



E-GOVERNMENT STRATEGY 2021-2024

THE GAMBIA

[A Pillar of The Information and Communication Technology for
Development Policy Statement 2018-2028]

Commissioned

By

The Ministry of Information and Communication Infrastructure

OCTOBER 2020

TABLE OF CONTENTS

1. ACRONYMS AND ABBREVIATIONS	6
2. FORWARD	8
3. EXECUTIVE SUMMARY	9
4. INTRODUCTION	19
5. BACKGROUND	21
4.1 THE VERY FOUNDATION OF THE STRATEGIC PROCESS	21
4.2 THE PROCESS FOLLOWED IN THE DEVELOPING THIS STRATEGY	22
4.3 THE UNDERLYING DRIVERS FOR THE E-GOVT-2024 STRATEGY	22
4.4 LESSONS INFORMING THE AREAS OF STRATEGIC INTERVENTION	23
4.5 THE AREAS OF INTERVENTION FOR THIS E-GOVT-2024 STRATEGY	24
4.6 RELEVANCE AND MOTIVATION OF E-GOVERNMENT FOR THE NDP	25
4.7 GOVERNMENT’S ULTIMATE OBJECTIVES FOR THE E-GOVT-2024 STRATEGY	27
4.8 LINKING THE E-GOVT-2024 TO ICT4D PLAN	28
4.9 THE INFRASTRUCTURE AND STATUS OF E-GOVERNMENT – THE GAMBIA	29
6. THE VISION AND MISSION	32
5.1 VISION	32
5.2 MISSION	32
5.3 GUIDING PRINCIPLES	32
5.3.1 INTEROPERABILITY AND ACCESSIBILITY TO MULTIPLE-CHOICES -ONLINE SERVICE DELIVERY	32
5.3.2 AN ALL-INCLUSIVE & COMPATIBLE SERVICE DELIVERY AND UTILIZATION	33
5.3.3 SECURITY, TRUST & CONFIDENCE IN GOVERNMENT SERVICE DELIVERY	33
5.3.4 ECONOMIES OF SCALE, EFFECTIVE & EFFICIENT GOVERNANCE PROCESS	33
5.3.5 PARTNERSHIP THROUGH COLLABORATION & RELIABILITY	34
5.3.6 DIGITAL INCLUSION, ACCOUNTABILITY & RESPONSIVENESS	34
7. THE SCOPE AND COVERAGE AREAS FOR IMPLEMENTATION	35
6.1 GOVERNMENT TO CITIZEN (G2C)	35
6.2 GOVERNMENT TO GOVERNMENT (G2G)	35
6.3 GOVERNMENT TO CITIZEN (G2B)	36
6.4 GOVERNMENT TO EMPLOYEE (G2E)	36

8. THE PREREQUISITES FOR E-GOVT-2024 STRATEGY	37
7.1 THE NON-COMMUNICATION FACTORS	37
7.1.1 ALL-INCLUSIVE E-GOVERNMENT FRAMEWORK	37
7.1.2 THE CIVIL SERVICE COMPUTERIZATION	37
7.1.3 INFRASTRUCTURE FOR GOVERNMENT – PLATFORMS AND INTERFACES	37
7.1.4 E-CITIZEN PORTAL	38
7.1.5 FURTHER LEGISLATIVE AND REGULATORY MEASURES	38
7.1.6 DESIGN FOR INTEROPERABILITY STANDARDS	39
7.1.7 CONTINUOUS IMPROVEMENT	39
7.2 COMMUNICATION SPECIFIC NEEDS	39
7.2.1 CONSIDERED MEASURES FOR COMMUNICATION WITHIN GOVERNMENT	40
7.2.2 CONSIDERED MEASURES FOR COMMUNICATION WITH BUSINESSES	41
7.2.3 CONSIDERED MEASURES FOR COMMUNICATION WITH CITIZENS	42
9. THE INSTITUTIONAL FRAMEWORK FOR E-GOVERNMENT	43
10. OUTLINED STRATEGIC GOALS AND OBJECTIVES	46
9.1 THE DIGITAL AND ANALOGUE ELEMENTS OF THE COMMON OBJECTIVES	47
9.2 THE DETAILS OF THE STRATEGIC OBJECTIVES	49
11. CONSIDERED PATHS TO DELIVER E-GOVERNMENT SERVICES	52
12. THE ACTIONS FOR ASSOCIATED THE GOALS & OBJECTIVES	53
11.1 EFFICIENCY & SUSTAINABILITY OF E-GOVERNMENT ECOSYSTEM- GOAL 1	53
11.1.1 ENHANCE THE COORDINATION EFFICIENCY IN E-GOVERNMENT ACTIVITIES	53
11.1.2 IMPROVING THE INSTITUTIONAL CAPACITY FOR E-GOVERNMENT	55
11.1.3 INNOVATIVE APPROACHES FOR E- GOVERNMENT ECOSYSTEM	56
11.2 COMMON SYSTEMS AND STANDARDS FOR INFRASTRUCTURE & SERVICES - GOAL 2	57
11.2.1 COMMON ICT INFRASTRUCTURES WILL BE DEVELOPED	58
11.2.2 COMMON STANDARDS AND SOLUTIONS FOR E-GOVERNMENT SERVICES	59
11.2.3 ENSURING INTEGRITY & CONTINUITY OF INFORMATION SYSTEMS	60
11.3 REALIZING E-GOVERNMENT IN PUBLIC SERVICES - GOAL 3	61
11.3.1 GOVERNMENT, DEPARTMENTAL AND AGENCY INFORMATION ON ELECTRONIC CHANNELS	61
11.3.2 STRENGTHENING THE INTEGRATIONS OF INFORMATION SYSTEMS	63
11.3.3 INCREASED RELIABILITY LEVEL OF E-GOVERNMENT SERVICES	64
11.3.4 ENHANCED AND DIVERSIFIED SERVICE DELIVERY CHANNELS	65
11.4 INCREASING USAGE, PARTICIPATION AND TRANSPARENCY GOAL 4	66
11.4.1 AN INCREASED USAGE OF E-GOVERNMENT SERVICES;	66
11.4.2 A BROADENED OPEN DATA USAGE	67
11.4.3 ENHANCED PARTICIPATION IN E-GOVERNMENT PROCESS	68

13.	FUNDING THE E-GOVERNMENT-2024	69
14.	IMPACTS OF IMPLEMENTING THE E-GOVT-2024	71
13.1	TABLE 1 - QUANTITATIVE IMPACTS	72
13.2	TABLE 2 - QUALITATIVE IMPACTS	73
13.3	TABLE 3 - SPECIFIC DESCRIPTIVE IMPACTS	74
15.	MONITORING AND EVALUATION	75
13.1	THE REVIEW FRAMEWORK	75
13.2	ASSESSING TAKE-UP PREREQUISITES	76
16.	ANNEXES – GOALS, OBJECTIVES & PROGRAMMES	77
15.1	THE SUMMARY TABLE OF GOALS, OBJECTIVES & EXPECTED IMPACTS	77
15.1.1	THE STRATEGIC GOALS	77
15.1.2	THE STRATEGIC OBJECTIVES	78
15.1.3	THE IMPLEMENTATION PROCESS-WISE IMPACTS	78
15.2	PROGRAM OF ACTIONS FOR THE OBJECTIVES	80
15.2.1	ENHANCE THE COORDINATION EFFICIENCY IN E-GOVERNMENT ACTIVITIES	80
15.2.2	IMPROVEMENT IN THE CAPACITY OF THE INSTITUTIONS FOR ADOPTING E-GOVERNMENT	84
15.2.3	ADAPTING INNOVATIVE APPROACHES TO THE E-GOVERNMENT ECOSYSTEM	89
15.2.4	DEVELOPING COMMON ICT INFRASTRUCTURES	93
15.2.5	DEVELOPING COMMON STANDARDS AND SOLUTIONS FOR E-GOVERNMENT SERVICES	97
15.2.6	ENSURING THE INTEGRITY AND CONTINUITY OF INFORMATION SYSTEMS	101
15.2.7	GOVERNMENT, DEPARTMENTAL AND AGENCY INFORMATION ON ELECTRONIC CHANNELS	104
15.2.8	STRENGTHENING THE INTEGRATIONS OF INFORMATION SYSTEMS	108
15.2.9	INCREASED RELIABILITY LEVEL OF E-GOVERNMENT SERVICES	112
15.2.10	ENHANCED AND DIVERSIFIED SERVICE DELIVERY CHANNELS	115
15.2.11	AN INCREASED USAGE OF E-GOVERNMENT SERVICES	119
15.2.12	A BROADENED OPEN DATA USAGE	122
15.2.13	ENHANCED E-PARTICIPATION MECHANISMS	126
17.	GUIDES TO THE COST ESTIMATES	130
18.	COST ESTIMATES OF THE PROGRAMMES FOR GOAL 1	132
GOAL 1-	EFFICIENCY & SUSTAINABILITY OF THE E-GOVERNMENT ECOSYSTEM	132
1.1	ENHANCE THE COORDINATION EFFICIENCY IN E-GOVERNMENT ACTIVITIES	132
1.2	IMPROVING THE INSTITUTIONAL CAPACITY FOR E-GOVERNMENT	134
1.3	INNOVATIVE APPROACHES FOR E- GOVERNMENT ECOSYSTEM	135

19. COST ESTIMATES - THE PROGRAMMES FOR GOAL 2	136
GOAL 2 - COMMON SYSTEMS & STANDARDS FOR INFRASTRUCTURE & SERVICES	136
2.1 COMMON ICT INFRASTRUCTURES TO BE DEVELOPED	136
2.2 COMMON STANDARDS AND SOLUTIONS FOR E-GOVERNMENT SERVICES	137
2.3 ENSURING THE INTEGRITY AND CONTINUITY OF INFORMATION SYSTEMS FOR SERVICES	138
20. COST ESTIMATES OF THE PROGRAMMES FOR GOAL 3	139
GOAL 3 - REALIZING E-GOVERNMENT IN PUBLIC SERVICES	139
3.1 GOVERNMENT, DEPARTMENTAL AND AGENCY INFORMATION ON ELECTRONIC CHANNELS	139
3.2 STRENGTHENING THE INTEGRATIONS OF INFORMATION SYSTEMS	140
3.3 INCREASED RELIABILITY LEVEL OF E-GOVERNMENT SERVICES	142
3.4 ENHANCED AND DIVERSIFIED SERVICE DELIVERY CHANNELS	143
21. COST ESTIMATES OF THE PROGRAMMES FOR GOAL 4	144
GOAL 4 - INCREASING USAGE, PARTICIPATION & TRANSPARENCY	144
4.1 AN INCREASED USAGE OF E-GOVERNMENT SERVICES;	144
4.2 A BROADENED OPEN DATA USAGE	145
4.3 ENHANCED PARTICIPATION IN E-GOVERNMENT PROCESS	146
22. RECOMMENDED E-GOVERNMENT SERVICE/APPLICATIONS	148

THE GAMBIA E-GOVERNMENT STRATEGY 2021-2024

1. ACRONYMS AND ABBREVIATIONS

2G	<i>Second-generation</i>
3G	<i>Third-generation</i>
4G	<i>Fourth-generation</i>
CERT	<i>Computer Emergency Response Team</i>
DGL	<i>Digital Gambia Limited</i>
ECOWAN	<i>Ecowas Wide Area Network</i>
ECOWAS	<i>Economic Community of West African States</i>
EGDI	<i>Electronic Government Development Index</i>
e-GOVT-2024	<i>Gambia e-Government Strategy 2021-2024</i>
EU	<i>European Union</i>
G2B	<i>Government to Business</i>
G2C	<i>Government to Citizens</i>
G2G	<i>Government to Government</i>
GDP	<i>Gross domestic product</i>
GRTS	<i>Gambia Radio and Television Services</i>
GSC	<i>Gambia Submarine Cable Company Ltd</i>
GSM	<i>Global System for Mobile communication</i>
GHz	<i>Gigahertz</i>
HCI	<i>Human Capital Index</i>
HDI	<i>Human Development Index</i>
ICT	<i>Information and Communications Technologies</i>
ICT4D Policy	<i>Information Communications Technology for Development Policy</i>
IDs	<i>Identity Cards</i>
IFMIS	<i>Integrated Financial Management Information System</i>
IP	<i>Internet Protocol</i>
ISP	<i>Internet service provider</i>
IVRS	<i>Interactive Voice Response Services</i>
IoTs	<i>Internet of Things</i>
ITU	<i>International Telecommunication Union</i>
Kbps	<i>Kilobits per second</i>
LAN	<i>Local Area Network</i>
LDC	<i>Least Develop Country</i>
LGAs	<i>Local Government Aadministrations</i>
LTE	<i>Long Term Evolution</i>
Mbps	<i>Megabits per second</i>
MHz	<i>MegaHertz</i>

MMS	<i>Multimedia Messaging Service</i>
MOICI	<i>Ministry of Information and Communications Infrastructure</i>
NDP	<i>National Development Plan</i>
NRI	<i>Network Readiness Index</i>
OECD	<i>Organization for Economic Cooperation and Development</i>
OSI	<i>Online Service Index</i>
PADIS	<i>Pan African Development Information System</i>
PC	<i>Personal computer</i>
PURA	<i>Public Utilities Regulatory Authority</i>
RFID	<i>Radio-Frequency Identity</i>
SMS	<i>Short Message Service</i>
TCO	<i>Total Cost of Ownership</i>
TII	<i>Telecommunications Infrastructure Index</i>
UNDESA	<i>United Nations Department of Economic and Social Affairs</i>
UNDP	<i>United Nations Development Programme</i>
UNECA	<i>United Nations Economic Commission for Africa</i>
UNESCO	<i>United Nation Educational Scientific and Cultural Organization</i>
WiMAX	<i>Worldwide Interoperability for Microwave Access</i>
WB	<i>World Bank</i>

2. FORWARD

MOICI is pleased to present the country's E-Government Strategic Plan in support of the broad agenda and goals of the NDP. As a measured road map, it is to facilitate the delivery of government services for national development and the enhancement of national security. The creation of a solid digital future for The Gambia requires the Government to embrace technology in order to create a more efficient, effective, accessible and transparent government service delivery in satisfying the needs of the citizens.

Based on the ICT4D Policy and the NDP, the achievement of e-Government is one of the main priorities of the Government towards the realisation of the defined national development goals and objectives through the optimal adoption and utilisation of ICTs. The strategy outlines the objectives and processes for the modernization of Government service delivery to the citizens by measures of enhancing transparency, accountability and good governance with focus on result-oriented Government service delivery. Through the outlined strategic objectives, the citizens and businesses will be further facilitated to access Government services and information as efficiently and as effectively as possible through the use of internet and other defined channels of communication.

Based on the recent global practices, e-Government services are on the increase. Accordingly, the strategy's mission and priorities strongly support the NDP and the ICT4D Policy with key focus on the optimal use of ICTs for government service delivery with the objective of having efficient and effective governance. Key elements of this e-Government strategy include an efficient and sustainable e-Government ecosystem that is supported by common systems and standards for infrastructure and administrative services. The ultimate target is to realize e-Government in public services and increasing its use by the citizens through active participation and transparent measures.

The strategy is premised on the understanding that an effective and operational e-Government ecosystem will facilitate better and efficient delivery of information and services to the citizens, promote productivity among public servants, encourage participation of citizens in Government and empower the population. Accordingly, the strategy is to enhance the process of governmental business transformation to better serve the people by reducing redundancies of effort and provide cost savings through the streamlining of activities. The targeted efficiencies would also be realised through government organizational realignments.

In effect, the strategy is to ensure efficiency in government administration through automation of functions with grounded applications and reliable ICT infrastructure and thereafter place government services online. The main target is to have an open government with enhanced participation of all people in governance and to offer greater access to data that will help spur innovation and help diversify the economy.

The realisation of the defined e-Government objectives will depend on the availability of skills and the right attitudes across all key stakeholders including the Government as the primary key-stakeholder. A key objective is for the employees at all levels to be adequately equipped through relevant training and capacity building. This is predicated on change management and the creation of a pool of IT knowledge within Government and across all sectors.

An institutional framework and structure have been put in place to oversee and coordinate the implementation of the e-Government Strategy. The defined and measured approaches all reflect a demonstration of the commitment of the Government to make e-Government a reality by 2024 with better government service delivery to all Gambians and residents.

Mrs. Amie B NJIE
Permanent Secretary
Ministry of Information and Communication Infrastructure

3. EXECUTIVE SUMMARY

2.1 Introduction and Background

This is The Gambia’s e-Government Strategy 2021-2024 with outlined action plans. Each action plan has a given associated cost. It is as a result of the measures being taken by MOICI in the development of an ICT Master Plan for The Gambia. The recognized objectives (action plans/projects) in the Strategic Plan are intended to promote the broad goals of the National Development Plan (hereinafter to be referred to as “NDP”).

As the NDP is set for “good governance and accountability, social cohesion, and national reconciliation and a revitalized and transformed economy for the wellbeing of all Gambians”, the objectives and defined activities of the e-Govt-2024 are linked to the deliverables of the NDP.

This e-Govt-2024 strategy is informed by many other strategic documents that have been adopted earlier by many nations and the experiences that have learnt from implementations. Due consideration was given to the motivating returns in having an effective and efficient framework for e-Government. As a component of the ICT Master Plan through the ICT4D Policy 2018-2028, this e-Govt-2024 Strategic Plan is to guide in achieving the broad objectives of the ICT4D Policy for governance.

Therefore, as e-Govt-2024 is partly a result of a consultative process, the underlying drivers for implementing e-Govt-2024 Strategy were also assessed. These include the Government’s desire to deliver citizen centric services for ensuring the provision of improved public services and information in ways that are more beneficial to citizens’ operational efficiency. Closely related to the drivers are the specific lessons learnt from the best practices that also inform some aspects of this e-Govt-2024 Strategic Plan. These include the need to change policies, the technical specifications for interoperability as well as the need for enforcement across the Government entities.

Within the ICT4D Policy the specific measurable targets established by the Government are to increase, enhance and improve the efficiency and effectiveness of Government service delivery, reduce the cost of governance, increase revenue, employment, infrastructure access and usage, skills development, capacity building,

e-business processes and certitude in the field of regulation for national growth and development. There will be the introduction of new Government services within the confines of recognized standards and emerging technologies all under a single agency (ICT Agency in the case of The Gambia) for the implementation of e-Government. Lastly, the issues of information security, funding and sustainability have also been carefully measured.

Accordingly, the areas identified for intervention relate to having a clear roadmap for e-Government framework including an annual action plan, the public service for reform, digitisation, innovative platforms, regulatory reform, human capacity development, research and innovation and the various delivery platforms for Government services.

The identified areas, if pursued, would have implications. These are in the forms of public policy implications on ownership, accountability, transparency, capability and institutional participation in the governance process. The possible impacts like citizens' convenience and satisfaction with Government services, the channel choices for the people in utilizing Government services, the decrease in the provision of counter services, increased access to public information and Government data and the complete integration and efficiency have all been factored.

2.2 The Ultimate Objectives of the Government

As in the outlined NDP and the ICT4D Policy, the ultimate objectives of the Government in e-Government are to have effective and efficient governance and reduce cost of governance. The key pointer is at ensuring Government ministries, departments, agencies and LGAs to be wholly connected and integrated for online service delivery through a secure seamless and comprehensive e-Government interface (one-stop centre integrated service delivery framework). Access to Government services by all citizens regardless of any disabilities characterised by efficiency, security and sustainability in meeting the expectations of the citizens are equally part of the objectives. Ultimately, it is to enable the creation of an information society with a knowledge-based economy.

2.3 The Infrastructure and Status of e-Government – The Gambia

The delivery of e-Government can only be done with an efficient and effective network infrastructure. The following table contains the details of the infrastructure and service positioning.

	FIBRE NETWORKS	LENGTH/COVERAGE/CAPACITY
1	National Backbone - ECOWAN Network	947 Kilometres around the country covers not less than 90% of the country
2	National Broadband Network	420 kilometres

3	International Connectivity - GSC on the ACE Submarine Cable	<p>More than 100 Gigabits.</p> <p>The current activated STM1 capacity is 217</p> <p>The total available capacity is 660 STM1s</p> <p>One (1) Meg with residential connection reduced from about D5000 (five thousand Dalasis) to about D2300.</p>
4	GSM Operators	<p>Four (4)</p> <p>A mobile subscription of 2,159,099</p> <p>Mobile Internet subscription of 308,393 in 2014</p> <p>2G & 3G population coverage is about 96% with over 2.5 million connections by 2017</p> <p>3G and 4G subscribers are about 1 Million.</p>
5	Fixed Line Operator	<p>One fixed line service provider</p> <p>A fixed line subscription of 47,540 by 2014</p> <p>A fixed Internet subscription of 3,200</p>
6	Five ISPs	<p>Six (6)</p> <p>There are 42 subscribers per 100 inhabitants representing 42% of the population.</p> <p>The number of Internet subscribers in terms of broadband stands at 5000.</p>
7	e-Government	<p>HDI of 0.466 (by 2018 positioning the country at 174 out of 189 countries and territories).</p> <p>EGDI of 0.2958 (falling with the Middle EGDI Level by 2018)</p> <p>OSI of 0.2708</p> <p>TII of 0.2627</p> <p>HCI of 0.3539</p>

2.4 The Vision, Mission, Principles & Scope

The vision is: “To have integrated and devoted Government providing enhanced, accessible, secure and quality public services in The Gambia through ICTs with opportunities that connects, promote and empower people in a knowledge based-economy” and the mission is premised on

“Creating and establishing an integrated secure and enhanced online public service delivery framework for the use of the Government, its employees, citizens and businesses in achieving innovation, efficiency, optimise and cost-efficient governance of public services through the use of ICTs”.

The principles of transparency (citizens’ free access to information), public service improvement (citizens in quality decision making), innovation (improvement for growth) and efficiency (smarter and competent public services) shall guide the e-Govt-2024 implementation. Through them there will be interoperability and accessibility to multiple-choices for online service delivery, an all-inclusive & compatible service delivery and utilization, security, trust & confidence in government service delivery, economies of scale, effective & efficient governance process partnership through collaboration & reliability and digital inclusion, accountability & responsiveness.

The e-Govt-2024 Strategy establishes clearer and effective interaction between the Government, its agencies, employees, citizens and businesses as key Government customers. It applies to a Government customer base category of Government-to-Government (G2G), Government to Citizens (G2C), Government-to-Employees (G2E) and Government to Business (G2B). These details are as under.

2.5 Implementation Prerequisites and Measures

One area that significantly informs and influences the strategic objectives of this e-Govt-2024 is the standard prerequisites for its implementation. The prerequisites outlined are based on the other best practices. They are non-communication and communication factors.

The non-communication factors relate to the need for an all-inclusive E-Government Framework, the civil service computerization, infrastructure for government platforms and interfaces, e-citizen portal, further legislative and regulatory measures, a design for interoperability standards and finally measures for continuous improvement.

The Communication Specific Needs on the other hand relates to communications with the Government including LGAs, businesses and citizens.

2.6 The Institutional Framework for e-Government

The strategic framework for e-Govt-2024 implementation is created to facilitate coordination and accountability. The structure includes a Cabinet Committee on e-Government to be chaired by the President of the Republic, the Permanent Secretaries Committee with the responsibility for coordination of the implementation of the e-Government initiatives and a Special Committee of Experts to be headed by the Permanent secretary of MOICI to proffer professional advice on e-Government implementation and on measures to be taken or taken by the Government. There is also the Special Committee of the National Assembly on ICT matters that is to follow the activities of the ICT Agency in relation to the implementation of this e-Govt-2024. Lastly, there is ICT Agency that is charged with the coordination and preparation of the e-Government Strategy including the implementation plan, and monitoring and evaluation of the process.

2.7 Outlined Strategic Goals and Objectives

The key subject areas of the strategy relate to the alignment of the ICT4D Policy to reflect issues of e-Government and leverage on regional and international best practices for e-Government implementation. There are four main goals that are identified, to wit:

- a) Ensuring Efficiency and Sustainability of the e-Government Ecosystem;*
- b) Having Common Systems and Standards for Infrastructure and Administrative Services;*
- c) Realizing e-Government in Public Services;*
- d) Increasing Usage, Participation and Transparency;*

These goals would lead to the realisation of some of the very minimum common objectives and these include having a single access point (portal) for 24/7 e-Government services delivery, enhancement of ICT skills, building trust, transparency and accountability in Government transactions, a borderless access to Government information, the use of common standards and assuring efficiency of the public sector for the competitiveness of the national economy;

2.8 The Details of the Strategic Objectives

Based on the nature of The Gambia's current gaps and opportunities for e-Government, there are four (4) main goals and thirteen (13) specific objectives set for this e-Govt-2024. They are captured in the table that follows:

GOALS	GOAL DETAILS	SPECIFIC OBJECTIVES
Goal 1	<i>Ensuring Efficiency and Sustainability of the e-Government Ecosystem.</i>	✓ <i>Enhance the coordination efficiency in e-Government activities.</i>
		✓ <i>Improvement in the capacity of the institutions for adopting e-Government.</i>
		✓ <i>Innovative approaches will be monitored and adapted to the e-Government ecosystem.</i>
Goal 2	<i>Having Common Systems and Standards for Infrastructure and Administrative Services.</i>	✓ <i>Common ICT infrastructures will be developed.</i>
		✓ <i>Common Standards and solutions for e-Government services will be developed and shared.</i>
		✓ <i>Ensuring the Integrity and continuity of Information systems for administrative services.</i>
Goal 3	<i>Realizing e-Government in Public Services</i>	✓ <i>Government, departmental and agency information will be provided primarily and effectively on electronic channels.</i>
		✓ <i>Strengthening the integrations of information systems within the identified priority sectors.</i>
		✓ <i>Increased reliability level of e-Government services.</i>
		✓ <i>Enhanced and diversified service delivery channels.</i>
Goal 4	<i>Increasing Usage, Participation and Transparency</i>	✓ <i>An increased usage of e-Government services.</i>
		✓ <i>A broadened open data usage.</i>
		✓ <i>Enhanced e-Participation mechanisms.</i>

This e-Govt-2024 recognizes that the choice of the path to deliver the service has impact on the technology infrastructure (e.g. hardware, software and networking), the standard procedures and guidelines, organisational structure required to manage and deliver the electronic services (e.g. skills, roles and alliances). The service channels to be used are the Internet, the mobile, the use of Phone call centres and intermediaries and the digital television project of DGL under the GRTS.

There are about one hundred and thirty-seven (137) specific actions for accomplishing the achievement of the outlined objectives.

2.9 Funding the e-Government-2024

This e-Govt-2024 adopts the traditional project financing approach where the entire project is funded through Government budgetary resources and operated by an Agency for the Government. As part of the said best practice, the Government place the funds required to propel this e-Govt-2024 forward with the ICT Agency. Other funding measures like full privatisation or out-sourcing of specific e-Government services to the private sector as well as the use of public private partnership (PPP) model are considered. Lastly, the issue of looking out for donor support is encouraged as a number of donors have in recent years increased their support for e-Government projects.

2.10 Impacts of Implementing the e-Govt-2024

These expected impacts are drawn from the international best practices, experiences and special research works more specifically the regression analysis in considering growth rates and absolute values. Currently, there is a strong impact of e-Government expenditures on the improvement in public sector productivity and GDP growth. The impacts are outlined in the table below.

The Quantitative Impacts	The Qualitative Impacts
<i>i. Improvement of service quality and user satisfaction</i>	<i>i. Improvement in Accountability and Transparency</i>
<i>ii. Increase trust in the governance process</i>	<i>ii. Promotion of Information Society</i>
<i>iii. Efficiency in governance process</i>	<i>iii. Reduction in Corruption</i>
<i>iv. Enhance GDP Per Capita</i>	<i>iv. Increase in National Competitiveness</i>
<i>v. Stimulate the enlargement of Government services</i>	<i>v. Improvement of Information Quality and Supply</i>
<i>vi. Increase in productivity of Government services</i>	<i>vi. Reduction of Process Time</i>
<i>vii. Growth in aggregate demand</i>	<i>vii. Reduction of Administrative Burdens</i>
<i>viii. Equal accessibility to education and jobs</i>	<i>iii. General Cost Reduction and Budget Savings</i>

2.11 The Specific and Descriptive Impacts

SPECIFIC DESCRIPTIVE IMPACTS	
These are specifically captured by a number of the objectives outlined.	
Capabilities	<i>i. Data access</i>
	<i>ii. Data quality</i>
	<i>iii. Productivity gain</i>
	<i>iv. Staff reduction/ substitution</i>
	<i>v. Improved control</i>
	<i>vi. Time-saving measures</i>
	<i>vii. Improved decision processes</i>
	<i>viii. Improved products and services</i>
	<i>ix. Improved planning</i>
Interactions	<i>i. Improved coordination/ cooperation</i>
	<i>ii. Citizen-public sector interaction</i>
	<i>iii. Private sector-public sector interaction</i>
	<i>iv. Citizen-citizen interaction</i>
	<i>v. Organizational control and power</i>
Orientations	<i>i. Emphasis on quantitative criteria</i>
	<i>ii. Structuring of problems</i>
	<i>iii. Increased discretion</i>
Value Distribution	<i>i. Protection and improvement of the private sphere</i>
	<i>ii. Job satisfaction and enrichment</i>
	<i>iii. Job enlargement and creation</i>
	<i>iv. Protection of legal rights</i>
	<i>v. Improved standard of health, safety and well being</i>

2.12 Monitoring and Evaluation

In order to achieve the goals and objectives of this e-Govt-2024 there will be a coherent and steady monitoring and evaluation of the outcome indicators by the ITC Agency. The other special committees within the implementation framework would have a say in the monitoring and evaluation at different levels.

There will be a midterm review of the strategy's implementation at the end of the second (2nd) year and a full review at the end of the fourth (4th) year. The ICT Agency shall come up with a review framework for approval by MOICI.

	<i>The Monitoring and Evaluation Criteria – To assess:</i>
a)	<i>Gaps between information system design and user needs and capabilities for e-Govt-2024;</i>
b)	<i>Any indicator of poor planning for implementation;</i>
c)	<i>Clarify if some of the goals and objectives need to be redefined;</i>
d)	<i>Consider if the outlined objectives could change during implementation;</i>
e)	<i>Ascertain if the four year period given under e-Govt-2024 is a realistic time or and or resource estimates;</i>
f)	<i>Assess the level of executive support and user involvement in the implementation;</i>
g)	<i>The requirements of team work in the implementation;</i>
h)	<i>The assessment of user take-up and the skills in relation to the objectives and targets;</i>

2.13 The Cost Estimates for Implementing e-Govt-2024

*The best practices, experiences and the adoption of the “**ITU e-Government Implementation Toolkit 2009**”, the principle that the costs for the initial establishment of service centers is estimated between “100 and 400 thousand Euros (EUR) per 100,000 citizens, based on national and international experiences and depending on the depth of services offered”. In that, for the cost details, 20% covers conceptualization and external services, 60 % standard hardware and software (operational), 10% training and 10% housing.*

With a small size and population, for The Gambia's service centers the lower cost of €100 thousand Euros (EUR) per 100,000 citizens is considered and this translates to about €2 Million considering the population of 2 million people.

Specific standard cost is applied to matters of legislation, regulations, review process, standards, guidelines, planning and evaluation, simple framework (charter), ecosystem (network related advice), websites and portal (gateway). The table below contains the cost summary estimates. The very total estimate stands at D176, 900,000 for a four-year implementation with details in the table below.

COST SUMMARY ESTIMATES		
GOAL	DETAILS	ESTIMATE IN DALASI
GOAL 1	<i>Efficiency and Sustainability of the e-Government Ecosystem</i>	
a)	<i>Enhance the Coordination Efficiency in e-Government Activities</i>	111,200,000
b)	<i>Improving the Institutional Capacity for e-Government</i>	18,750,000
c)	<i>Innovative Approaches for e- Government Ecosystem</i>	4,550,000
	Sub Total	134,500,000
GOAL 2	<i>Common Systems and Standards for Infrastructure and Services</i>	
a)	<i>Common ICT Infrastructures will be Developed</i>	600,000
b)	<i>Common Standards and Solutions for e-Government Services</i>	4,150,000
c)	<i>Ensuring the Integrity and Continuity of Information Systems for Services</i>	3,350,000
	Sub Total	8,100,000
GOAL 3	<i>Realizing e-Government in Public Services</i>	
a)	<i>Government, departmental and agency information on electronic channels</i>	9,850,000
b)	<i>Strengthening the integrations of information systems within the identified sectors</i>	10,350,000
c)	<i>Increased reliability level of e-Government services</i>	2,000,000
d)	<i>Enhanced and diversified service delivery channels</i>	1,250,000
	SUB TOTAL	23,450,000
GOAL 4	<i>Increasing Usage, Participation and Transparency</i>	
a)	<i>An increased usage of e-Government services;</i>	3,850,000
b)	<i>A broadened open data usage</i>	5,250,000
c)	<i>Enhanced Participation in e-Government process</i>	1,750,000
	Sub Total	10,850,000
	Main Total	176,900,000
	In USD \$ @D51	US\$3,468,627.45

4. INTRODUCTION

This is The Gambia's e-Government Strategy 2021-2024 with outlined action plans. Each action plan has a given associated cost. It is as a result of the measures being taken by MOICI in the development of an ICT Master Plan for The Gambia. The recognized objectives (action plans/projects) in the Strategic Plan are intended to promote the broad goals of the National Development Plan (hereinafter to be referred to as "NDP"). The Plan's objectives and defined activities are linked to the deliverables of the NDP, to wit:

"good governance and accountability, social cohesion, and national reconciliation and a revitalized and transformed economy for the wellbeing of all Gambians"

The underlined part is the emphasis, a subject area that is wholly addressed by modern forms of running e-Government service delivery. Through the ICT4D Policy, the Government in the NDP recognizes ICTs through e-Government as a critical success factor for the achievement of good governance and accountability. The specific measurable targets established by the Government are to increase, enhance and improve the efficiency and effectiveness of Government service delivery, reduce the cost of governance, increase revenue, employment, infrastructure access and usage, skills development, capacity building, e-business processes and certitude in the field of regulation for national growth and development. These specific measurable targets are part of the elaboration in this Plan.

What is certainly clear is that the Government wants to enhance the governance process in its march towards the creation of an information society through which a knowledge-based economy is created. Measures to effectively create an effective e-Government framework are to be expounded with clear targets. They will include collaboration and partnership between the Government and the private sector and addressing the needed adjustments in network infrastructure, capacity, cyber security, privacy and data protection etc.

One of the objectives of this e-Govt-2024 strategy is to ultimately position the Government as an effective public service provider through a world-class e-Government framework for The Gambia. This devised strategy clearly touches on all major significant issues that are symbolic of today's global e-Government realisms. Amongst the issues include the considerable challenges and obstacles that must be addressed as The Gambia embraces

e-Governance holistically. Some of these challenges relate to satisfying and catering for the costs of e-Government technology, the lack of the appropriate infrastructure, limited human capital and a private sector that needs a lot of adjustments. As it is acknowledge that these constraints can inhibit the design, scope and extent of any strategy, they have been factored in coming up with this e-Govt-2024 Strategy.

It is worth looking at the summary of the process that guided the formation and determination of this strategic plan for e-Government implementation.

5. BACKGROUND

This e-Govt-2024 strategy is informed by many other strategic documents that have been adopted earlier by many nations and the experiences that have learnt from implementations. In that case there is no “reinvention of the wheel” but this version for The Gambia has considered and moulded the different options for e-Government implementation. The defined objectives and strategic actions are clothed with both conventional clarity and needed flexibility for the ever-changing e-Government ecosystem because of advances in technologies and governance expectations. The very basis of the strategy is first informed by the statistics and realities of the ICT statistics in The Gambia.

4.1 The Very Foundation of the Strategic Process

Globally, Governments are craving for cost reduction, efficiency, effectiveness and all-encompassing service delivery to the citizens and businesses. One area for addressing this lies in the adoption of ICTs and more specifically e-Government. The motivating returns found in having an effective and efficient framework for e-Government are relentlessly motivating Government globally to elaborate comprehensive, forward-looking and sustainable national ICT strategies to promote e-Government framework for a sustainable and cheaper governance process.

For reasons of e-Government’s invaluable benefits and related impacts MOICI formulates this e-Govt-2024 Strategic Plan within the ICT Master Plan through the ICT4D Policy 2018-2028. The e-Govt-2024 Strategic Plan is to guide in achieving the broad objectives of the ICT4D Policy for governance.

Based on the findings, the known attention and prioritization process for the implementation of e-Government for effective and efficient Government service delivery with the right institutional arrangement all needed right rebalancing. This is because the Government’s pace for embracing the sweeping technology changes requires a remodelling. This is scheduled and rooted in this e-Govt-2024 Strategy. A process was certainly followed after a thorough review process of the ICT4D Policy and the realities of ICTs in The Gambia in terms of the progress, the challenges and the targets.

4.2 The Process Followed in the Developing this Strategy

This e-Govt-2024 Strategic Plan is a result of extensive consultation with stakeholders including the Government ministries, departments, agencies, ICT sector players, civil society and the general public. The inputs from the consultations clearly exhibit the determinants around this e-Govt-2024 Strategy for The Gambia. Closely aligning these elements to the premises of the ICT4D Policy guides the strategy being determined for the country for the next five years.

It was noticed that based on the responses to the questions, there are a lot of expectations on the part of the stakeholders from e-Government implementation as it would highly impact on almost many aspects of the Governance process and private sector operations. It could become an effective enabler and enhancer of all online transactions. To ensure that the enhancement in the growth continues the need for proper and structured coordination stands out to be critical. The basis for the formulation of this strategy is for The Gambia to create the ground for the optimal and effective utilisation of ICTs for governance in its march towards achieving a knowledge-based economy.

For the above outlined reasons, the discussions and engagements considered the current readiness of the Government for e-Government service delivery and relate that state to the earlier carved out internationally recognised policy objectives for e-Government. The challenges are identified before the strategic objectives are outlined. There was primary data collection by the use of survey questionnaires, interview guides and focus group discussions. There was a collection of secondary data from published sources including the regulator of the ICT sector (PURA) as well as other online reports.

4.3 The Underlying Drivers for the e-Govt-2024 Strategy

The underlying drivers for implementing e-Govt-2024 Strategy include the Government's desire to deliver citizen centric services for ensuring the provision of improved public services and information in ways that is more beneficial to citizens operational efficiency. The Government will streamline its business and technology processes and work more effectively as a collective organization rather than a set of separate units delivering a return on investment through the opportunity presented by the ICTs.

Finally, with the new ICT environment Government endeavour for the existing systems to move to new platforms that are to be gradual, efficient, and evolutionary.

4.4 Lessons Informing the Areas of Strategic Intervention

The following specific lessons based on the best practices also inform some aspects of this e-Govt-2024 Strategic Plan:

- a) The governance model for e-Government is usually determined by the need to change policies and the technical specifications for interoperability as well as the need to enforce them across the Government ministries, departments and agencies;
- b) With the current level of accessibility and affordability of ICTs for all citizens and businesses alike and an increase in its demand and adoption by even Governments for effective and efficient online public services, a number of Governments go digital by default while reforming or introducing new Government services within the confines of recognized standards and emerging technologies;
- c) With a lot of heterogeneous data collection and generation within ministries, departments and agencies resulting in different data without proper coordination and compounded by the challenge of up-keeping the currency of these data, Governments identify a single agency (ICT Agency in the case of The Gambia) as the owner for a specific data and this Agency becomes the only entity responsible for collection, updating, and validation of that data;
- d) Recognizing the e-Government risks associated with data in the forms of identity theft, data theft and disclosure of confidential information, protection of electronic information/data of citizens the concern agencies for e-Government are obliged to be responsible for safeguarding the security of data, privacy of the users, and the confidentiality of information;
- e) A number of ICT initiatives are often driven by factors such as the availability of budget or donor funding and the adoption of ICT solutions without proper need analysis. The ICT officials rather than the domain experts usually lead the said ICT initiatives and this hinders such initiatives. Accordingly, the practice is that all ICT asset procurement

and upgrade are driven by actual requirements and needs led by domain experts;

- f) The issue of the long-term sustainability of Government ICT initiatives is a challenge and accordingly the Government is to ensure that there is sustainability planning at the inception of any ICT initiatives which planning must include an assessment of Total Cost of Ownership (TCO) and sustainability operating models;
- g) Usually all successful e-Government frameworks are as a result of the dedicated and undivided support of the top leadership of countries concern;
- h) The Governments by this e-Govt-2024 Strategy will initiate, undertake and conduct a change management exercise to manage the organizational, process and business strategy changes that occur due to the introduction of e-Government policy frameworks;

4.5 The Areas of Intervention for this e-Govt-2024 Strategy

This strategy is also informed by the vision behind the NDP. It is all about the utilisation of ICTs by the Government with impacts on governance and the entire citizenry. These areas are based on best practices and the ground realities in The Gambia. They are to guide the ICT Agency in developing appropriate E-Government frameworks that support achievement of the broad objectives of e-Govt-2024. The following intervention areas and actions in relation to the e-Govt-2024:

- a) To outline a roadmap for e-Government framework;
- b) Having an e-Government annual action plan with roadmap, detailing the steps, timelines, potential partners and/or resources to implement the strategies and achieve the vision within this e-Govt-2024;
- c) Public service reform to enable it implement this e-Govt-2024;
- d) Reforming public administration with ICT, using key digital enablers;
- e) Facilitating digital interaction across the board including the facilitation of cross-border mobility with digital public services;
- f) Outlining a set of high-level projects and roadmap strategies for the design of effective innovative platforms for online public service delivery;

- g) Having a built out world-class interactive Government network for all stakeholders using common and shared platforms;
- h) Carrying out the necessary reform of the regulatory framework for the easy adoption of ICTs;
- i) Carrying out measured human capacity development for easy implementation of e-Govt-2024;
- j) Determining measures for upgrading existing delivery channels for Government services;
- k) Identify within the annual action plans programmes and initiatives for building the required capacity for e-Government research and innovation;
- l) Consider the framework's uniformly across all security-related public service organizations;
- m) Outlining the needs for the transformation for a fast, seamless, secure, cost-effective delivery of Government services online or multiple platforms;

4.6 Relevance and Motivation of e-Government for the NDP

Linking the relevance and motivation of e-Government to the NDP is determined by the current impacts of e-Government anywhere adopted. As ICT has become a super infrastructure for all other sectors of the economy to thrive, Government as an active stakeholder intends to optimally use ICTs in its service delivery.

Many Governments that adopt E-Government today with efficient framework are now reaping the benefits especially on the enhancement of the governance process. For these reasons, this strategy aligns with the national development goals and the country's vision within the ECOWAS economic block. It is designed to trigger general appreciation of Government service delivery through a secured e-Government framework that is responsive to the governance process.

E-Govt-2024 strategy if implemented effectively would result in improvements in the adoption, application and use of technologies relating to IoTs for the Government, businesses and citizens. It will ultimately have

impacts on the healthcare system through e-health, enhanced agricultural production through e-Agriculture, e-land management framework, effective local Government framework based on e-Services, education system through e-education, e-Payments systems across the board etc.

Further, in visualising an effective e-Government for The Gambia through this Strategy, the positive repercussions will be easily registered on Government's relation with the private sector (G2B), the citizens (G2C), the Government agencies and other Governments (G2G). The overall objectives for having an effective and efficient e-Government framework will revolutionize the very art of governance for efficiency in service delivery and reduction of the cost of Government services. The areas of digital and analogue issues have also been considered with outlined targets. As could be seen in context, the strategy would definitely have:

- a) Public policy implications on ownership, accountability, transparency, capability and institutional participation in the governance process. Further, IT services and sustainability management, the procurement of the e-Government systems and standards, the Government's budget cycle for IT / e-Government manageability, cloud infrastructures all need to be catered for.
- b) There would be outcomes like convenience and satisfaction as Government services can be provided anytime, anyhow and anywhere. The channel choices for the people in utilizing Government services would be many.
- c) There will be reduction in the provision of counter services with increased access to public information and Government data;
- d) There would be complete integration and efficiency since services will be integrated as well as becoming customer-centric and efficient. The information and services will be integrated, packaged, and presented to minimize cost and improve results for people, businesses, and providers.
- e) There will be increased convenience for citizens through 24x7 access to Government services and full participation on the part of the people as they become better informed because of optimal integration. This outcome will be achieved since online participation is an important part of this e-Govt-2024 and general Government service delivery.

- f) The improved service delivery and quality of life will be in an environment of adopted common technical standards as the policy focus is also on the business outcomes the systems are designed to support and not merely the technical choices for service delivery. Ultimately there will be an increase in the usage of ICTs.
- g) There will be an increased in public participation in Government processes and in civic engagements at all levels;

4.7 Government's Ultimate Objectives for the e-Govt-2024 Strategy

As in the outlined NDP and the ICT4D Policy, the ultimate objectives of the Government in e-Government are to have effective and efficient governance and reduce cost of governance. By implementing this e-Govt-2024 strategy, the Government aims at:

- a) Ensuring Government ministries, departments, agencies and LGAs to be wholly connected and integrated for online service delivery through a secure seamless and comprehensive e-Government interface (one-stop centre integrated service delivery framework).
- b) Make all Government services clearly defined and made online where possible;
- c) To make online Government services to be easily accessible, to all individuals including people with disabilities;
- d) Ensure that the Government services are efficient; secure; and sustainable in meeting the citizens' expectations;
- e) Having a robust delivery of online public services through a holistic approach to reduce redundancy of ICT initiatives;
- f) To adopt ICT Standards in reducing the amount of money spent by Government on licensing proprietary software and encourage innovation in enterprise platform software development;
- g) Ensure confidentiality and privacy of citizens are protected to increase trust in the defined online services;
- h) To enable the creation of an information society with a knowledge-based economy;

4.8 Linking the e-Govt-2024 to ICT4D Plan

The identified plans in the e-Govt-2024 are inherently covered by the ICT4D Policy more specifically in its eight (8) identified priority areas. They relate to the following:

- a) Facilitating socio-economic growth and development of the country by deploying appropriate ICT systems and solutions;
- b) Achieving good governance and transparent Government through ICT;
- c) Strengthening the country's global competitiveness and the promotion of private sector development;
- d) Enhancing the ability of citizens to utilize ICT in their conduct of various business activities through new skills under special human capital development”;

In effect, the above ICT4D Policy objectives specifically inform the identified objectives/action plans drawn for the chosen strategic path. In the area of the SWOT analysis it is observed that a number of the critical success factors, best practices and conditions all have some bearing on the context of the strategic plan. The Plan is therefore an all-inclusive framework that is to enable The Gambia leverage on new technologies for an effective e-Government service delivery.

Externally, the trends at the international level especially the recommended practices for monitoring and evaluating the e-Government platform of UNECA, UNDESA, World Bank, PADIS and the ITU are considered. The collaborative efforts of a number of these international organizations for intensive capacity building through education and training in ICT for all citizens have been considered.

As the action plans also serve as pointers for the implementation of further new e-Government initiatives on the part of the key stakeholders, these initiatives would require policy leadership for the provision of an enabling environment for private investment and proper coordination of e-Government service delivery. The issues for the coordination pertain to digital and analogue factors. At this stage, the appreciation of the key statistics and the status of The Gambia's ICT sector can also help explain the context of this E-Govt-2024 strategic path herein adopted.

4.9 The Infrastructure and Status of e-Government – The Gambia

The Internet infrastructure as the digital part of the e-Government infrastructure is a key foundation for e-Government. In the case of The Gambia, it all started with the UNDP's 1997 Internet Initiative for Africa (IIA) 3-year regional project from which The Gambia benefits. The Government sponsored 50% of this project and by September 1998 an Internet backbone and gateway was launched. It covers the entire country on a 2 Megabit per second platform, with nodes in 12 major settlements, and a 512 Kilobits per second direct access to the rest of the world via Teleglobe in Canada. Internet service provision started in October 1998.

Equally, there is the ECOWAN network. This is the national backbone provides the country with 947 Kilometers of fiber rings around the country. This national fiber backbone is also connected to the ACE Submarine cable (that has been in operation since 2012) with a capacity of more than 100 Gigabits. This unprecedented density of fibre and submarine cable capacity for the country (a real progress registered in infrastructure) is expected to facilitate an effective adoption of an all-encompassing e-Government framework. This ECOWAN network has various loops at strategic points for serving as redundancies with self-healing effect in the event of any fiber cut is deployed on both banks of the River Gambia covering not less than 90% of the country. There is also the national broadband network of 420 kilometers.

There are four (4) GSM operators, one fixed line service provider and five ISPs. There is a fixed line subscription of 47,540 in 2014, a mobile subscription of 2,159,099, a fixed Internet subscription of 3,200, mobile Internet subscription of 308,393 in 2014 and by 2017, the population coverage for 2G & 3G Mobile Services is about 96% with over 2.5 million connections. In terms of bandwidth capacity, the country's current activated STM1 capacity is 217 even though the total available capacity stands at 660 STM1s including the un-activated one. The cost of one (1) Meg with residential connection reduced from about D5000 (five thousand Dalasis) and about D2300. Today, the number of Internet subscribers in terms of broadband stands at 5000. The subscribers for 3G and 4G are about 1 Million. There are 42 subscribers per 100 inhabitants representing 42% of the population. These statistics represent a good foundation for e-Government in terms of the digital needs.

The salient factors emphasised within the key pillars of the ICT4D Policy all point to the needs of e-Government and its potentials on the each of these pillar factors. They relate to the promotion of human capacity development, electronic Government development, promoting technology-enabled education and STI development, agricultural development and modernization, private sector development & empowerment, the promotion of technology-driven social and community services provision as well as youth and women development and empowerment.

With all the fiber networks, the policy takes into consideration the status of The Gambia's e-Government based on the statistics of the United Nations E-Government Survey 2018 Report. This guide centers on two fundamental indicators - the country's EGDI and NRI. The Gambia has a rather low HDI of 0.466 in 2018 positioning the country at 174 out of 189 countries and territories. This impacts on the country's EGDI. The EGDI as a composite indicator measures the willingness and capacity of the Government to use ICTs in delivering public services. As a useful measure it provides an insight for the country's utilization of e-Government for the delivery of inclusive, accountable and citizen-centric services.

The background to this EGDI indicator is that it is based on expert assessment survey of the online presence of all 193 United Nations Member States. It assesses national websites and how e-Government policies and strategies are applied in general and in specific sectors for delivery of essential services. The most important dimensions are the scope and quality of OSI, development status of telecommunication network infrastructure (Telecommunication Infrastructure Index, TII) and inherent HCI. By 2018, The Gambia has an EGDI of 0.2958 falling with the Middle EGDI Level. It has an OSI of 0.2708, a TII of 0.2627 and HCI of 0.3539.

The ministries, departments and agencies are moderately equipped with ICT systems that assist them in the delivery of their services. They have been following a carved out path in e-Government on the basis of their priorities. While recognizing this fact, the ICT4D Policy highlights the need to have a exemplary shift in the country's e-Government outlook and change the focus from a single ministry or department or agency to both citizen and business centric approach in an all-encompassing way.

Based on this background, regardless of the little progress, The Gambia has challenges such as inadequacy of a specific infrastructure, policy and human capital development hampering the effectiveness of e-Government. These challenges may be surmounted through increased digital inclusivity,

enhanced broadband connectivity, strengthened staff ICT skills and openness to new technologies. This notwithstanding, it is important to consider the key developments.

The call is for an exemplary shift in the way the Government delivers services to the citizens and the reduction of the cost of governance process. To achieve this, the vision and the mission are carved out.

6. THE VISION AND MISSION

5.1 Vision

The vision is:

“To have integrated and devoted Government providing enhanced, accessible, secure and quality public services in The Gambia through ICTs with opportunities that connects, promote and empower people in a knowledge based-economy”

5.2 Mission

The e-Govt-2024 is premised on

“Creating and establishing an integrated secure and enhanced online public service delivery framework for the use of the Government, its employees, citizens and businesses in achieving innovation, efficiency, optimise and cost-efficient governance of public services through the use of ICTs”.

5.3 Guiding Principles

The principles of transparency (citizens’ free access to information) public service improvement (citizens in quality decision making), innovation (improvement for growth) and efficiency (smarter and competent public services) shall guide the e-Govt-2024 implementation. Through them there shall be:

5.3.1 Interoperability and accessibility to multiple-choices -online service delivery

The Government’s ICT systems (including networks, platforms, applications and data) shall have the capacity to get connected and talk to each other, allowing for direct sharing and exchange of electronic messages and documents, collaborative applications, distributed data processing and report generation, seamless transaction services, specific search and queries, integrated ICT systems management etc.

As there must be multiple choices, the ideal state of interoperability is to have machine-to-machine communication by eliminating manual intervention as much as possible. This is expected to help citizens have seamless e-Government service. The very minimum interoperability standards must be respected.

5.3.2 An All-Inclusive & Compatible Service Delivery and Utilization

The e-Government services must be provided on an all-inclusive basis for the full utilisation of ICTs by all citizens. There must not be any unnecessary duplication of similar ICT functions, projects and resources in the delivery of any Government service online.

5.3.3 Security, Trust & Confidence in Government Service Delivery

As interoperability must be achieved without compromising vital ICT security concerns, the environment for the provision of e-Government services must have protection measures for documents, data and ICT systems as against unauthorised access, malicious code and denial-of-service attacks. Accordingly, all ICT vendor-driven solutions for addressing interoperability must pass the test of the standards laid down. It is clear that e-Govt-2024 is premised, among others, on the availability of the Internet, and if web sites are compromised, then Government data can be read or modified by attackers.

5.3.4 Economies of Scale, Effective & Efficient Governance Process

The very essence of e-Government is to ensure and realize an effective and efficient governance process. There will be changes in the civil and public service capacity. This calls for skills development. The local ICT skills that are crucial to e-Government initiatives would be further developed as this can have impacts on many other areas and sectors of the economy. Equally, this will most likely bring about some changes, which if managed effectively can prove stimulating and provide new opportunities for employment and economic growth. It is intended that change management would enjoy high priority in the planning of any e-Government solution. Public servants and citizens must jointly reap meaningful benefits from any well-managed e- Government programme.

5.3.5 Partnership Through Collaboration & Reliability

The e-Government ecosystem should promote strong partnership arrangements between the Government and the private sector. There should be collaboration by all stakeholders for the creation of a reliable e-Government framework. This will drive uptake and use of e-Government services in The Gambia.

5.3.6 Digital Inclusion, Accountability & Responsiveness

Access to ICT infrastructure is key to the success of e-Government and this includes the creation of access to the disadvantaged communities. The use of ICTs in Government must ensure that all citizens have equal access. All individuals are to have equal opportunity to participate in, or benefit from, the use of ICT resources by virtue of their citizenship and or residency, regardless of race, gender, religion, age, disability, language, or any other such factors. The essence is to reduce or eliminate the digital divide essential to a successful e-Government implementation.

To be able to adapt and adopt the outlined principles the details of the scope and coverage of the e-Govt-2024 implementation are outlined.

7. THE SCOPE AND COVERAGE AREAS FOR IMPLEMENTATION

The e-Govt-2024 Strategy establishes clearer and effective interaction between the Government, its agencies, employees, citizens and businesses as key Government customers. It applies to a Government customer base category of Government-to-Government (G2G), Government to Citizens (G2C), Government-to-Employees (G2E) and Government to Business (G2B). A number of recommended e-Government service-applications are provided in an Annex to this strategy. The details on G2G, G2C, G2E, and G2B are as under.

6.1 Government to Citizen (G2C)

Within this category of Government to Citizen (G2C), the objective is to provide a one-stop online access to information and services to citizens. As key Government customers the needs of the citizens should be addressed quickly and easily. Easy access to information and Government services is fundamental. G2C services will relate to, among others, matters of taxes, driver's licenses and registers, fines, fees and all kinds of bills. The communication channel will be two-way between Government and citizens on administration and processes through web site or social media that are interactive. The services will relate to the prioritised services.

6.2 Government to Government (G2G)

Under this category, the Strategy is to enable Government departments, agencies and local Governments authorities work together with ease in order to better serve citizens who are the key customers. The act of collaboration and art of information sharing with clearly adopted performance measurements all need to be implemented and pursued. Through this category there will be exchange of common databases across Government on administrative processes especially information exchange across Government and local authorities on laws, projects and general database sharing for knowledge management.

6.3 Government to Citizen (G2B)

With this category, the strategic focus is on reducing the cumbersome processes and procedures on Government businesses through the provision of one-stop access to information with enhanced digital communication platform. The businesses would thereafter be expected to effectively and timely submit their details at one go. This would be through integration of systems within Government and the existence of common database sharing platforms. The implementation of the business rules and regulations would be made easier and clearer and the burden on businesses is expected to be reduced by enabling, business registration and licensing, online tax filing reducing the time to fill out export forms customs clearance, employment policy, e-transactions more specifically, e-auditing, e-procurement, e- services and easily locate and store information and reduce time for businesses.

6.4 Government to Employee (G2E)

The category of the Government to Employees (G2E) is fundamental as it is clothed with the objective of facilitating operations of the civil service and its internal relationship between Government and its employees. This is to bring employees together and promote information sharing on matters of compensation benefits, civil rights law, training and recruitment. The ultimate objective is to increase the knowledge base and efficiency in service delivery within Government by information sharing.

These details and scope reveal the need for addressing some fundamental prerequisites for e-Govt-2024 implementation.

8. THE PREREQUISITES FOR E-GOVT-2024 STRATEGY

One area that significantly informs and influences the strategic objectives of this e-Govt-2024 is the standard prerequisites for its implementation. The prerequisites outlined are based on the other best practices. They are non-communication and communication factors.

7.1 The Non-Communication Factors

The following are recognized as the ‘non-communication’ prerequisites for the implementation of this e-Govt-2024 Strategy.

7.1.1 All-inclusive E-Government Framework

There is the colossal determination to reform the public service, which entails significant structural and operational changes. It is critical that there is an establish foundation to transform the public service framework with an all-inclusive e-Government framework that addresses not only technology but also the management, process, governance, and social and cultural issues to deliver accessible, integrated, and value- adding e-Government services to its constituents.

7.1.2 The Civil Service Computerization

Computerizing the civil service is key in any e-Government service delivery to ensure the enhancement of efficiency in public administration. In addition to the infrastructure, applications are to be developed and focus first on areas of transaction processing, data modelling, and database management. This process is to cover all ministries and Government agencies.

7.1.3 Infrastructure for Government – Platforms and Interfaces

For efficiency in the e-Government service delivery, there is a need for Government information infrastructure to make communications and transactions within the civil service and between the Government and the public more accessible and convenient. This infrastructure would require various Internet technology and standards to provide easy access to the Government online services. There would be a need for a unified platform for different agencies of the Government to share common components like payment gateways, electronic data exchange, authentication services, and other security services.

7.1.4 E-Citizen Portal

An e-Citizen portal, that is one single window on the Internet, could be developed to bring together online information and transaction services from Government agencies. The contents of this portal are usually determined activities undertaken by an average citizen especially in relation to education, health, housing, family, recreation, etc. There can be an aggregation of relevant cross agency services and private sector participation as all these could enrich the e-Citizen portal with increased convenience and usability.

On the issue of seamless access, there would a single secured identity that could be used for transacting with most e-Government services. Through this identity, the public would only require one password to interact with different Governmental agencies. This has to represent the e-Government payment gateway and the security framework. It could be further enhanced for mobile-Government (m-Government) gateway.

7.1.5 Further Legislative and Regulatory Measures

A cyber-legislative framework should, to the extent possible, precede the implementation of an e-Government strategy in order to ensure legal effect, confidence and trust, and protection against misuse and abuse. The launch and implementation of an e-Government strategy can be critically undermined, and potentially result in political embarrassment, in the event that an appropriate cyber-legislative framework is not in place. Without e-commerce legislation, electronic transactions will have no legal validity or effect.

The importance of a secure legal basis for electronic communications, contracts, signatures and transactions is for the protection of both the consumer and the service provider. This e-Govt-2024 is equally informed by the United Nations Commission on International Trade Law (UNCITRAL) Model Law on E-Commerce of 1996.

Secondly, legislation for data protection and privacy legislation can secure the rules of how Government entities are to employ 'personal data'. The legislation's presence will increase the level of trust and confidence in the use and take-up of e-Government services. The EU data protection legislative model as established by Directive 95/46/EC of the European Parliament and of the Council of 24 October 1995 also partly inform on the need for this legislation.

Thirdly, legislation for computer misuse (cyber security) is important in order to ensure that the Government and citizens are protected against e-Crimes as they occur.

7.1.6 Design for Interoperability Standards

There is that fundamental need for having interoperability standards that must be adopted by all ministries, departments and agencies. This is because all Government entities need to network with one another, with data seamlessly exchanged between one unit and the others to allow the delivery of e-Government services to take effect.

An e-Government interoperability framework (e-GIF) which is a set of policies, technical standards and guidelines must cover ways to achieve interoperability of public sector data and information resources, ICTs and electronic business processes.

Technically e-Government interoperability is achieved when the coherent, electronic exchange of information and services between systems takes place. The interoperability relates specifically to the electronic systems that support business processes between ministries, departments, agencies and people, and Government and business. The interoperability envisaged is not for the ICT Agency to simply dictate common systems and processes but it is to apply a framework of policies, standards and guidelines that leave decisions about specific hardware and software solutions open for individual ministries, departments and agencies, or clusters of agencies, to resolve.

7.1.7 Continuous Improvement

Any plan has to have flexibility for treating e-Government as both a process and technology that require progressive enhancements to improve upon the usability and effectiveness of the available e-Government services. The quest and push for continuous improvements will increase in user adoption and satisfaction with time. This can be done easily with the recognition of the common key elements of e-Government.

7.2 Communication Specific Needs

Lessons from the best practices reveal that the fundamental issue for the success of any e-Government implementation is the manner and way communication is addressed. This relates to both the infrastructure and

the process. The three-entities that the communications must cover are:

- a) The Government including LGAs
- b) Businesses
- c) Citizens

7.2.1 Considered Measures for Communication within Government

On the critical matter of communications with the Government through technology reform and change management, the following are considered as important:

- a) Intelligible and fitting information processing and management guidelines and business processes;
- b) Appropriate and sufficient skills, knowledge and attitudes necessary for operationalization and sustainability of Communication within Government;
- c) Conducive legal environment and adequate information infrastructure;
- d) Software for budget planning, impact analysis, financial projections;
- e) Web-sites containing information about ministries;
- f) Searchable database of all those who deal with the Government including contractors and their qualifications, tenderers etc.;
- g) Project monitoring system and performance scorecard card;
- h) File sharing facilities through LAN;
- i) Video Conferencing;
- j) Electronic Notice Board and messaging;

There are prerequisites to achieve improved communication within Government. These relate to instituting structural and operational reforms with special changes through training and awareness creation. There would be the undertaking of organizational re-structuring for enhancement of service delivery and fostering adoption of multi-channel information sharing and communication. There would be review of Government operational and business processes in line with the new tools and technologies. There are facilitation and enforcement of inter-agency cooperation, messaging and collaboration. There could be legal and regulatory reforms especially in relation to electronic documents and signatures to eliminate legal barriers to electronic services as well as regulations to allow for interagency electronic exchange of files. Finally this is to be followed by the development of Government secure and reliable infrastructure.

7.2.2 Considered Measures for Communication with Businesses

As there is a need for an innovative private sector and efficient Government to stimulate economic growth, the following are needed:

- a) Networked readiness on the part of the Government and the private sector and a literate population;
- b) A single Government portal providing Government services via website for services including single window for services like electronic authentication, the processing clearances (customs, health, agro etc.), single counter for registration of vehicles, online filing of cases
- c) E-Procurement to enable suppliers (businesses) do transactions with the Government over the Web;
- d) An E-registration platform for documents/deeds, land and building permits, suppliers; and
- e) New policies and regulations for e-Payment and m-Payment for Government services, disaster assistance and crisis response system etc.;
- f) Open access to non-personal data sets (e.g. tourism, educational, environmental)

7.2.3 Considered Measures for Communication with Citizens

In a number of places, on the issue of communications with the citizens, the general approach is to start with simple publishing services, followed by interactivity and finally adding transaction capabilities based on the principle of “Think big, start small and scale fast”. This is closely followed by an integration of Government services to enable a single point of access through a Government portal. The core salient issues are:

- a) The use of Internet to ensure that e-Government services reach every citizen, business and institutions in The Gambia;
- b) Access of information readily by law enforcement agencies;
- c) Access of information by citizens;

9. THE INSTITUTIONAL FRAMEWORK FOR E-GOVERNMENT

The e-Govt-2024 Strategic framework for implementation includes the following;

There shall be Cabinet Committee on e-Government to be chaired by the President of the Republic. The president may include the following ministers to be members of this Cabinet Committee:

- a) MOICI
- b) The two Education Ministries;
- c) Trade;
- d) MOFEA;
- e) Tourism
- f) Health;
- g) Agriculture;
- h) Energy;
- i) Transport;
- j) Justice;
- k) Lands and Regional Government;
- l) Interior;
- m) The head of PMO
- n) The Secretary General;

There shall be Permanent Secretaries Committee consisting of all Permanent Secretaries and Accounting Officers. The Committee is charged with coordination of the implementation of the e-Government initiatives. The Secretary General chairs the Committee.

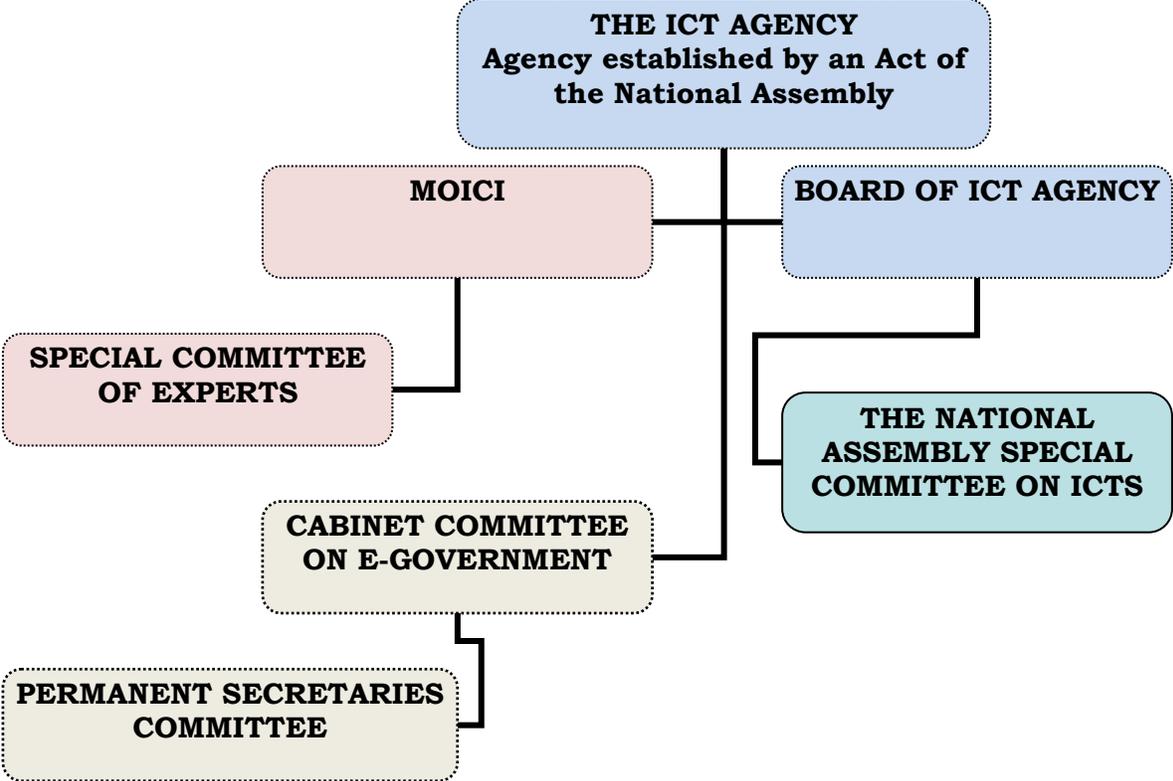
There shall be Special Committee of Experts to be headed by the Director General of the ICT Agency to proffer professional advice on e-Government implementation and on measures to be taken or taken by the Government. This committee can sit on an ad hoc basis.

As the ICT Agency reports to the National Assembly, there is the Special Committee of the National Assembly on ICT matters. This committee shall be following the activities of the ICT Agency in relation to the implementation of this e-Govt-2024.

The ICT Agency is charged with the coordination and preparation of the e-Government Strategy including the implementation plan, and monitoring and evaluation of the process. The ICT Agency is to:

- a) It can provide leadership in the planning and prioritization of IT initiatives of all Government entities and the nation in alignment with this e-Govt-2024;
- b) Develop, coordinate and define ways so that electronic and information technology business strategies assist Government to operate more effectively and efficiently in delivering services to citizens;
- c) The ICT Agency can provide IT consulting services by also focusing on business in the country including the coordination and advice on issues pertaining to electronic business, telecommunications and technology;
- d) It will set and enforce ICT infrastructure, technology, processes and system for the public office and public service with influence on the deployment and management of all ICT staff in the public service;
- e) Plan and develop strategies and direct Government wide activities to support other agencies as well as the coordinating the functioning of the public key infrastructure and participate in the development of the legislations relating to e-Government;
- f) Participate in the development, analysis and evaluation of Government wide technology issues, policies and legislation;

g) To carry out activities that will empower people, businesses and the public sector by developing and promoting ICT related services including to take a lead in fast tracking The Gambia’s building of a mature and knowledge-based economy;



This institutional framework s informed by the nature and challenges embedded within the strategic goals and objectives.

10. OUTLINED STRATEGIC GOALS AND OBJECTIVES

The key subject areas of the strategy relate to the alignment of the ICT4D Policy to reflect issues of e-Government and leverage on regional and international best practices for e-Government implementation. To ensure this is done, the strategic actions would ensure the alignment of the existing legislations for e-Government especially in addressing electronic transactions, electronic commerce and use of data. There are four main goals that are identified, to wit:

- a) Ensuring Efficiency and Sustainability of the e-Government Ecosystem;
- b) Having Common Systems and Standards for Infrastructure and Administrative Services;
- c) Realizing e-Government in Public Services;
- d) Increasing Usage, Participation and Transparency;

These goals would lead to the realisation of some of the very minimum common objectives and these include:

- a) Setting-up of a single access point (portal) in order to deliver e-Government services;
- b) The enhancement of ICT skills, both for civil employees and society in general;
- c) Ensuring a guaranteed trust, transparency and accountability of Government transactions as well as their privacy and security;
- d) Having the delivery of public services on twenty-four hours basis (24/7) – every time and anywhere;
- e) Having a borderless access to Government information ;
- f) The use of common standards by all Government entities (ministries, departments and agencies);

- g) The development of appropriate infrastructure for the implementation of e-Governance;
- h) Assuring efficiency of the public sector and securing competitiveness of the national economy;
- i) Improvement of services delivered to citizens and businesses in terms of quality, quantity, cost and access;

9.1 The Digital and Analogue Elements of the Common Objectives

For ease of strategic implementation, this e-Govt-2024 further groups the common objectives into digital and analogue elements with defined boundaries. The digital elements relate to technology and analogue elements are those supportive of technology. They are provided in the table below:

	Digital Elements		Analogue Elements
i.	Government portals	i.	Political will and change management
ii.	Digital databases and digitization of records	ii.	Legal framework (legislation and regulations enabling digital transactions and protecting privacy)
iii.	Secure exchange of data	iii.	International frameworks
iv.	Secure digital identity and digital signature	iv.	Coordinating institutions
v.	Relevant Infrastructure issues	v.	Access to services
vi.	Sectoral solutions like tax administrations	vi.	Awareness rising

There is a Government portal but partly limited to the Office of the President and it lacks updated information. The level of digital databases and digital exchange of data is difficult to identify, as it is spread between many different Government entities often without centralized handling.

This Strategy recognizes The Gambia's IDs with some electronic components as an indicator that could be used to assess digital identity/signature and for digital authentication purposes.

On the issues of infrastructure and access to ICT especially broadband and telephone subscriptions these are not very well developed although the penetration of mobile telephony and to some extent mobile Internet is high.

As for the analogue elements especially on the adoption of the supporting international frameworks like the Data Protection Convention and the Convention on Cybercrime, the consideration would be in the need for signing and ratifying this instrument. New legislative amendments would be considered, as e-Government does not require a lot of designated legislation. This would be based on an analysis of the total legal situation plus legislation to ensure recognition of electronic identities, signatures and electronic documents. Data protection is key. With the AU Convention on Cyber-security and Personal Data Protection of 2014 and the ECOWAS act on data protection are important guides for the e-Govt-2014.

9.2 The Details of the Strategic Objectives

With the specific understanding of The Gambia's current gaps and opportunities, the specific details of the common strategic objectives are captured in the table below:

GOALS	GOAL DETAILS	SPECIFIC OBJECTIVES
Goal 1	Ensuring Efficiency and Sustainability of the e-Government Ecosystem.	a) Enhance the coordination efficiency in e-Government activities.
		b) Improvement in the capacity of the institutions for adopting e-Government.
		c) Innovative approaches will be monitored and adapted to the e-Government ecosystem.
Goal 2	Having Common Systems and Standards for Infrastructure and Administrative Services.	a) Common ICT infrastructures will be developed.
		b) Common Standards and solutions for e-Government services will be developed and shared.
		c) Ensuring the Integrity and continuity of Information systems for

		administrative services.
Goal 3	Realizing e-Government in Public Services	a) Government, departmental and agency information will be provided primarily and effectively on electronic channels.
		b) Strengthening the integrations of information systems within the identified priority sectors.
		c) Increased reliability level of e-Government services.
		d) Enhanced and diversified service delivery channels.
Goal 4	Increasing Usage, Participation and Transparency	a) An increased usage of e-Government services.
		b) A broadened open data usage.
		c) Enhanced e-Participation mechanisms.

By achieving the above it will make the Government more accountable as its operations will become more transparent and the opportunities for corruption will reduce. There will be a complete transformation of the way Government interacts with citizens and the measures that empower the rural and traditional underserved communities using ICTs will have special effects. The objectives will also leverage on advances brought upon by technological innovations to drive the success of digitizing Government. These will include cloud-computing services, IoTs, big data, mobile innovations, etc. The citizens' and businesses' technological capabilities will be expanded enhancing their participation in the Government decision-making process. Above all, the Government and The Gambia will be run in accordance with internationally acceptable standards and best practices for e-Government.

The considered paths chosen for the implementation processes are clear and critical.

11. CONSIDERED PATHS TO DELIVER E-GOVERNMENT SERVICES

There are considered paths for the delivery of e-Government services to the customers. As part of this strategy it represents a set of business-driven choices about how and through what means services will be delivered to customers. The central theme of the e-Government framework is to enhance public service delivery through the phased electronic enablement of services.

The fundamental measure is the path that promotes and provides easy access to the e-Government service anytime and anywhere in a more convenient manner. This e-Govt-2024 recognizes that the choice of the path to deliver the service has impact on the technology infrastructure (e.g. hardware, software and networking), the standard procedures and guidelines, organisational structure required to manage and deliver the electronic services (e.g. skills, roles and alliances). The following paths or service channels would be used:

- a) The Internet – where the e-Government services are to be made available to the public through the e-Government central portal. This will be based on standardization as outlined in this strategy;
- b) The mobile – the mobile technology is important considering that most Gambians have access to a phone capable of connecting to the Internet;
- c) The use of Phone call centres and intermediaries – This call centre once established could be used to assist citizens and businesses that make use of the e-Government services. Intermediaries like the banks could be used for special services on behalf of the Government (e.g. payment of certain taxes etc.);
- d) The digital television project – with the digital set-top boxes some e-Government services could be made available to the public on the set-top boxes;

12. THE ACTIONS FOR ASSOCIATED THE GOALS & OBJECTIVES

This part centers on the very specific actions for the realization of the objectives defined under each goal.

11.1 Efficiency & Sustainability of e-Government Ecosystem- Goal 1

This relates to the improvement of the governance mechanism to ensure the full participation of all stakeholders in the e-Government ecosystem, increasing its capacity and efficiency. The ICT Agency is the single authority in charge of e-Government and it shall have presence in Government agencies / institutions. The expertise is to be harnessed for e-Government service delivery.

To respond to the expectations of efficiency and sustainability the coordination capacity among institutions and units as well as the competency and agility to produce solutions to the requirements in the e-Government ecosystem all need to be maintained at the highest level. The following objectives have been assigned for the Strategic Goal 1;

- a) Enhance the coordination efficiency in e-Government activities;
- b) Improvement in the capacity of the institutions for adopting e-Government;
- c) Innovative approaches will be monitored and adapted to the e-Government ecosystem;

11.1.1 Enhance the Coordination Efficiency in e-Government Activities

The coordination structure necessary for e-Government initiatives will be enhanced, regarding the active participation of all stakeholders in the formation and execution of the e-Government policy. A cooperation platform is to be established for allowing stakeholders to take an active role and ensure interoperability of e-Government initiatives. The targets will establish and achieve:

- a) The Infrastructure (administrative, legal and technical) for e-Government;
- b) Increased cooperation and coordination of central and local administrative units;

- c) Platforms and work groups for experience and information sharing;
- d) An effective participation (local Government, NGOs, professional organizations and universities);
- e) An analysis of the expectations of all stakeholders;
- f) An investment environment for suitable and timely resource utilization;
- g) An efficient procurement processes within the scope of e-Government projects;
- h) The guidelines for e-Government implementation;

Actions for Enhancing Coordination Efficiency in e-Government	
Actions	
a)	Development of an e-Government Ecosystem
b)	Planning, Evaluating and Monitoring of e-Government Projects
c)	Development of an Enterprise Architecture for e-Government
d)	Preparing and Updating of e-Government Ecosystem Guidelines
e)	Developing Assessment Mechanism for National e-Government Maturity Level
f)	Improving Effectiveness in Public ICT Procurement
g)	Reviewing e-Government Legislation
h)	Developing cyber security ecosystem
i)	Enactment of Cyber Security Law
j)	Enactment of Data Protection Legislation
k)	Developing Information Society Monitoring System
l)	Performance Measurement for Local Governments
m)	Having Public Secure Network
n)	Legal Arrangement on Digital Rights Management
o)	An inventory of administrative records for the e-Government platform
p)	The national record system standard will be provided for e-Government
q)	The Making the Public Procurement Information System

	module
r)	Revised legislations on public procurements
s)	A coordination mechanism will be developed in public procurement.
t)	The identification of resources and staff for e-Government projects, work and services
u)	The identification of legal and technical challenges of data sharing
v)	Making financial and technical support e-Government

11.1.2 Improving the Institutional Capacity for e-Government

The development of the institutional capacity in line with e-Government requirements is one of the most defining elements of e-Government policy implementation level and success. The current technical competency gaps in The Gambia between the ministries, departments and agencies in terms of adapting to the recent data oriented service transformation approaches and newly developing technologies is rapidly increasing.

In order for e-Government projects to be successful the ICT skills and technical capacities of ministries, departments and agencies as well as other public institutions must reach a sufficient level and become more efficient. Compared to other countries in the ECOWAS sub-region the ICT skills and technical infrastructure are generally weaker at the level of local administrations. The challenges in obtaining resources and especially human resources need to be resolved in order to enhance and improve on e-Government in local Governments.

This calls for a need to establish collaborations with the private sector In order to conduct e-Government more effectively. Emphasis also needs to be on information security risk within the ministries, departments and agencies for which authorized people dealing with access are trained.

All e-Government activities in both the central and local Governments will be compatible with this Strategy and the e-Government policy. The strategic actions and programmes of the ministries, departments and agency shall take into consideration the needs of the local Government authorities. The human resources capacity of the public sector will be enhanced to ensure adaptability with the changing processes and technologies. Finally, the foundation for business continuity and information security in e-Government services will be laid down.

Improving the Institutional capacity for e-Government	
Actions	
a)	Development of regulations and standards for the Human Resources Assigned to e-Government Activities;
b)	Ensuring Efficiency of Audit for e-Government Projects in Public Sector;
c)	Preparing Institutional ICT Strategies;
d)	Regulating Employment of Public ICT Workers;
e)	Establishing Public ICT Competency Center;
f)	Updating ICT Syllabus and Course Contents in Universities;
g)	Increasing Effectiveness and Dissemination of On- the-Job Training;
h)	Creating ICT-Supported Remote Working Conditions;
i)	Building Public Information Centers in Local Governments;
j)	ICT Projects Implementation and Development Competency in the Public Sector;
k)	Developing awareness and human resources;
l)	Enhancing the GBOS to make statistical analysis for ministries, departments and agencies;
m)	Identifying ministries, departments and agencies for data sharing with up-to-date data specification tables ;
n)	Broad e-Government service standards to be developed;

11.1.3 Innovative Approaches for e- Government Ecosystem

There will be a special monitoring of the emerging innovative approaches for e-Government implementations that is determined by technology changes, trends and changing social preferences. This is to be followed by implementing the changes within the e-Government ecosystem in a planned manner.

In order to achieve this, the private sector, NGOS and universities will be encouraged to conduct research on innovative approaches for central and local Government services. There will be awareness campaign concerning innovative approaches and their applicability in public services and any related investment projects on innovative approaches will be supported.

Innovative Approaches for e- Government Ecosystem	
Actions	
a)	Development and Support of an e-Government Research Program
b)	Development and Promotion of Policies for Big Data and the Internet of Things in Public Sector
c)	Updating ICT Syllabus and Course Contents in Universities
d)	Development of Smart Cities Applications
e)	Supporting Smart Applications
f)	Developing Green ICT Program
g)	Developing City or Town Management Information System
h)	Developing Information Society Research Program
i)	A research infrastructure information portal will be created and opened to access.

11.2 Common Systems and Standards for Infrastructure & Services - Goal 2

This relates to developing and improving the common systems and standards for infrastructure necessary for developing e-Government services and systems for administrative operations, in line with the purposes of improving the technical competency of the e- Government ecosystem.

The e-Govt-2024 recognizes the importance of having the infrastructure that is to be operated independently in ministries, departments and agencies are managed centrally in line with administrative needs. This will result in creating the ability for achieving savings and cyber security requirements. In fact, in order for e-Government programmes to achieve a certain level of maturity the technological infrastructure addressing common needs must be reinforced including infrastructure meeting the needs for back up, disaster recovery centers, cyber security and business continuity in public sector.

The following are the objectives assigned to Strategic Goal 2;

- a) Common ICT infrastructures will be developed;
- b) Common Standards and solutions for e-Government services will be developed and shared;
- c) Ensuring the Integrity and continuity of Information systems for administrative services;

11.2.1 Common ICT Infrastructures will be Developed

The Common ICT infrastructures necessary for e-Government services to be provided securely and seamlessly by the Government and units local Governments will be developed.

The need for common information systems for e-Government services for the Government and the local Governments is important to address. The need for data centers as an important component of e-Government infrastructure is continually increasing as efforts are made to satisfy the challenge of growing data volume and variety. It is important to use common infrastructures to reduce the repeated use of resources and to minimize critical infrastructure risks. Further, a public secure network needs to be created and shared so that data and document sharing becomes safer and flawless.

The use of cloud computing technologies could be considered in implementing virtualization and cloud solutions to be supported by qualified human resources for the operation of the common infrastructures.

Common ICT Infrastructures will be Developed	
Action	
a)	Establishing and implementing public integrated data centers
b)	Creating electronic data and document sharing infrastructures
c)	Setting up Government cloud computing infrastructure
d)	Developing cloud program for SMEs
e)	Developing green ICT program
f)	Encouraging use of open source software in public sector
g)	Having Public secure network

h)	Information systems disaster recovery management center
----	---

11.2.2 Common Standards and Solutions for e-Government Services

Common standards solutions would be developed for quality Government and local Government services. To develop e-Government services and increase their maturity and technical levels this strategy gives due consideration to interoperability. As different technologies and infrastructures are used in the software developed for e-Government the e-Govt-2024 strategy adopts a common approach in developing software as more time and resources are to be devoted to software development processes.

Further, the data sharing mechanisms are to be established in order to increase the quality of services and simplify the work for citizens. As the strategy recognizes the use of open source software applications for infrastructure a road map for its widespread use in common solutions is to be prepared with the right legal framework.

Common Standards and solutions for e-Government Services	
Action	
a)	Having a generalized approach to National ID Card verification for natural and legal entities.
b)	Developing national e-Government software development platforms
c)	Identifying the priority information systems for open source software (OSS).
d)	Preparing geographic information strategy and action plan.
e)	Encouraging use of open source software in public sector with an established national committee.
f)	Having the integration of e-health records for e-Health standardization and accreditation.
g)	Building Government cloud computing infrastructure
h)	Promoting the usage of e-signature.
i)	Promoting the adoption and use of e-ticket applications.
j)	To have laid down the standards for content.
k)	Promoting and expanding the use of electronic platforms for effective and secure management of ministerial, departmental and agency tasks and processes.
l)	National Operating System and Applications Project
m)	Establishing an e-notification system for services.

n)	Establishing a correct and comprehensive infrastructure for national geographic information system
----	--

11.2.3 Ensuring Integrity & Continuity of Information Systems

Integrity and continuity will be ensured in the information systems developed for the services required by both the Government and local Government units for their administrative functions.

It is critical that the Government and the local Government units all need various resource management infrastructures, like public financial management, strategic management, personnel management, call management, procurement management and movable assets management, and accordingly they are in need of applications for the said common administrative services like business process management, regulation preparation / asking for opinion and obtaining information. For this reason an improvement of the information systems for administrative services is paramount.

The following actions in the table below will be carried out.

Ensuring Integrity and continuity of Information systems for administrative services	
Actions	
a)	Identifying and development of applications for common administrative services – for Government and the Local Government units.
b)	Developing management information systems for the Government, local Government units, the city of Banjul and other towns and settlements
c)	Encouraging use of open source software in public sector
d)	Building Government cloud computing infrastructure
e)	Expanding the use of electronic platforms for effective and secure management of ministerial, departmental and agency tasks and processes
f)	Establishing an e-payment system that can be widely used in all transactions in the country
g)	Reviewing and establishing the right legal, administrative and technical infrastructure necessary for gradual switch to an electronic fee collection system.
h)	Expanding the use of e-ticket applications.

11.3 Realizing e-Government in Public Services - Goal 3

Within this goal, the main objective is to reform the existing civil and public services to utilize new technologies and trends and to be user- centric. The new services are to be developed in accordance with user centrality that promotes innovation and service integration through recognized service delivery channels.

It is paramount that both the civil and public service go through the necessary reforms with specific restructuring that fits e-Government needs. Accordingly the following four objectives are considered for the achievement of this goal:

- a) Government, departmental and agency information will be provided primarily and effectively on electronic channels;
- b) Strengthening the integrations of information systems within the identified priority sectors;
- c) Increased reliability level of e-Government services;
- d) Enhanced and diversified service delivery channels;

11.3.1 Government, Departmental and Agency Information on Electronic Channels

This begins with having a comprehensive framework that contains information about The Gambia with easy access to the said information. It shall include information about services provided by ministries, departments and agencies with the related activities. There will be begin with having websites for all ministries, departments, agencies and LGAs with defined standards and control measures. The same websites could have presence on the social media since there is that need for central access.

The table below includes the actions to be initiated to achieve this objective.

	Government, Departmental and Agency Information to be Provided Primarily and Effectively on Electronic Channels
	Action
a)	Creating or updating websites for Government, Departments and Agencies in accordance as well as with specified regulations and standards.
b)	Having a centralized unit for public information with open access to information that is not classified.
c)	Providing User-Centric e-Government Services
d)	Facilitating the sharing of public data through the websites.
e)	Enhancing the use of mobile platforms and social media in e-Government Services
f)	Having a raised awareness of matters in relation to trade and investments among stakeholders through the trade portal.
g)	There shall be a Government e-Mail and Web page for every ministry, department and agency.
h)	A transportation master plan for running the national transportation portal.
i)	A determined number of services that the ministries, departments and agencies will provide to the business world in electronic format will be made available.
j)	There will be an obligation for the local Government entities to establish websites, based on the same standards for informing the public on certain specific information.
k)	All ministry, department, agency and local Government websites shall have a link.

11.3.2 Strengthening the Integrations of Information Systems

The integrations of information systems in public service domain will be strengthened. These systems will be improved to provide information security, personal data privacy and business continuity at the highest level. There are different services being provided by more than one entity for reasons of innovations and the rapid organizational changes in the public sector. This would result in the development of information systems that function for different services in the same sector. So with no integration among these systems, data sharing is rather limited. The following actions in the table below will help in achieving this objective:

Strengthening the Integrations of Information Systems within the Identified Priority Sectors	
Actions	
a)	Integration of information systems relating to labour and social security services including labour statistics information system and work permits to foreigners;
b)	Integration of information systems relating to health services sector;
c)	Having e-Health information system as well as the standardization and accreditation for online health services including blood band data services and e-Test applications;
d)	Integration of information systems relating to education services sector;
e)	Integration of information systems relating to public finance administration;
f)	Integration of information systems relating to social services;
g)	Integration of information systems relating to communications and transportation sector including the development of master plans for transportation and communications;
h)	Developing and integrating information systems relating to food, agriculture and livestock sector including the national water information system;
i)	Developing and integrating an information system for disaster recovery management;
j)	Integration of information systems relating to labour and social security services;
k)	Having an online land registry and facilitating the issuance of real estate and construction permits;

l)	Having single window applications for citizens including information systems for Government revenue administration, customs;
m)	Creating transportation demand management systems as well as e-Payment standards for transportation systems;
n)	Database income management systems ;
o)	Having an electronic public procurement system;
p)	Expanding the use of e-Ticket applications;
q)	Reinforcing the capacity for the Justice system in using the ICTs;
r)	Ensuring the management, monitoring and reporting of public resources efficiently;
s)	Creating a statistical information infrastructure;
t)	Having a program for rationalizing public expenditure especially in projects management and monitoring;

11.3.3 Increased Reliability Level of e-Government Services

Currently, the minimal e-Government services are mostly provided without integration. There is a lack of proper integration at the desired level between ministries, departments and agencies, citizens have to give similar information to different ministries, departments and agencies when obtaining service or get just some parts of the services through e-Government. There will be the need to increase reliability in the usability, accessibility and delivery of online e-Government services that are integrated. The expectation is for a seamless operation of integrated processes as well as efficient and user-centric service provision. The actions in the table below will support the achievement of this objective.

Increased Reliability level of e-Government Services	
Action	
a)	Ensuring user-centric integration of services associated with changes in the status of citizens (e.g. single, married, divorced, deceased, young, adult, elderly, employed, unemployed etc.).
b)	Ensuring user-centric integration of services associated with business activities.
c)	Ensuring user-centric integration of services associated with professional life activities.
d)	Ensuring user-centric integration of services associated with marriage, divorce and inheritance transactions.
e)	Ensuring user-centric integration of services for vehicle purchase and use transactions

f)	Ensuring of user-centric e-Government service delivery
----	--

11.3.4 Enhanced and Diversified Service Delivery Channels

A fundamental step in providing e-Government services is to develop service delivery channels with defined user profiles and flexibility for improvements. Currently, The Gambia has no common approach for the service delivery channels, and generally some e-Government services provided by ministries, departments and agencies are delivered through different websites and some through other means. An important need is to have e-Government services that are both compatible and deliverable with mobile platforms and the social media. Under this objective, the Service delivery channels are to be diversified to reach every part of the society by an assessment of the user preferences and profiles. The actions below are intended to achieve this objective.

Enhanced and diversified service delivery channels	
Action	
a)	Designing new service delivery models to increase usage
b)	Deploying e-Government services to benefit all disadvantaged groups
c)	Using and benefiting from mobile platforms and social media in e-Government services
d)	Provision of user-centric e-Government services
e)	Having a shared call center
f)	A Physical Government Access Gateway Project
g)	The services to be provided by ministries, departments and public agencies to the business world will be in electronic format and the systems will be integrated and enabled to communicate with each other.
h)	The services to be provided to taxpayers will be in electronic format and some can be accessed via mobile platforms.

11.4 Increasing Usage, Participation and Transparency Goal 4

This goal is to achieve a pervasive usage of e-Government services, increasing participation of all in the utilization of the services with a high degree of transparency. To ensure the achievement of this goal, the following objectives are to be achieved:

- a) An increased usage of e-Government services;
- b) A broadened open data usage;
- c) Enhanced e-Participation mechanisms;

11.4.1 An Increased Usage of e-Government services;

There will be awareness campaigns on matters of education in relation to the existence and usage of the e-Government service. Where there is a problem in low utilization of a certain e-Government service or group of e-Government services these could be addressed by the use of the feedback mechanisms based on users views. There are some who are not aware of even the basic e-Government services and there are others who are aware but do not use the e-Government services. The table below contains the actions for expanding the usage of e-Government services.

An Increased Usage of e-Government Services	
Actions	
a)	Increasing Awareness of e-Government services through strengthened information channels
b)	Making e-Government applications more preferred by making them user friendly.
c)	Increasing user participation by carrying out improvements public services.
d)	Promoting Content Development
e)	Improving on the general syllabus for ICT to raise an awareness of its importance.
f)	Facilitating and spreading of Internet access through some recognized means.
g)	Creating public information centers in local Government offices.
h)	Enacting and strengthening cyber security law .
i)	Enactment of legislation on personal data and privacy protection.
j)	Provision of user-centric e-Government services

11.4.2 A Broadened Open Data Usage

There will be a determination of the scope of activities that need to be carried out in relation to open data. Open data initiatives create economic value since it can be used to produce new value added services, new markets, reduce costs, encourage businesses and the conduct of information based decision-making. Although data produced in the e-Government ecosystem can be used as open data, there has to be anonymity in its sharing by having a due regard to the law on personal data privacy, national security and commercial secrets.

The actions identified in the table below are to aid in ensuring the achievement of this objective.

A Broadened Open Data Usage	
Action	
a)	Developing open data sharing portal
b)	Transforming public data to open data and sharing data
c)	Developing a public investment and achievement monitoring portal
d)	Developing a public expenditure monitoring portal
e)	Supporting smart applications
f)	Sharing public data
g)	Ensuring there is open access to digital, scientific information and cultural.
h)	Having a Government cloud computing infrastructure
i)	There will be systematic data collection and sharing by the local Government authorities with the public.

11.4.3 Enhanced Participation in e-Government Process

As the e-Government mechanism includes many stakeholders, there will be the enhancement of obtaining feedbacks in public policy and decision-making processes. The full participation of all in e-Government service delivery will provide all stakeholders the right to have input in the decision-making and implementations processes and have a share in the administrative functions. The targets here include reinforcing and diversifying the public policy and decision-making processes. With this there is expected to be transparency in decision-making processes. The actions in the table below are identified to achieve the objective.

	Enhanced Participation in e-Government Process
	Action
a)	Developing Legislation Participation Portal
b)	Developing ICT-Supported participation program for public policy making
c)	Building Government cloud computing infrastructure

With the goals and objectives identified the crucial issue of funding needs to be broadly considered.

13. FUNDING THE E-GOVERNMENT-2024

Therefore, the first measure of funding the e-Govt-2024 has to be the adoption of the traditional project financing approach where the entire project is funded through Government budgetary resources and operated by an Agency for the Government. As part of the said best practice, the Government place the funds required to propel this e-Govt-2024 forward with the ICT Agency.

This fund will provide for better planning and utilization more specifically with regards to ministerial cross-cutting initiatives. As the establishment of a robust e-Government framework requires time to achieve, having a special identified fund would facilitate its uptake. Having a central funding vote will ensure that focus is maintained on all the key technological building blocks that all need to be unified, consistent, coherent, standardized, inter-connected and based upon shared services.

The ICT Agency would have to consider funding decisions for large e-Government projects with complex and multi-dimensional risks so as to mitigate the risks of strategic error in preventing loss of investments. It would have to consider measures to improve the structuring of these projects so as to have an optimum mix of resources (including human, technical and financial) in order to maximise value derived from the investments. This is simply because in most cases the costs of launching successful e-Government projects can be sizeable with a number of the prerequisites that are not directly related to technologies. The requirement for substantial infrastructure capital investment can be the trigger for the use of long-term financing instruments or strategic sourcing arrangements, particularly if it is for a fundamental building block for multiple e-Government services.

Other options like full privatisation or out-sourcing of specific e-Government services to the private sector is an option for consideration by the ICT Agency. Such a move can help in getting full project funding from the private sector service providers although the conditions for the control over the services provided, the tariff charged, and the ownership of the assets will be determined by the public interest criteria.

The use of public private partnership (PPP) model will also be entertained through long-term contract between a private party and ICT Agency, for providing a specific public asset or service for purposes of e-Government, in which the private party bears significant risk and management

responsibility. The remuneration package for any such initiative shall be linked to performance. It will be further subject to the current policy on PPPs especially on issues of accountability, security, and privacy issues within an e-Government service.

The ICT Agency can also look out for donor support as an important source of funding for a range of e-Government initiatives. A number of donors have in recent years increased their support for e-Government projects.

Just as funding terms can be critical components of any e-Government project, the success of it partly depending on the need to have a robust monitoring and evaluation of an e-Government project.

14. IMPACTS OF IMPLEMENTING THE E-GOVT-2024

These expected impacts are drawn from the international best practices, experiences and special research works more specifically the regression analysis in considering growth rates and absolute values. Currently, there is a strong impact of e-Government expenditures on the improvement in public sector productivity and GDP growth. An e-Government policy will contribute to overall increase in GDP. This happened in the EU in the period of 2005-2010 where the increase was by 2%. It also has potential to create more jobs, increase in productivity of the economy and stimulates faster economic growth. The tables below contain the key expected impacts of e-Government if the outlined goals and related objectives are implemented together with the proper mitigation of the risks identified.

13.1 TABLE 1 - QUANTITATIVE IMPACTS

a) Improvement of Service Quality and User Satisfaction	The citizens and businesses will have access to variety of Government services “any time anywhere”. The services will become reliable, efficient, less cost, beneficial and almost risk-free.
b) Increase Trust in the Governance Process	The citizens and businesses will build trust and support for its delivery as they identify the effort made by public administration in order to deliver a high quality services and digital interaction with public entities.
c) Efficiency in Governance Process	The diffusion of better technological and organizational standards leads to improvements in public administration efficiency with positive impacts on innovation and modernization.
d) GDP Per Capita	An increase in public sector efficiency will enhance GDP growth through improvements in labour productivity in the public sector, innovation and growth of public sector total output, efficiency of public administration and an increase in aggregate demand.
e) Stimulates the Enlargement of Services	Utilisation of IT in public sector will stimulate the enlargement of services provided by public sector due to simplification of processes and increased efficiency. This will breed a higher degree of transparency and accountability in Governance process.
f) Increase Productivity in Government Services	For reasons of take-up effect on the upward trend in public service delivery through the web channels there will be increase in both the service quality and demand. The greater openness for new electronic services by citizens and businesses will increases the productivity of public services.
g) Growth in Aggregate Demand	The interactions between Government and private sectors in reallocating information and creating new business opportunities will influence the growth in aggregate demand and trigger the economic growth.
h) Equal Accessibility to Education and Jobs	There will be improvement in equal accessibility to education and jobs through better social policies, management and service quality.

13.2 TABLE 2 - QUALITATIVE IMPACTS

<p>a) Improvement in Accountability and Transparency</p>	<p>Due to the free accessibility and openness of Government data the necessary information will be provided for citizens and businesses impacting on increase in accountability and transparency.</p>
<p>b) Promotion of Information Society</p>	<p>An increase in the level of e-participation in technological progress by citizens and private sector.</p>
<p>c) Reduction in Corruption</p>	<p>With access to public data and information and the removal of barriers in the interactions of Government entities corruption will reduce.</p>
<p>d) Increase in National Competitiveness</p>	<p>The improvement in productivity, efficiency of public sector and social development will all boost national competitiveness.</p>
<p>e) Improvement of Information and Supply Quality</p>	<p>The digitalization of information will positively impact on information quality and supply in terms of information accuracy, timeliness, relevance, precision, and completeness.</p> <p>On information supply, there will be availability and openness of Government data and greater returns of public investment.</p>
<p>f) Reduction of Process Time</p>	<p>There will a significant reduction of the time spent on process and delivery of Government and LGAs services.</p>
<p>g) Reduction of Administrative Burdens</p>	<p>There will be the lowering of private costs by citizens and businesses that they bear to comply with information and registrations defined by the Governmental organizations.</p>
<p>h) General Cost Reduction and Budget Savings</p>	<p>There will be savings in:</p> <ul style="list-style-type: none"> i. labour costs due to reduction of administrative employees that are required to perform the maintenance of e-Government processing; ii. service delivery due to minimization of leading time of service realization (reduction of travel costs, waiting time, printing materials, etc.); iii. electronic invoicing due to the adoption of e-invoicing leads with automation and removal of unnecessary handling of papers between different public authorities or through the post offices;

13.3 TABLE 3 - SPECIFIC DESCRIPTIVE IMPACTS

These are specifically captured by a number of the objectives outlined.

Capabilities	x.	Data access
	xi.	Data quality
	xii.	Productivity gain
	xiii.	Staff reduction/ substitution
	xiv.	Improved control
	xv.	Time-saving measures
	xvi.	Improved decision processes
	xvii.	Improved products and services
	xviii.	Improved planning
Interactions	vi.	Improved coordination/cooperation
	vii.	Citizen-public sector interaction
	viii.	Private sector-public sector interaction
	ix.	Citizen-citizen interaction
	x.	Organizational control and power
Orientations	iv.	Emphasis on quantitative criteria
	v.	Structuring of problems
	vi.	Increased discretion
Value Distribution	vi.	Protection and improvement of the private sphere
	vii.	Job satisfaction and enrichment
	viii.	Job enlargement and creation
	ix.	Protection of legal rights
	x.	Improved standard of health, safety and well being

15. MONITORING AND EVALUATION

In order to achieve the goals and objectives of this e-Govt-2024 there will be a coherent and steady monitoring and evaluation of the outcome indicators by the ITC Agency. The other special committees within the implementation framework would have a say in the monitoring and evaluation at different levels.

13.1 The Review Framework

There will be a midterm review of the policy at the end of the second (2nd) year and a full review at the end of the fourth (4th) year. The ICT Agency shall come up with a review framework for approval by MOICI.

The process for monitoring and evaluation shall not be compromised because of the experiences in a number of other e-Government projects even within the region. This position is informed by the findings that many e-Government projects and ICT-dependent projects have experienced high rates of failure. In the United Nations, World Public Sector Report 2003 the failure rates are even higher in developing countries; by some measures, more than 60-80% of projects are partial or total failures. The monitoring and evaluation has to show and address:

- a) Gaps between information system design and user needs and capabilities for e-Govt-2024;
- b) Any indicator of poor planning for implementation;
- c) Clarify if some of the goals and objectives need to be redefined;
- d) Consider if the outlined objectives could change during implementation;
- e) Ascertain if the four year period given under e-Govt-2024 is a realistic time or and or resource estimates;
- f) Assess the level of executive support and user involvement in the implementation;
- g) The requirements of team work in the implementation;

- h) The assessment of the skills in relation to the objectives and targets;

13.2 Assessing Take-up Prerequisites

In carrying out the monitoring and evaluation the user take-up of the e-Government services and the understanding user preferences and needs are to be assessed. By understanding user preferences and needs, the ICT Agency will be better equipped to effectively address any sluggish user take-up of e-Government services. Continuous feedback on usage and satisfaction can improve service quality, development and delivery.

16. ANNEXES – GOALS, OBJECTIVES & PROGRAMMES

15.1 The Summary Table of Goals, Objectives & Expected Impacts

15.1.1 The Strategic Goals	<ul style="list-style-type: none">a) Ensuring Efficiency and Sustainability of the e-Government Ecosystem;b) Having Common Systems and Standards for Infrastructure and Administrative Services;c) Realizing e-Government in Public Services;d) Increasing Usage, Participation and Transparency;
-----------------------------------	--

15.1.2 The Strategic Objectives

- a) Enhance the coordination efficiency in e-Government activities;
- b) Improvement in the capacity of the institutions for adopting e-Government;
- c) Innovative approaches will be monitored and adapted to the e-Government ecosystem;
- d) Common ICT infrastructures will be developed;
- e) Common Standards and solutions for e-Government services will be developed and shared;
- f) Ensuring the Integrity and continuity of Information systems for administrative services;
- g) Government, departmental and agency information will be provided primarily and effectively on electronic channels;
- h) Strengthening the integrations of information systems within the identified priority sectors;
- i) Increased reliability level of e-Government services;
- j) Enhanced and diversified service delivery channels;
- k) An increased usage of e-Government services;
- l) A broadened open data usage;
- m) Enhanced e-Participation mechanisms;

15.1.3 The Implementation Process-wise Impacts

- a) Impacts for the Government;**
 - i. An electronic collaboration and exchange of information between the ministries, departments, and other Government agencies;
 - ii. An open access to Government information;
 - iii. No reliance on tapes and disks for the exchange of data between Government departments and agencies, since these carry their own security issues and are not scalable for the level of interoperability many services will require in future;
 - iv. Increased efficiency, flexibility and the value in Government service delivery;
 - v. Improved efficiency, reduce governance

transaction costs, improve internal planning mechanisms and generates savings, lowering the cost of governance and Government services;

vi. A reasonably paper free Government;

b) Impacts for the citizens:

- i. Access Government services under a secure use of their identification, privacy and security;
- ii. Increased transparency to users with value-added information by bringing together data that currently exists across multiple Government departments and agencies;
- iii. Eliminate the citizens discomforts of bureaucracy in Government service delivery;
- iv. Reduced corruption, increase transparency and trust, facilitate and improve citizens' involvement in Government;
- v. Achieving e-Democracy by enabling citizens to participate in political consultations in real-time and in a cost effective manner;

c) For Businesses, it will:

- i. Multiple choice, competition and innovation;
- ii. Expand Government access to potential suppliers and increase the number of offers received in a timely manner in matters of public procurements;

15.2 Program of Actions for the Objectives

15.2.1 Enhance the coordination efficiency in e-Government activities		
No	Parameter	Remark/Comment
1	Planned Action Type	Coordination related
2	Background to Planned action	The general membership of the ITU community has since been embracing the ITU “e-Government Implementation Toolkit: e-Government Readiness Assessment Framework Year: 11.2010” through the adoption of policies and strategic plans for the realisation of an effective e-Government framework.
3	Description of Planned Action	Outlining the parameters to be used for the effective coordination of the implementation of e-Government ecosystem in The Gambia.
4	Planned Action Implementation Rationale	A coordination structure to allowing stakeholders to take an active role and ensure interoperability of e-Government initiatives.
5	Planned Action Specific Goals/Objective	<ul style="list-style-type: none"> a) Development of an e-Government Ecosystem. b) Planning, Evaluating and Monitoring of e-Government Projects. c) Development of Enterprise Architecture for e-Government. d) Reviewing e-Government Legislation. e) Developing cyber security ecosystem. f) Enactment of Cyber Security Law. g) Enactment of Data Protection Legislation. h) Developing Information Society Monitoring System. i) Having Performance Measurement for Local Governments. j) An Inventory of Administrative Records for the e-Government Platform. k) The Making the Public Procurement Information System module.

		<ul style="list-style-type: none"> l) Revised legislations on public procurements m) A coordination mechanism will be developed in public procurement. n) Making financial and technical support e-Government. o) An analysis of the expectations of all stakeholders; p) The guidelines for e-Government implementation;
6	Planned Action Implementation Prerequisites	<ul style="list-style-type: none"> a) Efficient and capable ICT Agency; b) Having an all-inclusive e-Government framework; c) The computerisation of the civil service; d) Having a single window / e-Citizen portal; e) Creating dedicated access to the Internet;
7	Planned Action Time Frame	1st Year of Implementation – by Q3 of 2021
8	Planned Action Deliverables	<ul style="list-style-type: none"> a) A prepared and updated e-Government Ecosystem Guidelines. b) An Assessment Mechanism for National e- Government Maturity Level. c) Improved Effectiveness in Public ICT Procurement. d) Public Secure Network. e) Established national record system standard for e-Government f) Identified resources and staff for e-Government projects, work and services. g) A clear framework for data sharing h) A legal framework for Digital Rights Management.
9	Time Bound Measurable Targets	<ul style="list-style-type: none"> a) The Infrastructure (administrative, legal and technical) for e-Government. b) Increased cooperation and coordination of central and local administrative units. c) Platforms and work groups for experience and information sharing;^[17]_{SEP} d) An effective participation (local

		Government, NGOs, professional organizations and universities). e) An investment environment for suitable and timely resource utilization. [SEP] f) An efficient procurement processes within the scope of e-Government projects;
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	An effective coordination framework for the implementation of e-Government projects and service delivery.
12	Anticipated Beneficiaries	The citizens, businesses, Government employees and the Government
13	Resource Mobilisation and Costing	To cater for the investment for the infrastructure, the review and drafting of legislations, the guidelines and coordination process, - Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<ul style="list-style-type: none"> a) Clear vision and dedicated political and administrative leadership for the e-Govt-2024 initiative. b) A good corporate governance framework that values stakeholder involvement c) The needed cultural change for adopting e-Government. d) Having carried out comprehensive review the existing related policies, legal and regulatory frameworks in order to ascertain the conduciveness of the environment for e-Govt-2014. e) Getting the right and appropriate technology architecture for the framework.

		f) The existence of an information management and security system for implementation.
15	Planned Action Implementation Risks	a) Inadequate design and poor technical interoperability of the system. b) Problem of inappropriate user interfaces to e-Government systems. c) Uncontrolled cost for coordination
16	Planned Action Monitoring and Evaluation Indicators	a) Increased efficiency in the coordination of e-Govt-2024; b) Acceptable and working e-Government framework being used by all stakeholders;
17	Planned Action Implementation monitoring and Evaluation Responsibility	ICT Agency, MOICI, the Cabinet Committee on ICT and Permanent Secretaries Committee.

15.2.2 Improvement in the Capacity of the Institutions for Adopting e-Government

No	Parameter	Remark/Comment
1	Planned Action Type	Capacity Enhancement related
2	Background to Planned action	The general membership of the ITU community has since been embracing the ITU “e-Government Implementation Toolkit: e-Government Readiness Assessment Framework Year: 11.2010” through the adoption of policies and strategic plans for the realisation of an effective e-Government framework.
3	Description of Planned Action	Coming up with considered measures for enhancing the capacity of the institutions for the implementation of e-Government.
4	Planned Action Implementation Rationale	The development of the institutional capacity in line with e-Government requirements determines the success level of e-Government implementation. There is a technical competency gap between the ministries, departments and agencies for adapting e-Government. In order for e-Government projects to be successful the ICT skills and technical capacities of ministries, departments and agencies as well as other public institutions must reach a sufficient level and become more efficient.
		<ul style="list-style-type: none"> a) Ensuring Efficiency of Audit for e-Government Projects in Public Sector; b) Preparing Institutional

5	Planned Action Specific Goals/Objective	<p>ICT Strategies in line with this e-Govt-2024;</p> <ul style="list-style-type: none"> c) Regulating Employment of Public ICT Workers; d) Establishing Public ICT Competency Center; e) Updating ICT Syllabus and Course Contents in Universities; f) Increasing Effectiveness and Dissemination of On-the-Job Training; g) Developing awareness and human resources; h) Enhancing the GBOS to make statistical analysis for ministries, departments and agencies;
6	Planned Action Implementation Prerequisites	<ul style="list-style-type: none"> a) Having an approved list of areas for capacity building by the ICT Agency; b) Implementing policies, regulations and strategies to promote capacity building for purposes of e-Government;
7	Planned Action Time Frame	1st Year of Implementation – by Q2 of 2021
8	Planned Action Deliverables	<ul style="list-style-type: none"> a) A capacity building plan for e-Government; b) Skilled Government employees for e-Government; c) Citizens with capacity to utilize e-Government services;
9	Time Bound Measurable Targets	<ul style="list-style-type: none"> a) Approved Regulations and standards for the Human Resources Assigned to e-Government Activities; b) Established ICT-Supported Remote Working Conditions; c) Built Public Information

		Centers in Local Governments; d) Achieved Competency in ICT Projects Implementation and Development in the Public Sector; e) Identified ministries, departments and agencies for data sharing with up-to-date data specification tables; f) Developed Broad e-Government service standards;
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	Enhanced capacity on the part of the Government, its employees, citizens and businesses for e-Government service delivery and utilisation.
12	Anticipated Beneficiaries	The Government employees, civil servants, citizens, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Critical Action Success Factors	a) The ICT Agency should have complete ownership of the capacity building programme. b) The sources of funding from Government as well as through PPPs or donors are critical. c) All ministries, departments and agencies should be prepared with supportive policy and legal frameworks, to create an enabling environment for capacity building. d) There must be both

		<p>participatory and consultative process in determining the prioritized actions.</p> <p>e) The prioritized areas for capacity building must have identified clear results with measurable indicators.</p> <p>f) There must be a good leadership of the programme for proper direction.</p> <p>g) The prioritized areas must focus on strengthening e-Government systems, with required human resources and training.</p> <p>h) There shall be measurable milestones identified to ensure implementation and compliance.</p>
15	Planned Action Implementation Risks	<p>a) Change of policy or policy focus.</p> <p>b) Diverting financing resources from e-Government.</p> <p>c) Misplaced prioritisation for the capacity programmes.</p>
16	Planned Action Monitoring and Evaluation Indicators	<p>a) Increased 100 % of Government employees having the capacity to support the e-Government deployment and service delivery;</p> <p>b) 75% of businesses utilising e-Government services in their dealings with Government;</p> <p>c) 80% of basic Government services to be utilised by the citizens with ease;</p>
17	Planned Action Implementation	ICT Agency, MOICI, the Cabinet Committee on ICT

	monitoring Evaluation Responsibility	and	and Permanent Secretaries Committee.
--	--	-----	---

15.2.3 Adapting Innovative approaches to the e-Government ecosystem		
No	Parameter	Remark/Comment
1	Planned Action Type	Innovation to infrastructure and services related
2	Background to Planned action	All e-Government implementation thrive under innovative initiatives. This usually begins with a special monitoring of the emerging innovative approaches for e-Government implementations as it is determined by technology changes, trends and changing social preferences.
3	Description of Planned Action	To ensure that measures are laid down for creating innovation in the e-Government service delivery. The private sector, NGOs and universities will be encouraged to conduct research on innovative approaches for central and local Government services. There will be awareness campaign concerning innovative approaches and their applicability in public services and any related investment projects on innovative approaches will be supported.
4	Planned Action Implementation Rationale	To achieve innovative changes within the e Government ecosystem in a planned manner for efficiency and effectiveness.
5	Planned Action Specific Goals/Objective	a) Development and Support of an e-Government Research Program.

		<ul style="list-style-type: none"> b) Development and Promotion of Policies for Big Data and the Internet of Things in Public Sector. c) Updating ICT Syllabus and Course Contents in Universities. d) Developing Green ICT Program. e) Developing City or Town Management Information System.
6	Planned Action Implementation Prerequisites	<ul style="list-style-type: none"> a) Implementing policies and regulations to promote to promote research especially for Applications development; b) A coordination framework for research and development; c) An environment must be created for collaboration, ideation, implementation and value creation.
7	Planned Action Time Frame	3 st Year of Implementation – by Q1 of 2022
8	Planned Action Deliverables	A sustainable and yielding e-Government ecosystem
9	Time Bound Measurable Targets	<ul style="list-style-type: none"> a) A Smart Cities and Town Applications b) Adopted Smart Applications for e-Government c) Adopted Information Society Research Program d) A research infrastructure information portal with opened to access to all.

10	Implementing Agency	The ICT Agency
11	Planned Action Outputs	<ul style="list-style-type: none"> a) At least 10% of ICT Agency's budget should be allocated to R&D for innovation. b) At least 50% of the software applications used in the e-Government framework. c) To have two (2) innovation research projects to be accomplished in any given year.
12	Anticipated Beneficiaries	The Government, Government employees, the citizens and businesses.
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<ul style="list-style-type: none"> a) There must be adequate funding; b) The ICT Agency should constitute a special management committee to deal with matters of innovation. c) There must be strategic orientation with clear responsibilities. d) The ICT Agency must create that innovation culture with clear change management framework. e) All employees of the ICT Agency and the Government must embrace change and practice collaboration.
15	Planned Action Implementation Risks	<ul style="list-style-type: none"> a) The operational risks in not meeting the quality,

		<p>cost or planning requirements for any initiative for innovation.</p> <p>b) The failing to attract enough personnel for the research activity.</p> <p>c) Where the funding is into an unsuccessful innovation research exercise.</p>
16	Planned Action Monitoring and Evaluation Indicators	<p>a) Research reports on innovative software applications and or systems/measures for e-Government service delivery or framework.</p> <p>b) 60% of the functionalities of the e-Govt-2024 framework is supported by software and other related applications developed locally through the sponsored innovative exercises.</p>
17	Planned Action Implementation monitoring and Evaluation Responsibility	ICT Agency, MOICI, the Cabinet Committee on ICT and Permanent Secretaries Committee.

15.2.4 Developing Common ICT infrastructures

No	Parameter	Remark/Comment
1	Planned Action Type	Infrastructure related
2	Background to Planned action	There is the general practice that the e-Govt-2024 framework is to be built on an infrastructure that is to be operated independently. All ministries, departments and agencies will be managed centrally in line with the needs. To attain maturity the technological infrastructure addressing common needs will be reinforced including infrastructure meeting the needs for back up, disaster recovery centers, cyber security and business continuity in public sector through e-Government services. The need for common information systems for e-Government services, data centers has become important components of e-Government infrastructure because of the need for satisfying the challenge of growing data volume and variety.
3	Description of Planned Action	Planning for the development and improvement of the common systems and standards for the infrastructure necessary for e-Government services and systems for administrative operations, in line with the purposes of improving the technical competency of the e-Government ecosystem.
4	Planned Action Implementation Rationale	Facilitating the e-Government roll out. The use of common infrastructures will reduce the repeated use of resources and to

		minimize critical infrastructure risks. Further, a public secure network needs to be created and shared so that data and document sharing becomes safer and flawless.
5	Planned Action Specific Goals/Objective	<ul style="list-style-type: none"> a) Developing Common ICT infrastructures; b) Developing and sharing common standards and solutions for e-Government services; c) Ensuring the Integrity and continuity of Information systems for administrative services;
6	Planned Action Implementation Prerequisites	<ul style="list-style-type: none"> a) Clear Infrastructure Master plan; b) Having a specific legislations and regulations for the building and operation of the infrastructure including conditions for access, sharing and colocation of passive infrastructure and spectrum resources; c) A coordination framework for network infrastructure deployment with the consideration of the changing technologies;
7	Planned Action Time Frame	1 st Year of Implementation – by Q2 of 2021
8	Planned Action Deliverables	<ul style="list-style-type: none"> a) A built e-Government network; b) Connected ministries, departments and agencies with a central control for the delivery of e-Government services; c) Approved standards and applications for the e-Government ecosystem in

		The Gambia;
9	Time Bound Measurable Targets	<ul style="list-style-type: none"> a) Public secure network b) Establishing and implementing public integrated data centers c) Creating electronic data and document sharing infrastructures
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	A clear and working e-Government interoperability framework through which e-Government services are delivered.
12	Anticipated Beneficiaries	The Government employees, citizens, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<ul style="list-style-type: none"> a) A good infrastructure master plan for e-Government; b) A qualified team for implementation; c) Adequate funding; d) Policy consistency for e-Government;
15	Planned Action Implementation Risks	<ul style="list-style-type: none"> a) Insufficient funding; b) Misplaced infrastructure master plan; c) Compromising with the standards for the infrastructure;
16	Planned Action Monitoring and Evaluation Indicators	<ul style="list-style-type: none"> a) The existence of a Government cloud computing infrastructure; b) Cloud program for SMEs; c) An adopted green ICT program; d) Identified open source

		<p>software in e-Government service delivery;</p> <p>e) An established management center for information systems disaster</p>
17	<p>Planned Action Implementation monitoring and Evaluation and Responsibility</p>	<p>ICT Agency, MOICI, the Cabinet Committee on ICT and Permanent Secretaries Committee.</p>

15.2.5 Developing Common Standards and Solutions for e-Government services

No	Parameter	Remark/Comment
1	Planned Action Type	Service related
2	Background to Planned action	To have common standards in building a quality e-Government and services is important. These standards are important since different technologies and infrastructures are used in the software developed for e-Government. As the general inclination and on best practices there is the adoption of a widespread use of open source software applications and common solutions for e-Government infrastructure. This is done with the right legal framework.
3	Description of Planned Action	Preparing and adopting the right standards for e-Government ecosystem especially for network infrastructure, services and applications for e-Government infrastructure.
4	Planned Action Implementation Rationale	To develop and increase e-Government maturity and technical levels through interoperability and to enhance data sharing in order to increase the quality of services and simplify the work for citizens.
5	Planned Action Specific	<ul style="list-style-type: none"> a) Having a generalized approach to National ID Card verification for natural and legal entities. b) Developing national e-Government software development platforms c) Identifying the priority

	Goals/Objective	<p>information systems for open source software (OSS).</p> <p>d) Preparing geographic information strategy and action plan.</p> <p>e) Encouraging use of open source software in public sector with an established national committee.</p> <p>f) To have laid down the standards for electronic content and data.</p> <p>g) Promoting and expanding the use of electronic platforms for effective and secure management of ministerial, departmental and agency tasks and processes.</p>
6	Planned Action Implementation Prerequisites	<p>c) A clear standards and applications framework;</p> <p>d) An approved funding for the standards;</p> <p>e) Having a specific regulations for the applicable standards and applications;</p>
7	Planned Action Time Frame	1 st Year of Implementation – by Q2 of 2021
8	Planned Action Deliverables	<p>a) E-Health standardization and accreditation.</p> <p>b) National Operating System and Applications Project.</p> <p>c) Establishing an e-notification system for services.</p> <p>d) A national geographic information system.</p>
9	Time Bound Measurable	<p>a) An integration of e-health records.</p> <p>b) Software enabled infrastructure for cloud</p>

	Targets	<p>computing.</p> <p>c) Conducive environment for the usage of e-signature.</p> <p>d) The presence of e-ticket applications.</p> <p>e) Adopted national operating system and applications.</p> <p>f) A clear e-notification framework</p>
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	An e-Government service delivery framework with efficient and effective interoperability.
12	Anticipated Beneficiaries	The Government employees, citizens, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<p>a) There must be adequate funding;</p> <p>b) The ICT Agency's special management committee for innovation to also deal with standards and solutions.</p> <p>c) The e-Government interoperability framework must be developed together with a consideration of the software and applications to be used.</p>
15	Planned Action Implementation Risks	<p>d) Insufficient funding;</p> <p>e) Compromising with the standards for the infrastructure;</p>
16	Planned Action Monitoring and Evaluation Indicators	<p>f) Adopted standards for a Government cloud computing infrastructure;</p> <p>g) Common adopted standards for SMEs cloud program;</p> <p>h) Identified and standardised</p>

		open source software in e-Government service delivery;
17	Planned Implementation and Responsibility Action monitoring and Evaluation	ICT Agency, MOICI, PURA and Operators;

15.2.6 Ensuring the Integrity and Continuity of Information systems

No	Parameter	Remark/Comment
1	Planned Action Type	Service related
2	Background to Planned action	There is the need to ensure that service integrity and continuity is ensured in the information systems developed for the e-Government services.
3	Description of Planned Action	Preparing the Government and the local Government units for the resource management infrastructures, like public financial management, strategic management, personnel management, call management, procurement management and movable assets management.
4	Planned Action Implementation Rationale	An improvement of the information systems for administrative services is dependent on applications for services like business process management, regulation preparation, opinion pool etc.
5	Planned Action Specific Goals/Objective	<ul style="list-style-type: none"> a) Developing management information systems for the Government, local Government units, the city of Banjul and other towns and settlements b) Establishing an e-payment system that can be widely used in all transactions in the country c) Reviewing and establishing the right legal, administrative and technical infrastructure necessary for

		gradual switch to an electronic fee collection system.
6	Planned Action Implementation Prerequisites	<ul style="list-style-type: none"> a) A clear standards and applications framework; b) An approved funding for the standards and the needs of interoperability; c) A capable work force for running the e-Government platforms;
7	Planned Action Time Frame	1 st Year of Implementation – by Q2 of 2021
8	Planned Action Deliverables	An effective e-Government system deployed by Government and local authorities.
9	Time Bound Measurable Targets	<ul style="list-style-type: none"> a) Adopted applications for common administrative services – for Government and the Local Government units. b) Open source software for public sector c) A Government cloud computing infrastructure d) Existence of electronic platforms for effective and secure management of ministerial, departmental and agency tasks and processes e) Availability and use of e-ticket applications.
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	a) Easy to access and easy to deliver e-Government services across the country.
12	Anticipated Beneficiaries	The citizens, businesses, Government employees and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding

		including funding from universal service fund.
14	Planned Action Critical Success Factors	a) Adequate planning; b) The ICT Agency's special management committee for innovation to also deal with information systems.
15	Planned Action Implementation Risks	Funding and effective planning
16	Planned Action Monitoring and Evaluation Indicators	The Government and local Government entities to have effective management information systems.
17	Planned Action Implementation monitoring and Evaluation Responsibility	The ICT Agency, MOICI, Area councils, Municipalities;

15.2.7 Government, Departmental and Agency Information on Electronic Channels

No	Parameter	Remark/Comment
1	Planned Action Type	Infrastructure and service related
2	Background to Planned action	This is about having a comprehensive framework that contains information about The Gambia with easy access to the said information.
3	Description of Planned Action	Preparing the ground for information about services provided by ministries, departments and agencies with the related activities. This will begin with having websites for all with defined standards and control measures. The same websites could have presence on the social media since there is that need for central access.
4	Planned Action Implementation Rationale	This is to create an access route for the citizens for Government services
5	Planned Action Specific Goals/Objective	<p>a) Creating or updating websites for Government, Departments and Agencies in accordance as well as with specified regulations and standards.</p> <p>b) Having a centralized unit for public information with open access to information that is not classified.</p> <p>c) Enhancing the use of mobile platforms and</p>

		<p>social media in e-Government Services</p> <p>d) Linking all ministries, departments, agencies and local Government websites.</p> <p>e) Creating access to Government services with a proper coverage;</p> <p>f) Enhancing connectivity for all stakeholders;</p>
6	Planned Action Implementation Prerequisites	<p>a) An infrastructure master plan with clarity on the network connectivity;</p> <p>b) All Ministries, Departments, Agencies and Local Government entities must be prepared and ready for connectivity.</p> <p>c) Adequate funding to ensure the sustenance of the connectivity.</p>
7	Planned Action Time Frame	1 st Year of Implementation – by Q2 of 2021
8	Planned Action Deliverables	A connected Government to the citizens, businesses and local Government entities.
9	Time Bound Measurable Targets	<p>a) User-Centric e-Government Services</p> <p>b) Website facilitating the sharing of public data.</p> <p>c) A trade portal that raises awareness on matters relating to trade and investments among stakeholders.</p> <p>d) A Government e-Mail</p>

		<p>and Web page for every ministry, department and agency.</p> <p>e) A transportation master plan for running the national transportation portal.</p> <p>f) Availability of a determined number of services that the ministries, departments and agencies will provide to the business world in electronic format.</p> <p>g) Websites established by local Government entities based on the same standards for informing the public on certain specific information.</p>
10	Implementing Agency	IT Agency
11	Planned Action Outputs	Enabling delivery of e-Government services and efficiency with special impacts on governance and cost reduction.
12	Anticipated Beneficiaries	The citizens, Government employees, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<p>a) A measured and adopted infrastructure master plan including network connectivity plan.</p> <p>b) A well trained personnel for the connectivity;</p> <p>c) Proper and adequate regulations for the</p>

		rollout of the network; d) Timely and adequate funding;
15	Planned Action Implementation Risks	a) Poor planning and coordination for implementation. b) Insufficient funding.
16	Planned Action Monitoring and Evaluation Indicators	d) A working network that connects all Government ministries, departments and agencies as well as the local Government entities. e) 100% of payments to Government and local Government entities to be online by 2023. f) Government network to have the presence of social media for access. g) All Government publications that are not classified are to be accessible online.
17	Planned Action Implementation monitoring and Evaluation Responsibility	The ICT Agency, MOICI, PURA and Local Government Entities;

15.2.8 Strengthening the Integrations of information systems

No	Parameter	Remark/Comment
1	Planned Action Type	Infrastructure and service related
2	Background to Planned action	There is a need for integrating the information systems for e-Government services.
3	Description of Planned Action	The integrations of information systems will provide information security, personal data privacy and business continuity at the highest level. For reasons of innovations and the rapid organizational changes in the public sector there are different services being provided by more than one entity.
4	Planned Action Implementation Rationale	The main reason for the integration of information system is to improve productivity and quality of e-Government service delivery by making sure that the different IT systems communicate (talk to each other) through integration in order to speed up information flows and reduce operational costs for the Government. So with no integration among these systems, data sharing is rather limited.
5	Planned Action Specific Goals/Objective	Integration of information systems relating to: <ul style="list-style-type: none"> a) Labour and social security services including labour statistics information system and work permits to foreigners; b) Health services sector; c) Education services sector; d) Public finance administration; e) Social services; f) Communications and transportation sector g) Food, agriculture and

		<p>livestock sector</p> <p>h) Disaster recovery management;</p> <p>i) Labour and social security services;</p>
6	Planned Action Implementation Prerequisites	<p>a) Having clear policy measures on the objectives;</p> <p>b) Proper legislations for the subject areas</p> <p>c) An efficient regulatory planning and regulations</p>
7	Planned Action Time Frame	2Year of Implementation – by Q3 of 2021
8	Planned Action Deliverables	An integrated e-Government network with efficient data sharing framework.
9	Time Bound Measurable Targets	<p>a) Having e-Health information system as well as the standardization and accreditation for online health services including blood band data services and e-Test applications;</p> <p>b) Master plans for transportation and communications;</p> <p>c) A transportation demand management systems;</p> <p>d) e-Payment standards for transportation systems;</p> <p>e) A national water information system;</p> <p>f) An online land registry and facilitating the issuance of real estate and construction permits;</p> <p>g) Having single window applications for citizens;</p> <p>h) Information systems for Government revenue administration, customs and public procurement</p> <p>i) Database income management systems;</p> <p>j) Expanding the use of e-Ticket applications;</p>

		<ul style="list-style-type: none"> k) Reinforcing the capacity for the Justice system in using the ICTs; l) Ensuring the management, monitoring and reporting of public resources efficiently; m) Creating a statistical information infrastructure; n) Having a program for rationalizing public expenditure especially in projects management and monitoring;
10	Implementing Agency	The ICT agency
11	Planned Action Outputs	There will be a network with the physical hardware that works with information as well as the software with the right database, data center, human resources and clear procedures all enhancing and enabling communications.
12	Anticipated Beneficiaries	The citizens, businesses and the Government with its employees.
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<ul style="list-style-type: none"> a) The right policy. b) The right network topology and technology c) Skilled personnel. d) Adequate funding
15	Planned Action Implementation Risks	<ul style="list-style-type: none"> a) Limited funding b) Operational risks in terms of capacity of the ICT Agency affecting integration c) A shift in Government policy
16	Planned Action Monitoring and Evaluation Indicators	<ul style="list-style-type: none"> a) Fully integrated e-Government network. b) All sectors of the economy getting connected to the e-Government service.

		c) Easy access to Government data and data sharing.
17	Planned Action Implementation monitoring and Evaluation Responsibility	The ICT Agency, MOICI, PURA, Ministries, Departments and Agencies

15.2.9 Increased Reliability Level of e-Government Services

No	Parameter	Remark/Comment
1	Planned Action Type	Services related
2	Background to Planned action	There will be the need to increase reliability in the usability, accessibility and delivery of online e-Government services that are integrated.
3	Description of Planned Action	Currently, the minimal e-Government services are mostly provided without integration. There is a lack of proper integration at the desired level between ministries, departments and agencies, citizens have to give similar information to different ministries, departments and agencies when obtaining service or get just some parts of the services through e-Government. These are to be addressed to increase reliability.
4	Planned Action Implementation Rationale	The expectation is for a seamless operation of integrated processes as well as efficient and user-centric service provision.
5	Planned Action Specific Goals/Objective	Ensuring user-centric integration of services associated with: <ul style="list-style-type: none"> a) changes in the status of citizens (e.g. single, married, divorced, deceased, young, adult, elderly, employed, unemployed etc.). b) business activities c) professional life activities, marriage d) divorce and inheritance transactions

		<p>e) vehicle purchase and use transactions</p> <p>f) e-Government service delivery</p>
6	Planned Action Implementation Prerequisites	<p>a) Regulations for e-Government network and services</p> <p>b) Identified network plan with clear specifications</p> <p>c) Network redundancy plan</p> <p>d) A network operation centre for e-Government</p>
7	Planned Action Time Frame	2 nd Year of Implementation – by Q2 of 2021
8	Planned Action Deliverables	Established trust in the use of e-Government services.
9	Time Bound Measurable Targets	User-centric integration of services associated all targeted stakeholders
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	<p>b) Having all important stakeholders using the e-Government services with ease;</p> <p>c) Increased service utilisation;</p>
12	Anticipated Beneficiaries	The citizens, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<p>a) Security of the e-Government network</p> <p>b) Full integration covering all ministries, departments, agencies and local Government entities.</p>
15	Planned Action Implementation Risks	<p>a) Policy change</p> <p>b) Limited awareness campaign</p> <p>c) Disjoint management of the e-Government network.</p> <p>d) There are multiple failure sources such as hardware, software, and human errors.</p>

16	Planned Action Monitoring and Evaluation Indicators	<ul style="list-style-type: none"> a) 100 % e-Government network coverage; b) Low network failure rate with focus on fixing the most unreliable devices and links in the network. c) Identified network elements with high impact on network reliability. d) Redundancy measures in place e) High reliable data center networks.
17	Planned Action Implementation monitoring and Evaluation Responsibility	ICT Agency and MOICI

15.2.10 Enhanced and Diversified Service Delivery Channels

No	Parameter	Remark/Comment
1	Planned Action Type	Infrastructure and service related
2	Background to Planned action	A fundamental step in providing e-Government services is to develop service delivery channels with defined user profiles and flexibility for improvements.
3	Description of Planned Action	In the case of The Gambia there is no common approach for the service delivery channels, and generally some e-Government services provided by ministries, departments and agencies are delivered through different websites and some through other means. Currently, an important need is to have e-Government services that are both compatible and deliverable with mobile platforms and the social media. Under this objective, the Service delivery channels are to be diversified to reach every part of the society by an assessment of the user preferences and profiles.
4	Planned Action Implementation Rationale	It is to create the right access and connectivity to the citizens who may be using different devices for access.
5	Planned Action Specific Goals/Objective	<ul style="list-style-type: none"> a) Designing new service delivery models to increase usage. b) Deploying e-Government services to benefit all disadvantaged groups. c) A Physical Government Access Gateway Project. d) The services to be provided by ministries, departments and public agencies to the business

		<p>world to be in electronic format and the systems will be integrated and enabled to communicate with each other.</p> <p>e) The services to be provided to taxpayers will be in electronic format and some can be accessed via mobile platforms.</p>
6	Planned Action Implementation Prerequisites	<p>a) Having a network master plan with mapped out specifications for all forms of connectivity.</p> <p>b) Having a market responsive pricing;</p> <p>c) Implementing regulations to promote access, sharing and colocation of passive infrastructure and other resources needed;</p>
7	Planned Action Time Frame	2 nd Year of Implementation – by Q2 of 2021
8	Planned Action Deliverables	Common access platforms by the citizens to e-Government services.
9	Time Bound Measurable Targets	<p>a) The use of mobile platforms and social media in e-Government services.</p> <p>b) User-centric e-Government services.</p> <p>c) A shared call centre.</p> <p>d) Efficient and effective type approval measures in place.</p>
10	Implementing Agency	The ICT Agency
11	Planned Action Outputs	<p>a) Improved quality of accessing Government services in the way citizens interact with the Government.</p> <p>b) Increase utilisation of e-Government services.</p>

12	Anticipated Beneficiaries	The citizens, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<ul style="list-style-type: none"> a) Proper network management, planning and configuration. b) Simple technology that could be accessed by all devices. c) Proper protection framework. d) Efficient utilisation measures.
15	Planned Action Implementation Risks	<ul style="list-style-type: none"> a) Restricting technology on access points e.g. where a certain e-Government service can only be provided or accessed through special computers (desktop) and not mobile phones. b) The skills required accessing the services through the different devices. c) Limited interoperability.
16	Planned Action Monitoring and Evaluation Indicators	<ul style="list-style-type: none"> a) Increased 100% network readiness for key devices like computers, laptops, tablets and mobile phones. b) Full e-Government coverage and or presence in the whole country. c) 100% easy access for Gambians and Gambian businesses abroad.

		<p>d) All Ministries, Departments, Agencies and local Government authorities ready for service with clear usable access points.</p> <p>e) 80% of persons employed in Ministries, Departments and Agencies to be routinely using computers.</p> <p>f) 100% of civil servant to have access to and be routinely using the Internet.</p> <p>g) 100% of the Ministries, Departments, Agencies and local Government entities to have local area networks (LANs).</p> <p>h) 100% Ministries, Departments, Agencies and local Government entities to have web presence</p>
17	Planned Action Implementation monitoring and Evaluation Responsibility	ICT Agency, MOICI and PURA

15.2.11 An Increased Usage of e-Government Services

No	Parameter	Remark/Comment
1	Planned Action Type	Service related
2	Background to Planned action	The success of any e-Government partly depends on an increased usage of the related services.
3	Description of Planned Action	There are some who are not aware of even the basic e-Government services and there are others who are aware but do not use the e-Government services. Where there is a problem in low utilization of a certain e-Government service or group of e-Government services these could be addressed by the use of the feedback mechanisms based on users views. There will be awareness campaigns with education activities in relation to the existence and usage of the e-Government service.
4	Planned Action Implementation Rationale	To enhance the realisation of the benefits and objectives of e-Government service delivery.
5	Planned Action Specific Goals/Objective	<ul style="list-style-type: none"> a) Increasing awareness of e-Government services through strengthened information channels. b) Making e-Government applications more preferred by making them user friendly. c) Improving on the general syllabus for ICT to raise an awareness of its importance. d) Facilitating and spreading of Internet access through some recognized means. e) Creating public information centers in local Government offices.

		f) Provision of user-centric e-Government services
6	Planned Action Implementation Prerequisites	<ul style="list-style-type: none"> a) Operations of Government information systems b) Performance of Government service delivery c) Productivity and efficiency of Government employees
7	Planned Action Time Frame	2nd Year of Implementation – by Q2 of 2021
8	Planned Action Deliverables	Easy connectivity to e-Government services and their utilisation.
9	Time Bound Measurable Targets	<ul style="list-style-type: none"> a) Increased user participation in improved public services. b) Promoting Content Development c) Cyber security law d) Personal data and privacy protection.
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	Connected citizens to highly utilised e-Government services.
12	Anticipated Beneficiaries	The citizens, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<ul style="list-style-type: none"> a) The issues of technology adoption b) Reasonable costs c) Technology maturity d) Trust and risk in e-Government websites
15	Planned Action Implementation Risks	<ul style="list-style-type: none"> a) Resistance to change and systems breakdown b) Limited bandwidth c) Network failure d) Current load shedding e) Lack of proper infrastructure

		<p>f) High internet charges</p> <p>g) Incompetence staff of the ICT Agency</p>
16	Planned Action Monitoring and Evaluation Indicators	<p>a) 90% of software to open source software</p> <p>b) 80% overall applications: Word processing, accounting, data base, website</p> <p>c) 100% of Ministries and Government Departments and Agencies to provide services online and type of services. This includes retrieval and printing of online forms, use of interactive online forms, online bids, payment of bills, tax filing applications, company registration, car registration, voting, public grievance systems, online feed back</p>
17	Planned Action Implementation monitoring and Evaluation Responsibility	The ICT Agency, MOICI, Ministries, Departments and Agencies

15.2.12 A Broadened Open Data Usage

No	Parameter	Remark/Comment
1	Planned Action Type	Data and service related
2	Background to Planned action	Until recently, good Government and good governance are considered to have elements of e-Government, an open Government and open data usage. As for open data, this centers on the need for a practical sharing of data by different Government ministries, departments and agencies, in standardized human and machine-readable formats. That is key for the success of any e-Government initiative.
3	Description of Planned Action	To prepare and come up with measures for the data to have certain qualities. This includes being able to search with ease, to browse or explore it by category, to download in a machine-readable format and to be able to view it without tampering with it. Although data produced in the e-Government ecosystem can be used as open data, there has to be anonymity in its sharing by having a due regard to the law on personal data privacy, national security and commercial secrets. Open data initiatives create economic value since it can be used to produce new value added services, new markets, reduce costs, encourage businesses and the conduct of information based decision-making.
4	Planned Action Implementation Rationale	To support public oversight of Government and helps reduce corruption by enabling greater

		transparency, governance service improvement, innovation and efficiency.
5	Planned Action Specific Goals/Objective	<ul style="list-style-type: none"> a) Enhancing transparency and accountability b) Increasing innovation and participation. c) Developing open data sharing portal d) Developing a public expenditure monitoring portal e) Supporting smart applications f) Sharing public data g) Ensuring there is open access to digital, scientific information and cultural.
6	Planned Action Implementation Prerequisites	<ul style="list-style-type: none"> a) Consistency in policy b) Proper license c) Open Government d) Proper planning
7	Planned Action Time Frame	1 st Year of Implementation – by Q3 of 2021
8	Planned Action Deliverables	Transparent and effective Government that is accessible to all citizens online.
9	Time Bound Measurable Targets	<ul style="list-style-type: none"> a) Public data being transformed to an open data and sharing data. b) Public investment and achievement monitoring portal c) A Government cloud-computing infrastructure. d) A systematic data collection and sharing by the local Government authorities with the public.
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	<ul style="list-style-type: none"> a) Increased transparency b) Increased public engagement c) Increased collaboration

		d) Economic growth and easier discovery of data
12	Anticipated Beneficiaries	The citizens, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<ul style="list-style-type: none"> a) Proper Legislation, regulation and licenses. b) Political support. c) Management support and publication processes within Governmental ministries, departments and agencies. d) Training of and support for civil servants. e) Proper evaluation of the open data initiative. f) Sustainability of the open data initiative. g) Proper collaboration. h) Open data platforms, tools and services. i) Accessibility, interoperability and standards
15	Planned Action Implementation Risks	<ul style="list-style-type: none"> a) It can increase the digital divide and social inequality unless approached right. b) Risk of privacy if not controlled.
16	Planned Action Monitoring and Evaluation Indicators	<p>To achieve in governance process by 2023:</p> <ul style="list-style-type: none"> c) Increased transparency of 90% d) Ability to reuse data of 75% e) Increased empowerment of the public 80% f) Improved policymaking processes 90% g) Contribution towards the improvement of administrative processes 90%

		h) Greater efficiency of Government 90%
17	Planned Implementation monitoring Evaluation Responsibility	Action and ICT Agency, MOICI, Ministries and Local Government entities

15.2.13 Enhanced e-Participation Mechanisms		
No	Parameter	Remark/Comment
1	Planned Action Type	Service related
2	Background to Planned action	There is the need for people to have interest in participating in e-Services utilisation. The UN adopts the definition of e-Participation as “the process of engaging citizens through ICTs in policy, decision-making, and service design and delivery so as to make it participatory, inclusive and deliberative” (UN, 2014). E-Government will not be possible if the citizens and the businesses do not see any value in pursuing online Government services. They would have to be enticed.
3	Description of Planned Action	As the e-Government mechanism includes many stakeholders, there will be the enhancement of obtaining feedbacks in public policy and decision-making processes. The targets here include reinforcing and diversifying the public policy and decision-making processes. With this there is expected to be transparency in decision-making processes.
4	Planned Action Implementation Rationale	The full participation of all in e-Government service delivery will provide all stakeholders the right to have input in the decision-making and implementations processes and have a share in the administrative functions.
5	Planned Action Specific Goals/Objective	<ul style="list-style-type: none"> a) Developing Legislation Participation Portal b) Developing ICT-Supported participation program for public policy making c) Building Government cloud

		computing infrastructure
6	Planned Action Implementation Prerequisites	<ul style="list-style-type: none"> a) The right decision-making for e-Participation. b) The service design c) The service delivery framework. d) All the three must be participatory, inclusive and deliberative.
7	Planned Action Time Frame	1 st Year of Implementation – by Q3 of 2021
8	Planned Action Deliverables	Trained public officials for facilitation of e-Participation and engagement strategies.
9	Time Bound Measurable Targets	<ul style="list-style-type: none"> a) The citizens. b) Businesses. c) Non-Governmental organisations. d) Local Government entities e)
10	Implementing Agency	ICT Agency
11	Planned Action Outputs	<ul style="list-style-type: none"> a) The availability of a working hardware, software and applications with the tools and channels for e-participation. b) The issues of rules, registration procedures, privacy options, e-petitions and e-deliberative polling systems. c) Different stakeholders will have different channel preferences and media practices based on channel strengths and weaknesses. d) There will be access to and use of the digital infrastructure, working procedures and workflows related to the implemented ICT systems.

		e) There will be implementation of awareness raising campaigns.
12	Anticipated Beneficiaries	The citizens, businesses and the Government
13	Resource Mobilisation and Costing	The Government allocation and the budget of the ICT Agency could be used for funding including funding from universal service fund.
14	Planned Action Critical Success Factors	<ul style="list-style-type: none"> a) Strong Government policies to promote greater public participation and service user involvement. b) A strong institutional arrangement for addressing e-Participation. c) Easy to use (user friendly) e-Government service infrastructure. d) Elimination or reduction of the existence of digital divide. e) The right technological building blocks or social practices for enhancing e-participation
15	Planned Action Implementation Risks	<ul style="list-style-type: none"> a) The lack of significant synergies or the presence of disturbances from, other Government policies. b) The challenges of the level and type of skills and motivations among the population for e-Participation c) The high cost of access to the available ICT infrastructure for e-Participation.
16	Planned Action Monitoring and Evaluation Indicators	<p>100% of the population covered by the e-Government network;</p> <p>80% of the citizens having the knowhow to use e-Government</p>

		services;
17	Planned Implementation monitoring and Evaluation Responsibility	Action and The ICT Agency, MOICI and all Ministries

17. GUIDES TO THE COST ESTIMATES

Based on the best practices and experiences, the cost of an e-Government system is typically very high, with a large portion of the budget being dedicated to implementation rather than to the actual software. The training public servants is resource intensive and the vast number of transactions needed in some areas, such as in revenue collection for public services, requires a careful transition from manual systems to automated ones.

From the experience of many others and based on the “**ITU e-Government Implementation Toolkit 2009**”, the costs for the initial establishment of service centres have been estimated between:

“100 and 400 thousand Euros (EUR) per 100,000 citizens, based on national and international experiences and depending on the depth of services offered”.

In fact the cost details of this measure are as follows;

- a) 20% covers conceptualization and external services;
- b) 60 % standard hardware and software (operational);
- c) 10% training
- d) 10% housing

With a small size and population, for The Gambia’s service centers the lower cost of €100 thousand Euros (EUR) per 100,000 citizens is considered. Costs of certain things have come down. This translates to €2 Million considering the population of 2 million people.

Further, in coming up with the associated cost estimates provided hereunder, a number of the programme items fall under the following needs:

i. Legislation;	ii. Planning and Evaluation;
iii. Regulations;	iv. Simple framework (charter);
v. Review process;	vi. Ecosystem (Network related advice);
vii. Standards;	viii. Website;
ix. Guidelines;	x. Portal (Gateway):

As they may not be exhaustive, the following standard cost is assigned to each, costs that are used in the tables that follow:

	ITEM	ASSIGNED COST IN DALASI
a)	Legislation;	750,000
b)	Regulations;	250,000
c)	Review process;	250,000
d)	Standards;	600,000
e)	Guidelines;	250,000
f)	Planning and Evaluation;	400,000
g)	Simple framework (charter);	250,000
h)	Ecosystem (Network related advice);	600,000
i)	Website;	250,000
j)	Portal (Gateway):	1,500,000

In some cases and depending on the issue and its scope the specific assigned cost is slightly altered.

18. COST ESTIMATES OF THE PROGRAMMES FOR GOAL 1

GOAL 1- EFFICIENCY & SUSTAINABILITY OF THE E-GOVERNMENT ECOSYSTEM

1.1 Enhance the Coordination Efficiency in e-Government Activities

		ESTIMATES	REMARKS
a)	The Infrastructure (service centers technical) for e-Government;	100,000,000	Using the ITU e-Government Implementation Toolkit – Gradual approach.
b)	Increased cooperation and coordination of central and local administrative units;	600,000	--
c)	Platforms and work groups for experience and information sharing;	600,000	--
d)	An effective participation (local Government, NGOs, professional organizations and universities);	600,000	--
e)	An analysis of the expectations of all stakeholders;	250,000	--
f)	An investment environment for suitable and timely resource utilization;	250,000	--
g)	An efficient procurement processes within the scope of e-Government projects;	250,000	--
h)	The guidelines for e-Government implementation;	250,000	--
i)	Development of an e-Government Ecosystem	----	This falls within 1.1 (a)
j)	Planning, Evaluating and Monitoring of e-Government Projects	400,000	--
k)	Development of an Enterprise Architecture for e-Government	250,000	--
l)	Preparing and Updating of e-Government Ecosystem Guidelines	250,000	--
m)	Developing Assessment Mechanism for National e- Government Maturity Level	250,000	--
n)	Improving Effectiveness in Public ICT Procurement	250,000	--
o)	Reviewing e-Government Legislation	250,000	--
p)	Developing cyber security ecosystem	600,000	This cost should be catered for in the cyber security report

q)	Enactment of Cyber Security Law	750,000	Drafting, review and validation
r)	Enactment of Data Protection Legislation	750,000	Drafting, review and validation processes
s)	Developing Information Society Monitoring System	600,000	---
t)	Performance Measurement for Local Governments	600,000	---
u)	Public Secure Network	-----	This falls within 1.1 (a)
v)	Legal Arrangement on Digital Rights Management	400,000	--
w)	An inventory of administrative records for the e-Government platform	600,000	--
x)	The national record system standard will be provided for e-Government	600,000	--
y)	The Making the Public Procurement Information System module	250,000	--
z)	Revised legislations on public procurements	250,000	--
aa)	A coordination mechanism will be developed in public procurement.	250,000	--
bb)	The identification of resources and staff for e-Government projects, work and services	250,000	--
cc)	The identification of legal and technical challenges of data sharing	600,000	--
dd)	Making financial and technical support e-Government	250,000	--
	SUBTOTAL	111,200,000	

1.2 Improving the Institutional Capacity for e-Government			
		ESTIMATES	REMARKS
a)	Development of regulations and standards for the Human Resources Assigned to e-Government Activities;	850,000	--
b)	Ensuring Efficiency of Audit for e-Government Projects in Public Sector;	250,000	--
c)	Preparing Institutional ICT Strategies;	250,000	(Coordination)
d)	Regulating Employment of Public ICT Workers;	250,000	--
e)	Establishing Public ICT Competency Center;		Within ICT Agency (See 2.2 (b))
f)	Updating ICT Syllabus and Course Contents in Universities;	250,000	--
g)	Increasing Effectiveness and Dissemination of On- the-Job Training;	---	This falls within 1.1 (a)
h)	Creating ICT-Supported Remote Working Conditions;	400,000	--
i)	Building Public Information Centers in each Local Government Area;	15,000,000	To build 1 in each of the 8 Local Government Areas
j)	Developing awareness and human resources;	400,000	--
k)	Enhancing the GBOS to make statistical analysis for ministries, departments and agencies;	250,000	--
l)	Identifying ministries, departments and agencies for data sharing with up-to-date data specification tables ;	250,000	--
m)	Broad e-Government service standards to be developed;	600,000	--
SUBTOTAL		18,750,000	

1.3 Innovative Approaches for e- Government Ecosystem

		ESTIMATES	REMARKS
a)	Development and Support of an e-Government Research Program	250,000	--
b)	Developing Information Society Research Program	600,000	--
c)	Development and Promotion of Policies for Big Data and the Internet of Things in Public Sector	600,000	--
d)	Development of Smart Cities Applications	600,000	--
e)	Supporting Smart Applications	250,000	--
f)	Developing City or Town Management Information System Software	750,000	Developed locally or on license
g)	A research infrastructure information portal will be created and opened to access.	1,500,000	--
	SUBTOTAL	4,550,000	

19. COST ESTIMATES - THE PROGRAMMES FOR GOAL 2			
GOAL 2 - COMMON SYSTEMS & STANDARDS FOR INFRASTRUCTURE & SERVICES			
2.1 Common ICT Infrastructures to be Developed			
		ESTIMATES	REMARKS
a)	Establishing and implementing public integrated data centers	--	This falls within 1.1 (a)
b)	Information systems disaster recovery management center	--	ICT Agency
c)	Creating electronic data and document sharing infrastructures	--	This falls within 1.1 (a)
d)	Setting up Government cloud computing infrastructure	--	This falls within 1.1 (a)
e)	Developing cloud program for SMEs	600,000	--
f)	Encouraging use of open source software in public sector	-----	This falls within 1.1 (a)
g)	Public secure network	-----	This falls within 1.1 (a)
	SUBTOTAL	600,000	

2.2 Common Standards and Solutions for e-Government Services			
		ESTIMATES	REMARKS
a)	Having a generalized approach to National ID Card verification for natural and legal entities.	500,000	--
b)	Developing national e-Government software development platforms	--	This falls within 1.1 (a)
c)	Identifying the priority information systems for open source software (OSS).	250,000	--
d)	Preparing geographic information strategy and action plan.	400,000	--
e)	Having the integration of e-health records for e-Health standardization and accreditation.	400,000	--
f)	Promoting the usage of e-signature (via regulation)	250,000	--
g)	Promoting the adoption and use of e-ticket applications (via regulation)	250,000	--
h)	To have laid down the standards for content.	600,000	--
i)	Promoting and expanding the use of electronic platforms for effective and secure management of ministerial, departmental and agency tasks and processes.	400,000	--
j)	National Operating System and Applications Project	600,000	
k)	Establishing an e-notification system for services.	500,000	
	SUBTOTAL	4,150,000	

2.3 Ensuring the Integrity and Continuity of Information Systems for Services

	ESTIMATES	REMARKS
a) Identifying and development of applications for common administrative services – for Government and the Local Government units.	600,000	--
b) Developing management information systems for the Government, local Government units, the city of Banjul and other towns and settlements	500,000	--
c) Encouraging use of open source software in public sector	---	ICT Agency to carry out this role
d) Building Government cloud computing infrastructure	--	This falls within 1.1 (a)
e) Expanding the use of electronic platforms for effective and secure management of ministerial, departmental and agency tasks and processes	---	This falls within 1.1 (a)
f) Establishing an e-payment system that can be widely used in all transactions in the country	2,000,000	Developed locally or on license
g) Reviewing and establishing the right legal, administrative and technical infrastructure necessary for gradual switch to an electronic fee collection system.	250,000	-
h) Expanding the use of e-ticket applications.	---	ICT Agency to carry out this role
SUBTOTAL	3,350,000	

20. COST ESTIMATES OF THE PROGRAMMES FOR GOAL 3			
GOAL 3 - REALIZING E-GOVERNMENT IN PUBLIC SERVICES			
3.1 Government, Departmental and Agency Information on Electronic Channels			
		ESTIMATES	REMARKS
a)	Creating or updating websites for Government, Departments and Agencies in accordance as well as with specified regulations and standards.	5,000,000	All Ministries, Departments and agencies
b)	Having a centralized unit for public information with open access to information that is not classified.	---	Within the ICT Agency Budget
c)	Providing User-Centric e-Government Services	---	Cost in Applications
d)	Facilitating the sharing of public data through the websites.	500,000	---
e)	Enhancing the use of mobile platforms and social media in e-Government Services	700,000	Interfaces
f)	Having a raised awareness of matters in relation to trade and investments among stakeholders through the trade portal.	500,000	---
g)	A transportation master plan for running the national transportation portal.	1,900,000	With the portal
h)	A determined number of services that the ministries, departments and agencies will provide to the business world in electronic format.	250,000	--
i)	Local Government entities establishing websites, based on the same standards for informing the public on certain specific information.	1,000,000	-----
j)	All ministry, department, agency and local Government websites shall have a link.		In the cost of the websites
	SUBTOTAL	9,850,000	

3.2 Strengthening the Integrations of Information Systems			
	ESTIMATES	REMARKS	
a) Integration of information systems relating to labour and social security services including labour statistics information system and work permits to foreigners;	400,000	All matters of integration could be treated as one project (even through a PPP) in order to reduce the costs.	
b) Integration of information systems relating to health services sector;	400,000		
c) Integration of information systems relating to education services sector;	400,000		
d) Integration of information systems relating to public finance administration;	400,000		
e) Integration of information systems relating to social services;	400,000		
f) Integration of information systems relating to communications and transportation sector including the development of master plans for transportation and communications;	400,000		
g) Developing and integrating information systems relating to food, agriculture and livestock sector including the national water information system;	400,000		
h) Developing and integrating an information system for disaster recovery management;	400,000		
i) Integration of information systems relating to labour and social security services;	400,000		
j) Having e-Health information system as well as the standardization and accreditation for online health services including blood band data services and e-Test applications;	400,000		--
k) Having an online land registry and facilitating the issuance of real estate and construction permits;	600,000		--
l) Having single window applications for citizens including information	1,500,000	--	

	systems for Government revenue administration, customs ;		
m	Creating transportation demand management systems as well as e-Payment standards for transportation systems;	600,000	--
n	Database income management systems ;	400,000	--
o	Expanding the use of e-Ticket applications; (by regulations)	250,000	--
p	Reinforcing the capacity for the Justice system in using the ICTs;	2,000,000	Selected online services
q	Ensuring the management, monitoring and reporting of public resources efficiently;	250,000	--
r	Having an application for rationalizing public expenditure especially in projects management and monitoring;	750,000	Developed locally or on license
	SUBTOTAL	10,350,000	

3.3 Increased Reliability Level of e-Government Services			
		ESTIMATES	REMARKS
a)	Ensuring user-centric integration of services associated with changes in the status of citizens.	400,000	E.g. single, married, divorced, deceased, young, adult, elderly, employed, unemployed etc.
b)	Ensuring user-centric integration of services associated with business activities.	400,000	All matters of integration could be treated as one project (even through a PPP) in order to reduce the costs.
c)	Ensuring user-centric integration of services associated with professional life activities.	400,000	
d)	Ensuring user-centric integration of services associated with marriage, divorce and inheritance transactions.	400,000	
e)	Ensuring user-centric integration of services for vehicle purchase and use transactions	400,000	
f)	Ensuring of user-centric e-Government service delivery	400,000	
	SUBTOTAL	2,000,000	

3.4 Enhanced and Diversified Service Delivery Channels			
		ESTIMATES	REMARKS
a)	Designing new service delivery models to increase usage	250,000	
b)	Deploying e-Government services to benefit all disadvantaged groups	-----	The ICT Agency to ensure the roll out covers the disadvantage groups
c)	Using and benefiting from mobile platforms and social media in e-Government services	1,000,000	Through Applications
d)	Having a shared call center	-----	Within the ICT Agency
e)	<p>A Physical Government Access Gateway Project for:</p> <p>i. Services to be provided by ministries, departments and public agencies to the business world in electronic format and the systems will be integrated and enabled to communicate with each other.</p> <p>ii. Services to be provided to taxpayers in electronic format and some can be accessed via mobile platforms.</p>	----	This falls within 1.1 (a)
SUBTOTAL		1,250,000	

21. COST ESTIMATES OF THE PROGRAMMES FOR GOAL 4			
GOAL 4 - INCREASING USAGE, PARTICIPATION & TRANSPARENCY			
4.1 An Increased Usage of e-Government Services;			
		ESTIMATES	REMARKS
a)	Increasing Awareness of e-Government services through strengthened information channels	250,000	Coordinating the flow in the differed channels
b)	Improving on the general syllabus for ICT to raise an awareness of its importance.	600,000	Coordinating with the Universities in The Gambia
c)	Making e-Government applications more preferred by making them user friendly.	250,000	An Application
d)	Increasing user participation by carrying out improvements public services.	250,000	An Application
e)	Promoting Content Development	1,000,000	----
f)	Facilitating and spreading of Internet access through some recognized means.		Within the mandate of the ICT Agency
g)	Enacting and strengthening cyber security law	750,000	A similar recommendat ion in other reports
h)	Enactment of legislation on personal data and privacy protection.	750,000	A similar recommendat ion in other reports
	SUBTOTAL	3,850,000	

4.2 A Broadened Open Data Usage			
		ESTIMATES	REMARKS
a)	Developing open data sharing portal	1,500,000	--
b)	Transforming public data to open data and sharing data	--	A function with the ICT Agency
c)	Supporting smart applications	--	A function with the ICT Agency
d)	Developing a public investment and achievement monitoring portal	1,500,000	--
e)	Developing a public expenditure monitoring portal	1,500,000	--
f)	Ensuring there is open access to digital, scientific information and cultural.	--	A function with the ICT Agency
g)	A systematic data collection and sharing by the local Government authorities with the public.	750,000	--
SUBTOTAL		5,250,000	

4.3 Enhanced Participation in e-Government Process			
		ESTIMATES	REMARKS
a)	Developing Portal for Participation in Legislation Process	1,500,000	--
b)	Developing ICT-Supported participation program for public policy making	250,000	--
	SUBTOTAL	1,750,000	

COST SUMMARY ESTIMATES		
GOAL	DETAILS	ESTIMATE IN DALASI
GOAL 1	Efficiency and Sustainability of the e-Government Ecosystem	
a)	Enhance the Coordination Efficiency in e-Government Activities	111,200,000
b)	Improving the Institutional Capacity for e-Government	18,750,000
c)	Innovative Approaches for e-Government Ecosystem	4,550,000
	Sub Total	134,500,000
GOAL 2	Common Systems and Standards for Infrastructure and Services	
a)	Common ICT Infrastructures will be Developed	600,000
b)	Common Standards and Solutions for e-Government Services	4,150,000
c)	Ensuring the Integrity and Continuity of Information Systems for Services	3,350,000
	Sub Total	8,100,000
GOAL 3	Realizing e-Government in Public Services	
a)	Government, departmental and agency information on electronic channels	9,850,000
b)	Strengthening the integrations of information systems within the identified sectors	10,350,000
c)	Increased reliability level of e-Government services	2,000,000
d)	Enhanced and diversified service delivery channels	1,250,000
	SUB TOTAL	23,450,000
GOAL 4	Increasing Usage, Participation and Transparency	
a)	An increased usage of e-Government services;	3,850,000
b)	A broadened open data usage	5,250,000
c)	Enhanced Participation in e-Government process	1,750,000
	Sub Total	10,850,000
	Main Total	176,900,000
	In USD \$ @D51	US\$3,468,627.45

22. RECOMMENDED E-GOVERNMENT SERVICE/APPLICATIONS

These are based on the best practices in a number of great performers on e-Government.

NO	SERVICE/APPLICATION	OBJECTIVES
a)	Government Online Services Portal	Accessing Government.
b)	Treasury Accounting System with an upgrade of IFMIS	Proper and efficient Government accounting.
c)	E-Payment Services	An online platform for the payment of Government services by Citizens and other entities conducting business with Government.
d)	e-Workspace for Government	To have cheaper collaborative working environment and less paperwork;
e)	Goods clearance system	For accountability and efficiency at the ports authority.
f)	E-Parliament	Digital Recording System for enabling a quicker pace of conducting Government business.
g)	Immigration and Border Control System	For efficiency and security.
h)	i-Voting	For maximising accessibility to local council and national general elections;
i)	Business Register	For certitude in the business sector and good policy initiation for the business sector.
j)	Government Cloud	
k)	e-Cabinet meeting	For rationalizing decision-making process by the Government with complete reduction in bureaucracy.
l)	e-Tax board	For enhancing an online tax declaration for tax revenue maximisation.
m)	e-Transport	For enhancing the management of road traffic that is becoming a concern in The Gambia.
n)	e-Data	For controlling and managing the Government data including data in national registers and Government information systems;
o)	e-Id and Digital Signature	For facilitating digital identification especially for those using public and private e-services.
p)	e-Security	As a tool for IT security against organised cyber-attacks.
q)	blockchain Governance applications	For important matters (agriculture, health, finance, ICT, etc)
r)	e-Health	By integrating all national data on healthcare for improving the quality and efficiency of health

		care.
s)	e-Portal for road administration	For providing one-stop online service for drivers and owners of vehicles in order to reduce the costs.
t)	e-Residency	For creating a borderless digital society for any global citizen to join in order to enhance innovation by attracting international business and talent;
u)	Social Security System	Enhance social security service with transparency and accountability.
v)	Digital Court Recording System	For quicker delivery of court services including judgement deliveries.
w)	Automated Fingerprint	For citizen participation in e-Government service delivery and national security.
x)	Labour Market Information System	To address the labour needs of the country including employment.