
	<p>Ministry of Local Governments & Lands</p> <p>Strategic Plan</p> <p>2010 - 2014</p>	
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(Final Report)

February, 2010



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**Vision Statement of the Ministry of Local
Governments & Lands**

To Be the Platform For Effective Land Resource Management, Local
Governance, Rural (Community) Development And Poverty Reduction

Mission Statement of the Ministry of Local Governments & Lands

Our mission/purpose is:

1. To achieve equitable and efficient distribution of state land resources.
2. To ensure that land use maps and plans are available nationwide.
3. To ensure production of a development control policy and systems.
4. To ensure properly structured LGA administrative systems and effective local governance.
5. To ensure access to development resources by the people to facilitate socioeconomic development for poverty reduction.
6. To improve the capacities of groups/organisations at local levels to ensure sustainable development.

Derived from and linked to our vision “**To Be the Platform For Effective Land Resource Management, Local Governance, Rural (Community) Development And Poverty Reduction**” the MOLGL aims at fulfilling within this strategic time period these above stated long-term goals.

Taken together, we are confident that with institutional capacity developed and sustained by providing land use maps for the whole country, supported by a well structured and implemented development control policy and systems, the MOLGL will be able to provide credible access to development resources to both groups and people in general, and in effect facilitate socioeconomic development for poverty reduction. In addition the MOLGL should with all of these successes be able to put in place properly structured LGA administrative systems that will in turn deliver effective local governance.

Core Values

Against the background of our vision, which is aimed at being achieved through our purpose as detailed in our mission statement, the MOLGL is committed to the highest standards of achievement obtainable through dedication and skill and hard work. It is committed to treating people and applying local governance and land use management, delivery and coordination responsibly.

The core values of the Ministry of Local Governments & Lands include the following:

- Dedication
- Hard work
- Fairness

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List of Abbreviation and Acronyms

ADB	-	African Development Bank
CP	-	Cabinet Paper
ICT	-	Information Communication Technology
IFMIS	-	Integrated Financial Management Information System
LGA	-	Local Government Area
MOFEA	-	Ministry of Finance & Economic Affairs
MOLGL	-	Ministry of Local Governments and Lands
MDI	-	Management Development Institute
MDGs	-	Millennium Development Goals
MFI	-	Minco-Finance Institutions
MOWCI	-	Ministry of Works, Construction and Infrastructure
MOU	-	Memorandum of Understanding
PMO	-	Personnel Management Office
PRSP	-	Poverty Reduction Strategy Paper
PSRICD	-	Public Service Reform and Institutional Capacity Building
R & D	-	Research and Development
RDI	-	Rural Development Institute
TORs	-	Terms of Reference
TOT	-
UK	-	United Kingdom
UNDP	-	United Nations Development Programme

Foreword

The civil service is the government's administrative and managerial machinery that lubricates governmental and public operations, ensuring that systems exist and are functional in enabling the smooth conduct of government business across the three arms (Executive, Judiciary and the Legislature), as well as within them; and in effect that which interfaces government with the private sector, the NGO and international communities.

It would therefore be seen that the civil service has a profound direct and catalytic effect on public operational effectiveness and efficiency, as well as on the overall rate and pace of socioeconomic development of any nation. A stable and professionally qualified and competent civil service; that which is motivated ensures the bedrock of growth and security as the various aspects of government such as the executive, legislature and judiciary transit in the processes of changes in the handling of the power mantles at these levels. Japan is the second biggest economy in the world and one of the most developed, and yet politically at some point, it was one of the most unstable. The rate of changes in government (Prime Minister and Cabinet) through elections at one time was so fast that some governments existed for barely more than six months. However, in spite of this, due to the effectiveness and competence of the civil service in Japan, its public institutions and private sector and overall economic growth and development continued to show resilience in growth and stability over the period of this instability.

The Gambia in the past has had its own share of a strong and relatively stable civil service. At independence in the 1960s (Civil Service Reform Strategy, 2008 – 2011), The Gambia had a compact civil service with a reasonable level of capacity, and this competence was maintained until the 1970s, when it started to lose steam. Realising this deterioration, attempts were initiated to turn the tide, beginning with reducing and controlling the size of the civil service wage bill, in the 1980s. It soon was realised afterwards that the civil service size rebounded and most of the gains made in past reforms were lost. After these reforms, various initiatives were also undertaken to improve centralised management of human resources and career development in the civil service, since due among other things to competition from the private sector, the service lost most of its employees. These initiatives (see Civil Service Reform Strategy 2008 – 2011), most of which took place between the 1980s and 1990s secured some successes but could not on average be sustained. In 1994, the World Bank supported SECAL civil service reform was abandoned by the Bank itself due the change in government and the authorities had to resort to selective capacity building with the support of various other donors.

Notwithstanding these reform moves, the much needed comprehensive and coherent approach to civil service reform has been lacking until the advent of the current reforms, part of which this assignment is a result. It has now been felt after a study that there was political support to a comprehensive approach and that this provided a conducive environment for necessary reforms.

Based on the general consensus that the capacity of the civil service has deteriorated in the last three decades, shared by the President himself, by his announcement in

2007 of government's intention to reintroduce the civil service reforms, the current reforms were studied and hence launched.

The Development of Strategic Tools and Building Institutional Capacity in the Strategic Management Process is the essence of this assignment out of which the following were accomplished:

1. Development of strategic tools for ten key government institutions, namely MOFEA, MOHSW, MOLGL, MOA, MOYS, GRA, PSC, PMO, NAO and Office of The President,
2. These tools include for each institution generating a five-year strategic plan for 2010 – 2014 (with a logical framework, costed annualised strategy budget and supporting strategy adapted institutional structure), and a functional analysis for each institution from which the agreed new structure was derived; and
3. Through training and participation of created institutional strategy formulation teams, capacity in strategy formulation was built in the participating institutions to enable creating a strategy thinking capabilities and mindset in the partner institutions, so that when it would be time to review these plans after some years of implementation, the institutions would have had both individual and organisational abilities to review and reformulate their strategic plans.

With these well consulted and generated strategic plans, it is hoped that the annualised strategic budgets will enable institutions put themselves on growth and reinvention paths by culling up each year from them and into the annual budget, the development investment requirements for discussion with MOFEA/NPC and approval for implementation. It is hoped that given this approach, these institutions and in effect the civil service will be institutionally stronger and much more and proactively well placed to drive a more dynamic and robust economy, the net effect of which will be sustained incremental national socioeconomic growth and development.

It is also hoped that given the strategic management capacity built in all of these partner institutions, a critical core of these personnel will enable continuous resonance of strategic success for government over a reasonable time in the future.

Section I: Introduction

1.1 The Constitutional and/Legal Mandate of the Ministry of Local Governments & Lands

The constitutional and/or legal mandate of the Ministry of Local Government and Lands is derived from the Local Government Act, 2002 and the Lands Commission Act 2007, which in summary stipulate the following:

LOCAL GOVERNANCE

With regards to local governance, The Ministry for Local Government and Lands as stipulated in the Local Government Act 2002 is responsible for:

Co-ordination and Advocacy for Local Government Authorities

LG Act Section 148 states that the co-ordination of, and advocacy for Local Government Authorities as well as policy issues shall be the responsibility of the Department of State for Local Government.

Mandate of Department of State

LG Act Section 149 states that the Department of State shall-

- a) Monitor and co-ordinate Central Government initiatives and policies as they apply to Local Government and ensure harmonisation;
- b) Co-ordinate and advise persons and organisations, in relation to projects involving direct relations with Local Governments; and
- c) Assist in the provision of technical assistance to Local Government Authorities.

Inspection and Monitoring of Local Governments

LG Act Section 150 state in the following subsections that:

(1) The inspection of Local Governments by the Department of State and other State organs authorised by the law shall-

- a) Promote and foster adherence to the rule of law and principles of justice and good governance; and
- b) Foster the elimination of corruption and abuse of office.

(2) Subject to the Constitution and any other law, an authorised person carrying out the inspection shall have the powers to:

- a) Enter and inspect the premises or property of any Local Government Authority as may be relevant to the inspection;
- b) Inspect books of accounts, records, stores and any other document and require any person to produce any document or item connected with the inspection and where necessary retain any document or item connected with the case being investigated; and

(3) An authorised person carrying out the inspection may attend any meeting of a Council or Committee of a Council.

Secretary of State to Give Guidance

LG Act Section 151 also state that:

(1) Where on receipt of a report on a Council, the Secretary of State is satisfied that a duty or power of a Council is being performed or exercised in an improper, unlawful or inefficient manner, the Secretary of State may, in respect of that duty or power, cause a meeting of the Council to be called and point out the irregularities found and give the Council any guidance necessary.

(2) Where the Secretary of State considers that the matter is of grave nature, the Secretary of State may institute a commission of enquiry to look into the matter.

(3) Where the findings of the commission of enquiry under, this section disclose that an offence may have been committed, the Secretary of State shall refer the matter to the President for appropriate action.

LAND ADMINISTRATION

The Lands Commission whose Secretariat is the Department of Lands and Surveys which is a department under the MOLGL is responsible for land administration. Part III-FUNCTIONS of the Lands Commission Act, 2007 states that:

14. The Commission shall

- a) Advise the Secretary of State on policy matters relating to land administration to ensure strict adherence to those policies and transparency in land allocations;
- b) Investigate disputes on land ownership and occupation in any area in The Gambia;
- c) Assess land rent and premium for properties within any area in The Gambia;
- d) Monitor the registration of properties and inspect land registries and records;
- e) Be responsible for all matters relating to national boundaries, including monitoring and reporting to the Secretary of State; and
- f) Perform such other functions as the Secretary of State may assign it to.

1.2 Context of the Strategic Plan 2010 - 2014

The Gambia had a compact civil service with a reasonable level of capacity at independence. Its overall competence was maintained until the mid-1970s when it started to deteriorate due to over expansion, patronage hiring, corruption, informality, poor salaries and incentives, low job security at senior levels, lack of up to date policies and processes, short term human resources planning, little investment in job-related practical training, a general culture of indiscipline within the civil service and an exodus of professional and technical personnel.

To address these problems, government came up with initiatives and reforms such as the reduction and control of the wage bill which was supported by the structural adjustment programmes of the World Bank and the IMF, but was abandoned after the 1994 military take over, improved centralised management of human resources and career development by the establishment of the PMO in 1991, the review, reduction and computerisation of salary grades from 21 to 12, the development of a staff grading and performance system, selective capacity building etc.

It is evident from the above initiatives that The Gambia has a long history of civil service reform. However, they were not fully implemented and sustained to yield the desired results. It was this that led the government of The Gambia to decide to reintroduce the civil service reform. This was further strengthened when the president during the swearing of the members of the Public Service Commission in 2007, announced that he intended to reintroduce civil service reform which will help create a learner, better remunerated and merit based civil service.

In order to realise this vision, the government requested assistance from the donor community to prepare a civil service reform strategy and a technical committee. The World Bank, ADB and the UK Department of International Assistance responded in March/April and July/August 2007 by conducting two capacity diagnostic and analytic missions in The Gambia. In addition, a two-day capacity assessment workshop and a confidential survey of civil servants on job satisfaction and human resources management practices were carried out. The international consultants involved worked closely with the technical committee and stakeholders.

A report with recommendations was submitted to government in February 2008 and this was followed by a government organised and UNDP funded workshop to present the report to the civil service and the donor community. A task force was then formed with the help of an international consultant to formulate a reform strategy. After 3 weeks of discussions and a one day meeting on the outline of the strategy, a full strategy document was subsequently prepared in July and August 2008.

The PMO, Office of the President in collaboration with the UNDP, established the PSRICD which is tasked with the duty to lay the basis for financing, developing and implementing the long-term strategy for the public service reform and institutional capacity development, and at the same time addressing the short-term needs in key national institutions. The reform strategy includes among other things, the formulation of strategic planning tools for key government institutions and it is on this basis that this Strategic Plan was developed. It is the first Strategic Plan of the MOLGL and it will be implemented over a period of five years (2010-2014). The plan has mapped out strategies to enable realise its objectives and goals.

The Ministry of Local Governments Lands as stipulated in the Local Government and Lands Act of 2002 has the main responsibility of monitoring and co-ordinating central government initiatives and policies as they apply to local governance and ensure harmonisation; co-ordinating and advising persons and organisations in relation to projects involving direct relations with local governments, assisting in the provision of technical assistance to local governments authorities and their inspection & monitoring.

It has made a lot of achievements over the past years, such as the establishment of the Lands Commission and the enactment of the Lands Commission Act, the establishment of the National Council of Chiefs etc. However, much still needs to be done or improved and these include delay the full implementation of the decentralisation process, the absence of land use and distribution policies and maps and etc. It is as result of these challenges and the ministry's crucial role in contributing to good governance, peace and stability that the MOLGL was considered by the PSRICD to be among the first ten government institutions to benefit from the Civil Service Reform Strategy. The Reform Strategy's main aim is to ensure an efficient and effective Civil Service that will enable the timely realisation of The Gambia's goals. These goals include Vision 2020, PRSP, MDGs etc.

These objectives and goals of the ministry will be realised by improving upon achievements that are already made and the tackling of challenges that still exist.

Section II: The Strategic Environment of the MOLGL

Strategic planning it must be recalled is the continuous management process that seeks in a proactive way to predetermine desired organisational growth levels and future states of being, and on the basis of the existing dynamics of both its internal and external environment, craft what it wants to become in a defined future time period, namely its vision. It is the proactive method of formulating what your institution needs to evolve to, by providing realistic challenges and defined steps to accomplish those challenges. A mission statement is then generated from the vision to explain what the purposes or long term goals of the organisation must be in order that when embarked upon and achieved by the institution, the institution would have in turn achieved its vision.

To enable the achievement of the organisation's mission and in reverse order its vision, the organisation must for each goal generate the exhaustive set of objectives or result indicators that must be achieved; and for each objective, the strategic activities that must be undertaken. The strategic actions constitute the programmes/projects that must be costed and on an annual basis be culled up from the strategic plan to the annual budget framework, financed and implemented. This done over the strategic plan lifespan, will enable the accomplishment of the implementation of the strategic plan as summarised in the logical framework, and in effect the achievement of its objectives, goals (mission components) and the vision.

This process of proactive management will lead to the deliberate and continual reinvention of the organisation on an incremental basis over the various strategic planning cycles.

This section details the results of the environmental analysis to determine the structure of the MOLG's environments and how dynamics in them will impede or help in validating its vision and mission statements, as well as provide the basis for the generation of the objectives and strategies that are most suitable for achieving the organisational vision.

2.1 The External Environment

The external environment of an organisation is everything/happening/dynamic outside the domain and/or control of the organisation, and may have significant effects on the way the organisation operates in fulfilling or achieving its mandate or objectives.

Hence, what is looked for here are the **changes** in the external environment, since the organisation must take steps to determine **appropriate responses** to these changes as it struggles to achieve its organisational objectives.

In summary, the outside environment of any government ministry/public organisation includes what happens in other ministries, the National Assembly, Cabinet level, social changes and other policy changes, some of which may include donor activities.

The following constitute the most critical external environmental factors that either present opportunities for the MOLG to optimise its organisational reinvention, or

those that have potential to make this reinvention either difficult or even impossible. Tables 5.1 show in tabular summary present the following critical external environmental factors.

For an institution to achieve the desired goals, it must not only analyse its home environment but must critically take stock of the external environment which it does not control. It is only when this is objectively done that critical factors are highlighted and strategies are developed to counter the threats and take advantage of the opportunities using available strengths whilst being mindful of weaknesses.

2.1.1 Political Changes

There have been peaceful transformations of governments both at the central and local levels in The Gambia except during the bloody but short-lived and unsuccessful rebellion in 1981. Presidential, Parliamentary, Council and Ward elections are generally peaceful. This has resulted to sustained social order and stability, creating the environment for a stable governance system.

2.1.2 Governmental Changes

Changes in Government Structure from centralised to a more decentralised structures will enable better and effective administration of the regions and the reduction in lengthy bureaucratic procedures. The current civil service reform will also enable the ministry identify and implement programmes for local governance and land

However, frequent changes of policy makers at the ministry make long term planning difficult.

2.1.3 Economic Changes

The Gambia has experienced steady economic growth over the years which has resulted increased budgetary allocations to the ministry although these budgetary allocations are still not commensurate with the ministry's operations. Despite this steady economic growth over the years, there are still disparities in the distribution of educational, health and other basic services especially at the regional levels. Again frequent fluctuations in financial parameters like inflation, interest rate, etc affect service delivery, business growth and cost of living and thus lead to an increase in poverty.

The disparity in natural resources and endowment between the regions will also affect the decentralisation process in that those regions with less natural resources and endowment are likely to still depend on central government for most of finances needed for its operation

2.1.4 Legal Changes

Delay in dispensation of justice by the Judiciary especially on land related issues has resulted to back log of cases in the courts. Land related disputes need to be handled

expeditiously as it can lead aggrieved persons to resort to unlawful means of resolving these cases and endangering the peaceful co-existence of people.

2.1.5 Technological and educational changes

Increase of ICT facilities in the national and international environment will enable the ministry conduct its business better. The expansion in schools and higher educational facilities has led to overall increase in literacy and professional competences. However, low education quality and retention of teaching staff and students especially in the rural areas continues to haunt the progress in proliferating education and skills in the interior of the country.

2.1.6 Socio-cultural Changes

There is peaceful coexistence of religious and ethnic groups in The Gambia. Religious wars have never happened and ethnic conflicts are very minimal. This has resulted to stability and effective governance both at the national and local levels.

2.1.7 Demographic changes

Gambia's population is about 40% youths. Youthful population means high dependency in the present, but it has potential for future production if properly managed. However, this has resulted to increased demand on social amenities such as schools, hospitals, parks, football fields etc. Rural urban migration due to the uneven distribution of these social amenities has led to a high rate of urbanisation.

2.1.8 Changes in the attitudes and processes of development partners

There is steady increase in donor interest and support to the MOLGL and this is an opportunity for it to access more resources for the implementation of its projects/programmes over the next years.

2.2 The Internal Environment

The internal environment of an organisation includes all the elements in it that make it work or otherwise, despite what happens outside it. The factors that constitute the elements of the internal environment of an organisation are things/issues that the organisation can boast of as constituting their distinguished strengths in their industry or those weaknesses that threaten its survival if not resolved.

The following are the most critical internal environmental factors that either form strengths for the MOLGL to utilise in reinventing itself or those that have potential to impede this process. However, as opposed the external environment, where the MOLGL cannot change the environmental threat dynamics, in the case of the internal environment, MOLGL can take steps to address its weaknesses.

Tables 5.2, show in tabular summary the following critical internal environmental strengths and weaknesses of the MOLGL.

2.2.1 The structure of the organisation,

There exists a functional organisational structure in the ministry, enabling timely reporting, effective delegation and innovation and creativity. However, there is presently inadequate information flow between the ministry and the departments within it, including regional administrative offices; thus militating against the ministry in the timely and full realization of its objectives.

Like most central government ministries, there is a rather weak reward and control mechanism.

2.2.2 Financial management system of the organisation

Within the structure of government accounting, there exists through the IFMIS a good budgeting and accounting system. Although IFMIS is currently not operational in the MOLGLs, it is envisaged that its roll out by MOFEA will be of great benefit to MOLGL.

2.2.3 The competence and effectiveness of the Organisations' board of directors or top management,

The ministry enjoys competent and trained top management personnel and this has contributed to its efficiency and effectiveness. The ministry also has a lot of experienced staff especially in local governance and community development and this will go along way in helping the ministry realise its goals.

2.2.4 Facilities and equipment available in the organisation,

Existence of the Rural Development Institute is an opportunity for building capacity of middle level staff for MOLGL thus reducing the cost incurred on overseas training. Also, the existence of laws and legal regulations has enabled effective operations of the ministry

2.2.5 Use of technology by the organisation,

There are inadequate technological facilities and its use at work is limited in the ministry. Thus there is urgent need for the ministry, its departments and regional offices to be fully equipped with the relevant technological facilities so as to increase efficiency and effectiveness its functions.

2.2.6 The human capacity strength of the organisation

Although there is little absenteeism in the ministry, turnover is generally high, especially at the top which is affecting its ability to engage in long term planning. In addition, there is inadequate middle level personnel capacity in both numbers and skills thus the need to increase their numbers and skills to the ministry's requirements.

Section III: Strategic Framework of the Ministry of Local Governments & Lands

In view of the above enumerated environmental realities, MOLGL has undertaken strategic analysis and evolved the following strategic framework:

For the Ministry of Local Government and Lands to realise its vision, concrete strategic actions must be generated and implemented. This therefore calls for critical analysis of the ministry's internal setup, and the environment in which the ministry operates so as to assess the appropriateness of the strategies that would have been generated.

It is with that desire to meet targets that the ministry has prepared these strategic planning tools. For its vision to be attained, exhaustive strategies for every desired result under each goal are generated and implemented.

This will then call for committing resources to the strategies to see the dream come to fruition. If the activities are carried out as planned then the desired results will be achieved and by default the mission and then the vision of the MOLGL will be attained.

Goal 1: To achieve equitable and efficient distribution of state land resources

Objectives:

- 1.1 By 2011 to recruit a consultant who will undertake a land use plan and distribution study and required related legislative amendments; and generate a policy on land use and distribution nationwide.
- 1.2 By 2013 to finalize and seek cabinet approval of the land use and distribution policy and proposed implementation frameworks such as required institutional realignments and legislative amendments

Objective 1.1

By 2011 to recruit a consultant who will undertake a land use plan and distribution study and required related legislative amendments; and generate a policy on land use and distribution nationwide.

Strategies

- 1.1.1 Develop TORs for the consultant by 2010, June, including a method that ensures technology transfer
- 1.1.2 Secure donor funding for the study by July 2010
- 1.1.3 Recruit a consultant and launch the study by October 2010

Objective 1.2

By 2013 to finalize and seek cabinet approval of the land use and distribution policy and proposed implementation frameworks such as required institutional realignments and legislative amendments

Strategies

- 1.2.1 Develop and submit a CP to Cabinet on the land use and distribution policy proposal and related legislative amendments by November 2013
- 1.2.2 The National Assembly shall pass the required legislative amendments by December 2013

Goal 2:

To ensure that land use maps and plans are available nationwide

Objective 2.1

By 2010 to undertake lands surveys and generate land use maps nationwide

Strategies

- 2.1.1 Develop TORs for the study in January 2010
- 2.1.2 Secure donor funding for the study by March, 2010
- 2.1.3 Recruit a consultant and launch the study in by June, 2010.

GOAL 3:

To ensure production of a development control policy and systems

Objectives:

- 3.1 By 2014 to recruit a consultant to undertake a study on the review of current development control policy framework and systems and propose a consolidated policy,
- 3.2 By 2011/12 to finalize and seek cabinet approval of the policy and required legislative amendments

Objective 3.1

By 2014 to recruit a consultant to undertake a study on the review of current development control policy framework and systems and propose a consolidated policy,

Strategies

- 3.1.1 Develop TORs for the technical assistance by February 2014
- 3.1.2 Secure donor funding for the study by April 2014
- 3.1.3 Recruit and launch the study by October 2014
- 3.1.4 Develop and submit a CP to Cabinet and secure policy approval

Objective 3.2

By 2011/12 to finalize and seek cabinet approval of the policy and required legislative amendments

Strategies

- 3.2.1 Develop and submit a CP to Cabinet on the newly proposed development control policy proposal and related legislative amendments by November 2011
- 3.2.2 The National Assembly shall pass the required legislative amendments by December 2011

GOAL 4:

To ensure properly structured LGA administrative systems and effective local governance

Objective 4.1

By 2010 to review the capacities of LGAs to determine their capabilities in implementing the structures legislated in the Local Govt. Act 2002 and the Finance and Audit Act 2004, and make recommendations for institutionalisation

Strategies

- 4.1.1 Develop TORs for the consultant by February 2010
- 4.1.2 Secure donor funding for the study by March 2010
- 4.1.3 Recruit and launch the study by March 2010
- 4.1.4 Develop strategies for the implementation of the recommendations by August 2010

GOAL 5:

To ensure access to development resources by the people to facilitate socioeconomic development for poverty reduction

Objective 5.1

By 2011 to institutionalize and proliferate micro finance as a main system of financial intervention to support rural poverty reduction through entrepreneurship development and support.

Strategies

- 5.1.1 A study to determine the poverty reduction suitability of various MFIs and map them to the LGAs based on the national poverty index and possible enterprise possibilities in the regions by June 2010,
- 5.1.2 A study to generate structures that will attract the MFIs to the various LGAs by June 2010
- 5.1.3 By December 2010 to generate a Programme (e.g. finance, bookkeeping, marketing etc) of training to develop capabilities of LGA structures in micro enterprise to enable effective access to funding (Group and TOT)

Objective 5.2

By 2014 to put finalize a Programme of cooperation between the Ministry of Infrastructure and Construction and the MOLGL on behalf of all LGAs that will specify and commit both LGAs and the Ministry of Infrastructure and Construction (MOWCI) to the types of infrastructural development in each LGA

Strategies

- 5.2.1 By June 2010 to develop and submit to the MOWCI a concept paper on the need to specify and commit both LGAs and the MOWCI to the types of infrastructural development responsibilities in each LGA.
- 5.2.2 Undertake consultative meetings and generate an MOU by December 2010

GOAL 6:

To improve the capacities of groups/organisations at local levels to ensure sustainable development

Objectives:

- 6.1 By 2012 to enter into training cooperation with UTG on the possibility of annexing the RDI as an arm of the UTG that will provide training in local governance and community development.
- 6.2 To build and sustain capacities in R & D in the department of community development so that research results could be disseminated.
- 6.3 By 2011 to ensure that LGAs have adequate funds to take up local development

Objective 6.1

By 2012 to enter into training cooperation with UTG on the possibility of annexing the RDI as an arm of the UTG that will provide training in local governance and community development.

Strategies

- 1.1.1 By June 2011 to develop and submit to the UTG a concept paper on the need to annex the RDI to the UTG in a formula such as the one with the MDI
- 1.1.2 Undertake consultative meetings to secure integration

Objective 6.2

To build and sustain capacities in R & D in the department of community development so that research results could be disseminated.

Strategies

- 6.2.1 To strengthen the R & D unit both technologically and HR

Objective 6.3

By 2011 to ensure that LGAs have adequate funds to take up local development

Strategies

- 6.3.1 Build capacities of LGAs to negotiate for funding
- 6.3.2 The Directorate of Local Governance develops the capacity to ensure that government follows through on grants to LGAs as provided for in the laws

Section IV: Strategy Implementation Framework

4.1 Monitoring and Evaluation Structure

4.1.1 Logical Framework

	Measurable Indicators	Means of Verification	Important Assumptions and Risks
<p style="text-align: center;"><u>Vision</u></p> <p>To be the platform for effective land resource management, local governance, rural (Community) development and poverty reduction</p>	<ul style="list-style-type: none"> • MOLGL has achieved equitable and efficient distribution of state land resources • Land use maps and plans are available nationwide • Development control policy and systems are available • Properly structured LGA administrative systems and effective local governance are in place • To ensure access to development resources by the people to facilitate socioeconomic development for poverty reduction 	<p>-Annual reports on activities of the MOLGL</p>	<p>-There is stability of senior staff and availability of adequate resources</p>

	<ul style="list-style-type: none"> The capacities of groups/organisations at local levels are improved 		
<u>Mission or Purpose</u>			
<ol style="list-style-type: none"> To achieve equitable and efficient distribution of state land resources To ensure that land use maps and plans are available nationwide To ensure production of a development control policy and systems To ensure properly structured LGA administrative systems and effective local governance To ensure access to development resources by the people to facilitate socioeconomic development for poverty reduction To improve the capacities of groups/organisations at local levels to ensure sustainable development 			
<u>Mission Component 1 (Goal)</u>			
To achieve equitable and efficient distribution of state land resources			
<u>Objective1.1 :</u>			
By 2011 to recruit a consultant who will undertake a land use plan and distribution study and required related legislative amendments; and generate a policy on land use and distribution nationwide			
Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
Develop TORs for the consultant by 2010, June, including a method that ensures technology transfer	-TORs for the study developed	-TORs document	Proper TORs are developed

Secure donor funding for the study by July 2010	Funding for the study secured	-Donor engagement reports, fund transfer and bank statements	Donors are willing to fund the study
Recruit a consultant and launch the study by October 2010	-Consultant recruited -Study launched	-Signed contract document -Study report	A competent consultant is recruited
Objective 1.2 :			
By 2013 to finalize and seek cabinet approval of the land use and distribution policy and proposed implementation frameworks such as required institutional realignments and legislative amendments			
Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
Develop and submit a CP to Cabinet on the land use and distribution policy proposal and related legislative amendments by November 2013	-CP developed and submitted to Cabinet	-CP document	-Cabinet is supportive of the CP
The National Assembly shall pass the required legislative amendments by December 2013	-All required legislative amendments passed by parliament	-New legislative documents	-The National Assembly passes the legislative amendments

Mission Component 2 (Goal)

To ensure that land use maps and plans are available nationwide

Objective 2.1 :

By 2010 to undertake lands surveys and generate land use maps nationwide

Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
Develop TORs for the study in January 2010	-TORs are developed	-TORs document	-There is ability at the institutional level to develop exhaustive TORs for the study
Secure donor funding for the study by March, 2010	-Donor funding for the study is secured	-Donor engagement reports	-Donors are willing commit funds to the study
Recruit a consultant and launch the study in by June, 2010	-The consultant is recruited and the study launched	-Consultancy report	-Competent consultant is recruited

Mission Component 3 (Goal)

To ensure production of a development control policy and systems

Objective 3.1:

By 2014 to recruit a consultant to undertake a study on the review of current development control policy framework and systems and propose a consolidated policy

Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
Develop TORs for the technical assistance by February 2014	-TORs developed	-TORs	-Proper and exhaustive TORs are developed
Develop and submit a CP to Cabinet and secure policy approval	-CP developed and submitted to Cabinet -Policy approved by Cabinet	-CP document -Policy approval reports -Approved document	-Cabinet is supportive of the proposed policy
Secure donor funding for the study by April 2014	-Funding secured	Donor engagements and funding reports	-Donor are willing to commit funds to the study

Recruit a consultant and launch the study by October 2014	-Consultant recruited and study undertaken	-Study execution contract -Study report	-A Competent consultant is recruited
<u>Objective 3.2</u>			
By 2011/12 to finalize and seek cabinet approval of the policy and required legislative amendments			
Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
Develop and submit a CP to Cabinet on the newly proposed development control policy proposal and related legislative amendments by November 2011	-CP is developed and submitted to Cabinet	CP	-Cabinet is supportive to the CP
The National Assembly shall pass the required legislative amendments by December 2011	-The legislative amendments are passed	-Amended development control policy	-The National Assembly is supportive to the proposed legislative amendments
<u>Mission Component 4 (Goal)</u>			
To ensure properly structured LGA administrative systems and effective local governance			
<u>Objective 4.1:</u>			
By 2010 to review the capacities of LGAs to determine their capabilities in implementing the structures legislated in the Local Govt. Act 2002 and the Finance and Audit Act 2004, and make recommendations for institutionalisation			
Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
Develop TORs for the consultant by February 2010	-TORs are developed	-Copy of TORs document	-Proper TORs are developed

Secure donor funding for the study by March 2010	-Donor funding is secured	-Donor engagement reports, fund transfer and bank statements	-Donors are willing to fund the study
Recruit and launch the study by March 2010	-Study undertaken	-Consultancy report	-A competent consultant is recruited
Develop strategies for the implementation of the recommendations by August 2010	-Strategies for the implementation of the study recommendation developed	-Study recommendations implementation strategy document	-Proper strategies for the implementation of the study recommendations are developed
Mission Component 5 (Goal)			
To ensure access to development resources by the people to facilitate socioeconomic development for poverty reduction			
Objective 5.1			
By 2011 to institutionalize and proliferate micro finance as a main system of financial intervention to support rural poverty reduction through entrepreneurship development and support.			
Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks

<p>A study to determine the poverty reduction suitability of various MFIs and map them to the LGAs based on the national poverty index and possible enterprise possibilities in the regions by June 2010,</p>	<p>-Study is conducted</p>	<p>-Study report</p>	<p>-Relevant and exhaustive TORs are developed for the study</p> <p>-There are adequate funds to undertake the study</p> <p>-A competent consultant is recruited</p>
<p>A study to generate structures that will attract the MFIs to the various LGAs by June 2010</p>	<p>-Study is conducted</p>	<p>-Study report</p>	<p>-Relevant and exhaustive TORs are developed for the study</p> <p>-There are adequate funds to undertake the study</p> <p>-A competent consultant is recruited</p> <p>-LGAs have adequate funds to generate those structures that will attract MFIs</p>

By December 2010 to generate a Programme (e.g. finance, bookkeeping, marketing etc) of training to develop capabilities of LGA structures in micro enterprise to enable effective access to funding (Group and TOT)	-LGAs capabilities development training programme generated	-Training programme document	-The ministry has the competence to develop a proper training programme
Objective 5.2			
By 2014 to put finalize a Programme of cooperation between the Ministry of Infrastructure and Construction and the MOLGL on behalf of all LGAs that will specify and commit both LGAs and the MOWCI to the types of infrastructural development in each LGA			
Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
By June 2010 to develop and submit to the MOWCI a concept paper on the need to specify and commit both LGAs and the MOWCI to the types of infrastructural development responsibilities in each LGA.	-Concept paper developed and submitted to MOWCI	-Endorsed concept paper	A good concept paper is developed -MOWCI and LGAs are committed to the implementation of the proposed developmental responsibilities -There is availability of adequate funds
Undertake consultative meetings and generate an MOU by December 2010	-MOU between LGAs and MIC developed	-MOU document	The MOWCI and LGAs are fully committed to the implementation of the MOU

Mission Component 5 (Goal)

To improve the capacities of groups/organisations at local levels to ensure sustainable development

Objective 6.1

By 2012 to enter into training cooperation with UTG on the possibility of annexing the RDI as an arm of the UTG that will provide training in local governance and community development.

Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
By June 2011 to develop and submit to the UTG a concept paper on the need to annex the RDI to the UTG in a formula such as the one with the MDI	-Concept paper on the annexation of RDI to UTG developed	-Concept Paper	A good concept paper is developed
Undertake consultative meetings to secure integration	-Consultative meetings between MOLGL and UTG held	-Consultative meeting reports/minutes -Agreement report	-UTG accepts the proposal and implements the integration process

Objective 6.2

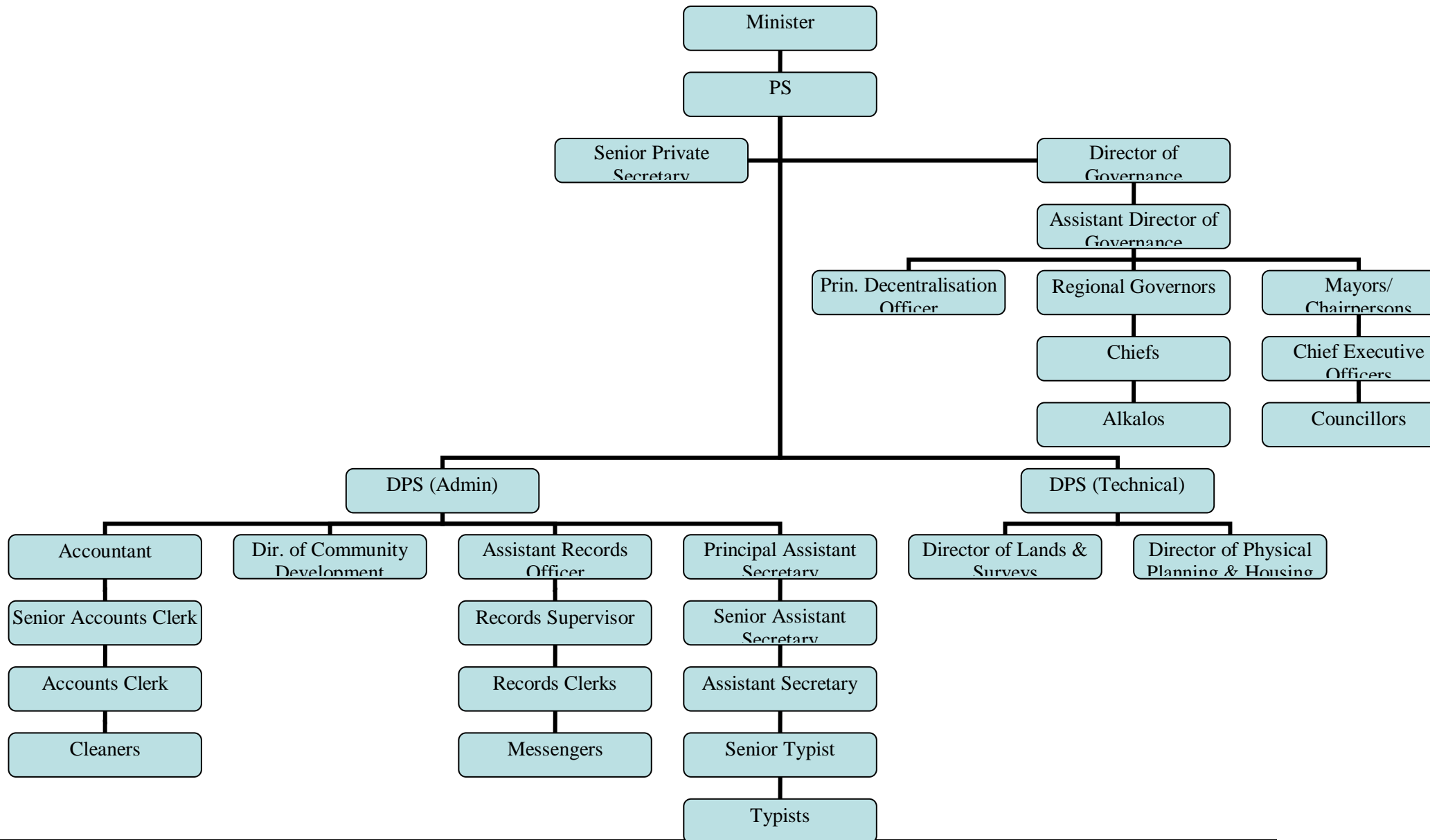
To build and sustain capacities in R & D in the department of community development so that research results could be disseminated.

Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
To strengthen the R & D unit both technologically and HR	-The unit is equipped with relevant technology -staff are trained and able to use the technology -Personnel numbers are increased to	-Computer, internet service, etc procurement receipts and physical count of the IT equipment -Training reports -Unit's Staff roll	-There is availability is adequate funds

	the unit's requirements -Personnel are equipped with the relevant knowledge and skills to conduct research	-Research documents	
Objective 6.3			
By 2011 to ensure that LGAs have adequate funds to take up local development			
Strategic Activities	Measurable Indicators	Means of Verification	Important Assumptions and Risks
Build capacities of LGAs to negotiate for funding	-Funding negotiation skills developed in all LGAs	-Funding negotiation training reports	-There are adequate funds -The proper training is conducted
The directorate of local governance develops the capacity to ensure that government follows through on grants to LGAs as provided for in the laws	-Capacity of the Directorate of Local Governance developed	-Reports on government grant disbursement to LGAs	

4.2 Institutional Structure

4.2.1 Organogram



Section V: Appendices

5.1 External Factor Evaluation Matrix

Our Critical Opportunities
Peaceful transformation of Governments resulting to sustained social order and stability, creating environment for the governance system
Steady increase in budgetary allocations
Peaceful coexistence of religious and ethnic groups
Increase of ICT facilities in the national and international environment
Expansion in schools and higher educational facilities
High urbanisation rate
Steady increase in donor interest and support
Changes in Government Structure from centralised to a more decentralised structures
Steady economic growth over the years
Youthful population
Current civil service reform programme
Our Critical Threats
Frequent changes of policy makers makes planning difficult
Low education quality
Regional disparities in distribution of educational, health and other basic services
Disparities in natural resource endowment between regions
Rural/urban migration
Delay in dispensation of justice by the Judiciary (especially as relate land issues)
Inadequate budgetary allocations

Fluctuations in financial parameters
Increase in demand on youth related services

5.2 Internal Factor Evaluation Matrix

Our Critical Strengths
There exists a functional organisational structure in the ministry
There exists through the IFMIS a good budgeting and accounting system
The ministry enjoys competent and trained top management personnel
Existence of the Rural Development Institute
Existence of laws and legal regulations
Our Critical Weaknesses
Inadequate information flow between the ministry and the departments within it, including regional administrative offices
Like most central government ministries, there is a rather weak reward and control mechanism
There is little absenteeism but turnover is generally high, especially at the top
There are inadequate technological facilities and its use at work is limited
There is inadequate middle level personnel capacity in both numbers and skills

5.3 MOLGL's Strategic Framework Table (Vision, Goals, Objectives and Strategies)

Vision: To be the platform for effective land resource management, local governance, rural (Community) development and poverty reduction.		
Goal 1:	Objectives	Strategies

To achieve equitable and efficient distribution of state land resources	By 2011 to recruit a consultant who will undertake a land use plan and distribution study and required related legislative amendments; and generate a policy on land use and distribution nationwide.	Develop TORs for the consultant by 2010, June, including a method that ensures technology transfer
		Secure donor funding for the study by July 2010
		Recruit a consultant and launch the study by October 2010
	By 2013 to finalize and seek cabinet approval of the land use and distribution policy and proposed implementation frameworks such as required institutional realignments and legislative amendments	Develop and submit a CP to Cabinet on the land use and distribution policy proposal and related legislative amendments by November 2013
		The National Assembly shall pass the required legislative amendments by December 2013
Goal 2:	Objectives	Strategies
	By 2010 to undertake lands surveys and generate land use maps nationwide	Develop TORs for the study in January 2010
		Secure donor funding for the study by March, 2010
		Recruit a consultant and launch the study in by June, 2010.
Goal 3:	Objectives	Strategies
To ensure production of a development control policy and systems	By 2014 to recruit a consultant to undertake a study on the review of current development control policy framework and systems and propose a consolidated policy,	Develop TORs for the technical assistance by February 2014
		Secure donor funding for the study by April 2014
		Recruit and launch the study by October 2014

		Develop and submit a CP to Cabinet and secure policy approval
	By 2011/12 to finalize and seek cabinet approval of the policy and required legislative amendments	Develop and submit a CP to Cabinet on the newly proposed development control policy proposal and related legislative amendments by November 2011 The National Assembly shall pass the required legislative amendments by December 2011
Goal 4:	Objectives	Strategies
To ensure properly structured LGA administrative systems and effective local governance	By 2010 to review the capacities of LGAs to determine their capabilities in implementing the structures legislated in the Local Govt. Act 2002 and the Finance and Audit Act 2004, and make recommendations for institutionalisation	Develop TORs for the consultant by February 2010 Secure donor funding for the study by March 2010 Recruit and launch the study by March 2010 Develop strategies for the implementation of the recommendations by August 2010
Goal 5:	Objectives	Strategies
To ensure access to development resources by the people to facilitate socioeconomic development for poverty reduction	By 2011 to institutionalize and proliferate micro finance as a main system of financial intervention to support rural poverty reduction through entrepreneurship development and support.	A study to determine the poverty reduction suitability of various MFIs and map them to the LGAs based on the national poverty index and possible enterprise possibilities in the regions by June 2010, A study to generate structures that will attract the MFIs to the various LGAs by June 2010 By December 2010 to generate a Programme (e.g. finance, bookkeeping, marketing etc) of

		training to develop capabilities of LGA structures in micro enterprise to enable effective access to funding (Group and TOT)
	By 2014 to put finalize a Programme of cooperation between the Ministry of Infrastructure and Construction and the MOLGL on behalf of all LGAs that will specify and commit both LGAs and the MOWCI to the types of infrastructural development in each LGA	By June 2010 to develop and submit to the MOWCI a concept paper on the need to specify and commit both LGAs and the MOWCI to the types of infrastructural development responsibilities in each LGA. Undertake consultative meetings and generate an MOU by December 2010
Goal 6:	Objectives	Strategies
To improve the capacities of groups/organisations at local levels to ensure sustainable development	By 2012 to enter into training cooperation with UTG on the possibility of annexing the RDI as an arm of the UTG that will provide training in local governance and community development.	By June 2011 to develop and submit to the UTG a concept paper on the need to annex the RDI to the UTG in a formula such as the one with the MDI Undertake consultative meetings to secure integration
	To build and sustain capacities in R & D in the department of community development so that research results could be disseminated.	To strengthen the R & D unit both technologically and HR
	By 2011 to ensure that LGAs have adequate funds to take up local development	Build capacities of LGAs to negotiate for funding The directorate of local governance develops the capacity to ensure that government follows

		through on grants to LGAs as provided for in the laws
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