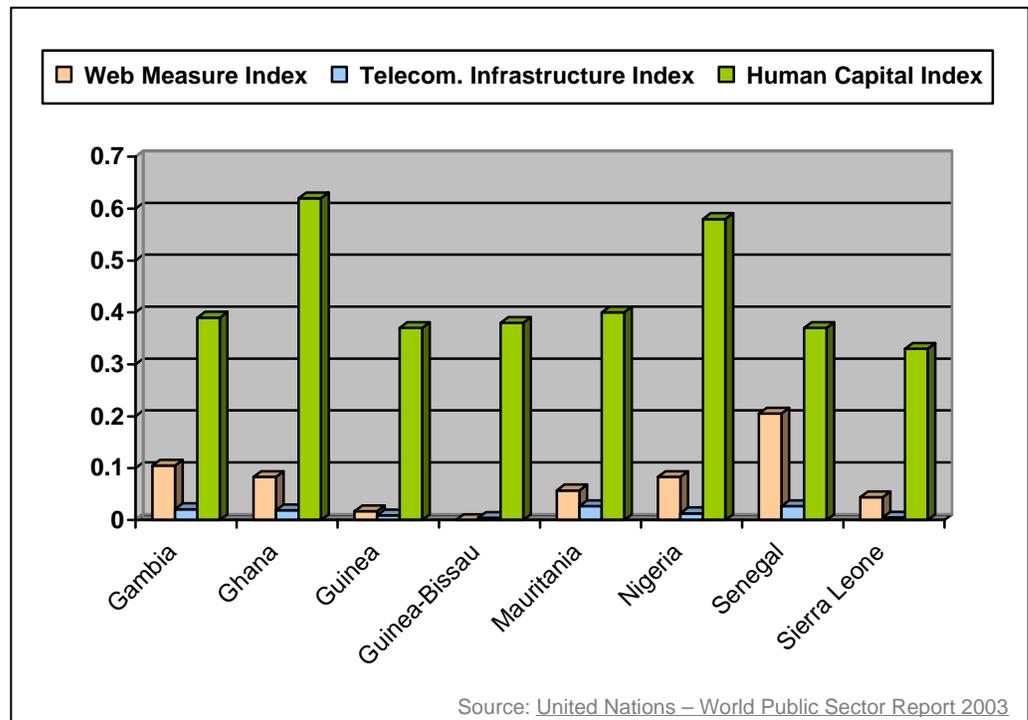
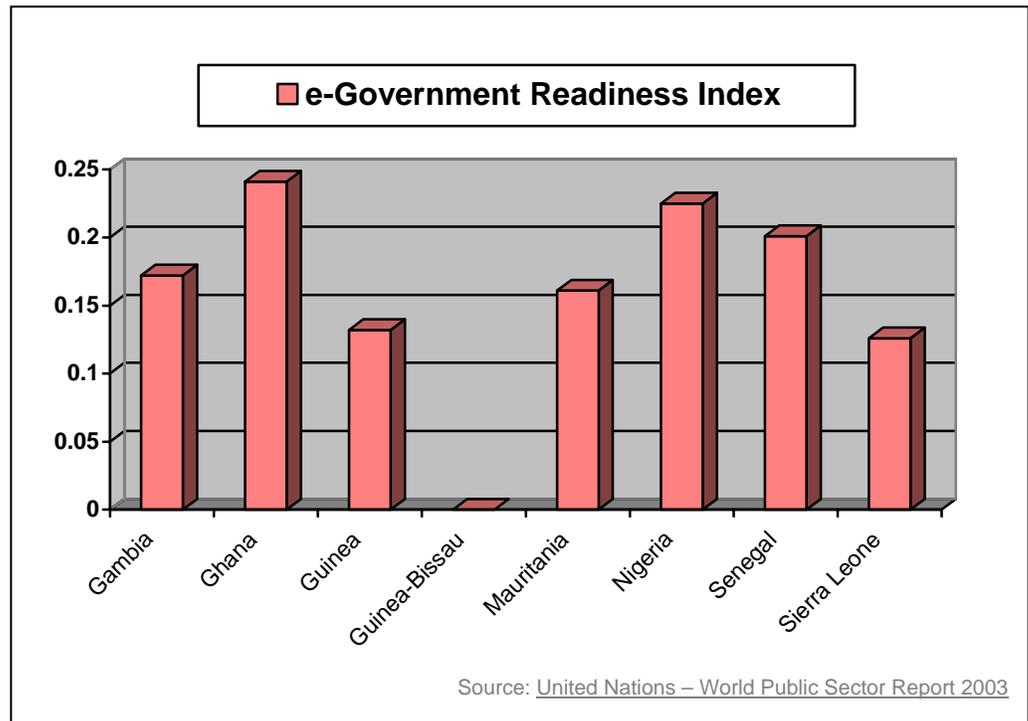
### Telecommunications Infrastructure Index:

A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

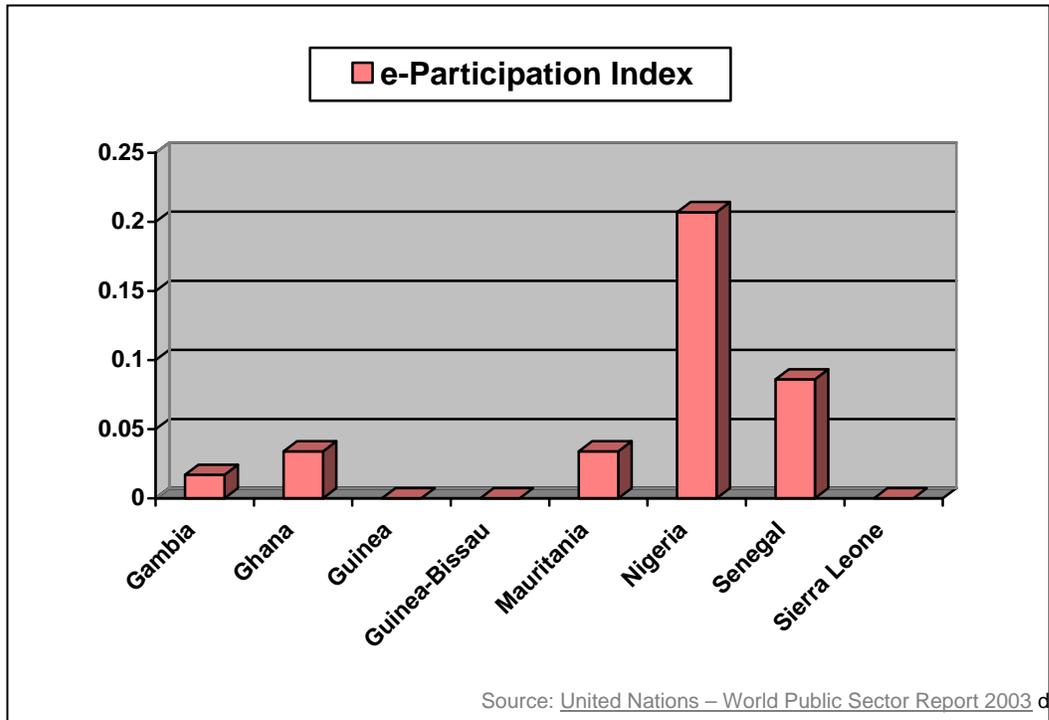
### Human Capital Index:

A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.



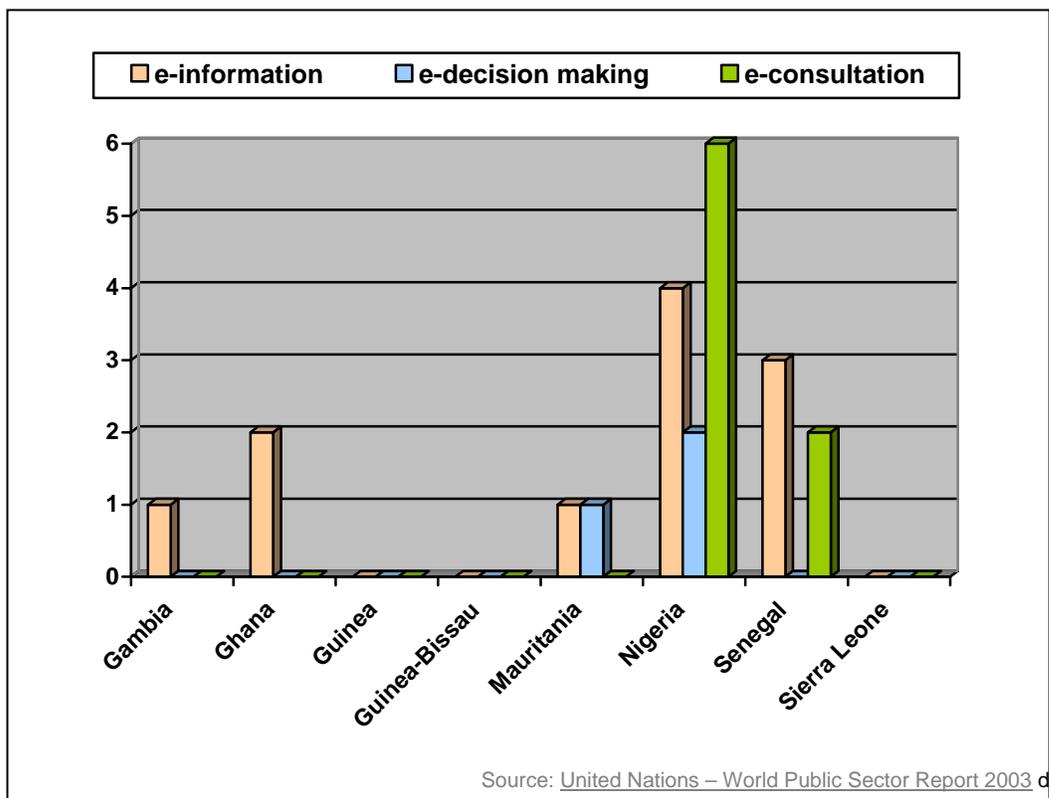
**e-Participation Index:**

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.



**e-information:**

The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.



**e-decision making:**

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

**e-consultation:**

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.

## 7. Links

7.1 National sites	
Authority	Topic
Statehouse	<a href="http://www.statehouse.gm/">http://www.statehouse.gm/</a>
President	<a href="http://www.statehouse.gm/president.html">http://www.statehouse.gm/president.html</a>
National Assembly	<a href="http://www.nationalassembly.gm/">http://www.nationalassembly.gm/</a>
Department of State for Trade and, Industry and Employment	<a href="http://www.gambia.gm/">http://www.gambia.gm/</a>
NewGambia	<a href="http://www.newgambia.gm/">http://www.newgambia.gm/</a>

7.2 Miscellaneous sites	
Institution	Topic
African Development Bank (ADB)	<a href="http://www.afdb.org/">http://www.afdb.org/</a>
African Institute for Economic Development and Planning (IDEP)	<a href="http://www.unidep.org/">http://www.unidep.org/</a>
African Training and Research Centre in Administration for Development (CAFRAD)	<a href="http://www.cafrad.org/">http://www.cafrad.org/</a>
African Union (AU)	<a href="http://www.africa-union.org/">http://www.africa-union.org/</a>
European Union (EU)	<a href="http://europa.eu.int/comm/development/ACP_countries">http://europa.eu.int/comm/development/ACP countries</a>
International Labour Organization (ILO) - NATLEX	<a href="http://www.ilo.org/dyn/natlex/natlex_browse.home">http://www.ilo.org/dyn/natlex/natlex_browse.home</a>
New Partnership for Africa's Development (NEPAD)	<a href="http://www.nepad.org/">http://www.nepad.org/</a>
Transparency International - CORIS	<a href="http://www.corisweb.org/article/archive/51">http://www.corisweb.org/article/archive/51</a>
United Nations Economic Commission for Africa (ECA)	<a href="http://www.uneca.org/">http://www.uneca.org/</a>
United Nations System in The Gambia	<a href="http://www.un.gm/">http://www.un.gm/</a>
UNPAN	<a href="http://www.unpan.org/virtual_library-byregion.asp">http://www.unpan.org/virtual_library-byregion.asp</a>
World Bank (WB)	<a href="http://www.worldbank.org/gm">http://www.worldbank.org/gm</a>