

Strategic Plan 2025 – 2029

A roadmap for legislative excellence



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PREFACE



This is the Strategic Development Plan of the National Assembly of the Republic of The Gambia covering the period 2025-2029. The plan's development accentuates the National Assembly's commitment to pursuing best operational, management, and leadership practices as spelt out in the constitution.

My sincerest gratitude goes to the National Assembly Authority for its guidance, unapparelled support, and hands-on approach to formulating this document. Special accolades are also due to the staff of the National Assembly Service for their unsurpassed efforts in planning, assembling the logistics, and providing all the support required to see this framework in place.

Our development partners, European Union and the International IDEA have provided financial support in formulating this framework. Support from our development partners has become a norm in the National Assembly's different projects and activities. We are very much honoured to have such support for our course.

The National Assembly envisions an independent and responsive legislature that contributes effectively to national development efforts. With a firm understanding of its mandate, this document has been prepared using lessons learned from the experience, achievements, and challenges in implementing the previous strategic plan.

The goal is to enable the National Assembly to contribute effectively to the lawmaking process, representing citizens and performing oversight functions over government businesses and Ministries, Departments, and Agencies of Government towards achieving an Open, Fair, Transparent, and Accountable society for The Gambia.

The National Assembly, through the expressed intentions in this Plan, is demonstrating a commitment to strengthening the institution's capacity to progressively make the legislature responsive and accessible to citizens. The Plan is aligned to the Recovery Focus National Development Plan (RF-NDP) and will position the National Assembly to contribute to implementing the government's drive for inclusive growth and a resilient economy.

On behalf of the National Assembly Service, I present this Strategic Plan as a guide to the National Assembly's capacity-building and institutional-strengthening aspirations.

KALIPHA MM MBYE

CLERK OF THE NATIONAL ASSEMBLY

FORWARD



I am honoured to add my voice to this important policy framework of the National Assembly of The Gambia. A parliament's strategic plan sets a pathway for an effective legislature, including the oversight of the executive branch, which is done in a constructive and collaborative spirit.

This Strategic Development Plan (2025-2029) is the result of an extensive consultative process, which included a committed review of learnings, challenges, and successes to move the National Assembly forward.

The Strategic Development Plan helps focus on pertinent issues currently and those on the horizon. The roadmap shows how the National Assembly Authority, Office of the Clerk, and Development Partners are committed to the effectiveness and efficiency of delivery for the betterment of the people of The Gambia through representation, legislation, and oversight as mandated by the Constitution of the Republic of The Gambia, 1997.

The direction we are taking encourages us that the plan addresses the challenges confronting the institution of the legislature, which will result in a visible improvement in the quality-of-Service delivery. The commitment shown in the formulation of this strategy is reason for our confidence that its execution will be a success.

I am convinced that it will be the guiding framework for the formulation and execution of relevant policies at this time. I invite our Development Partners, National Assembly Members, the National Assembly Service, and every Gambian to accept this framework to consolidate all our efforts in executing it.

A mid-term review will ensure that we refocus and position our policy formulation and execution to take advantage of opportunities and mitigate emerging challenges.

It is an honour to present to you the Strategic Development Plan of the National Assembly of the Republic of The Gambia for the period (2025-2029)

HON. FABAKARY TOMBONG JATTA

SPEAKER OF THE NATIONAL ASSEMBLY

CHAIRPERSON OF THE NATIONAL ASSEMBLY AUTHORITY

1. Executive Summary

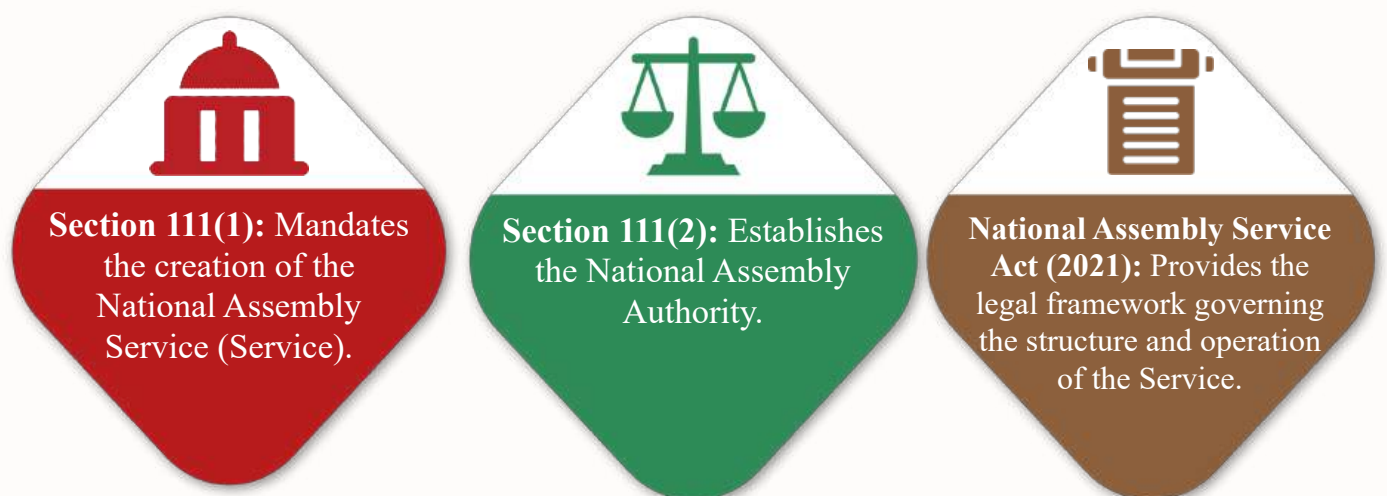
The Strategic Development Plan (SDP) 2025-2029 for the National Assembly of The Gambia provides a structured roadmap for strengthening governance, oversight, and institutional efficiency. The National Assembly plays a critical role in enacting laws, scrutinizing government policies, and representing citizens' interests. This strategic plan outlines key reforms, capacity-building initiatives, and digital transformation efforts to modernize the institution and enhance its effectiveness.

The SDP 2025-2029 addresses institutional challenges, including limited technological infrastructure, capacity gaps in legislative functions, and inconsistent financial autonomy. Simultaneously, it capitalizes on opportunities such as enhanced financial independence under the National Assembly Service Act (2021), expanding international partnerships, digital transformation potential, and growing public demand for transparency-driven governance reforms. These efforts aim to modernize parliamentary operations, strengthen institutional capacity, and enhance legislative effectiveness.

The National Assembly's vision and mission reflect its commitment to democratic governance, institutional excellence, and public service. This plan aspires to transform the Assembly into a modern, globally recognized institution that is efficient, financially independent, and technologically advanced.

2. Introduction & Background

The National Assembly derives its existence from Section 87 of the 1997 Constitution, which states, "There shall be a National Assembly of The Gambia." Additionally, constitutional provisions establish its operational structures, notably:



These legal provisions ensure the Assembly's operational independence and define its governance framework.

2.1 Strategic Priorities

The SDP 2025-2029 focuses on five key strategic priorities aligned with The Gambia's national development agenda:

Accountability & Transparency: Enhance financial management, oversight mechanisms, and public trust.

Digital Transformation & Infrastructure: Modernize parliamentary systems, integrate digital technologies, and improve accessibility.

Governance & Institutional Strengthening: Improve internal decision-making, leadership, and operational efficiency.

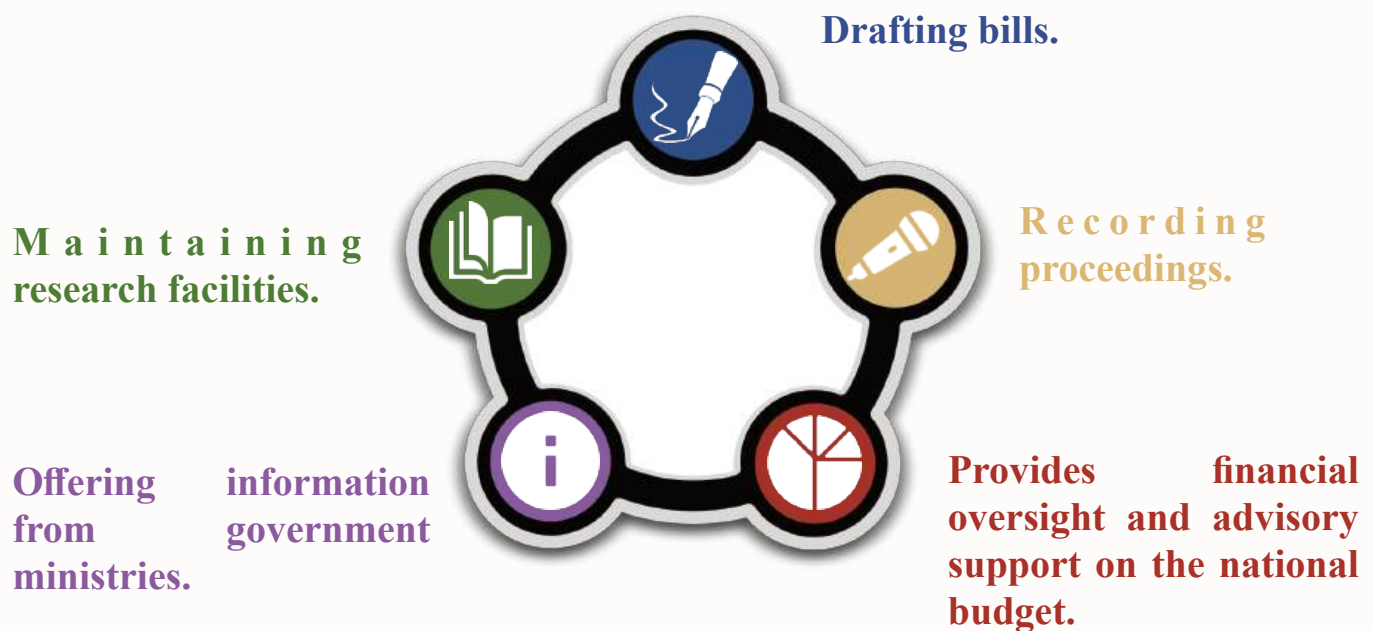
Human Capital Development: Invest in training, capacity-building, and professional development for National Assembly Members (NAMs) and staff.

Strategic Partnerships & Resource Mobilization: Strengthen collaboration with development partners and international institutions.



2.2 Role of the National Assembly Service & Authority

The National Assembly Service provides essential support functions, including:



The National Assembly Authority oversees the Service by:



2.3 Implementation Phases



The new strategic plan builds on the 2019-2023 plan, emphasizing institutional strengthening to ensure complete operational independence. Stakeholder consultations underscore the urgency of this transformation, positioning the National Assembly as an accountable, effective institution capable of managing public resources efficiently.

3. Vision, Mission, and Core Values

3.1 Vision



To be an Independent, Effective and Democratic Legislature Serving the People of The Republic of The Gambia.

3.2 Mission



To be an Open, Transparent and Democratic Legislature, Bound by the Principles of Good Governance, Accountability and Probity to Provide Effective Legislative, Scrutiny/Oversight and Representation Functions for the Citizens of the Republic of The Gambia with a motivated staff force that is rooted in integrity and professionalism.

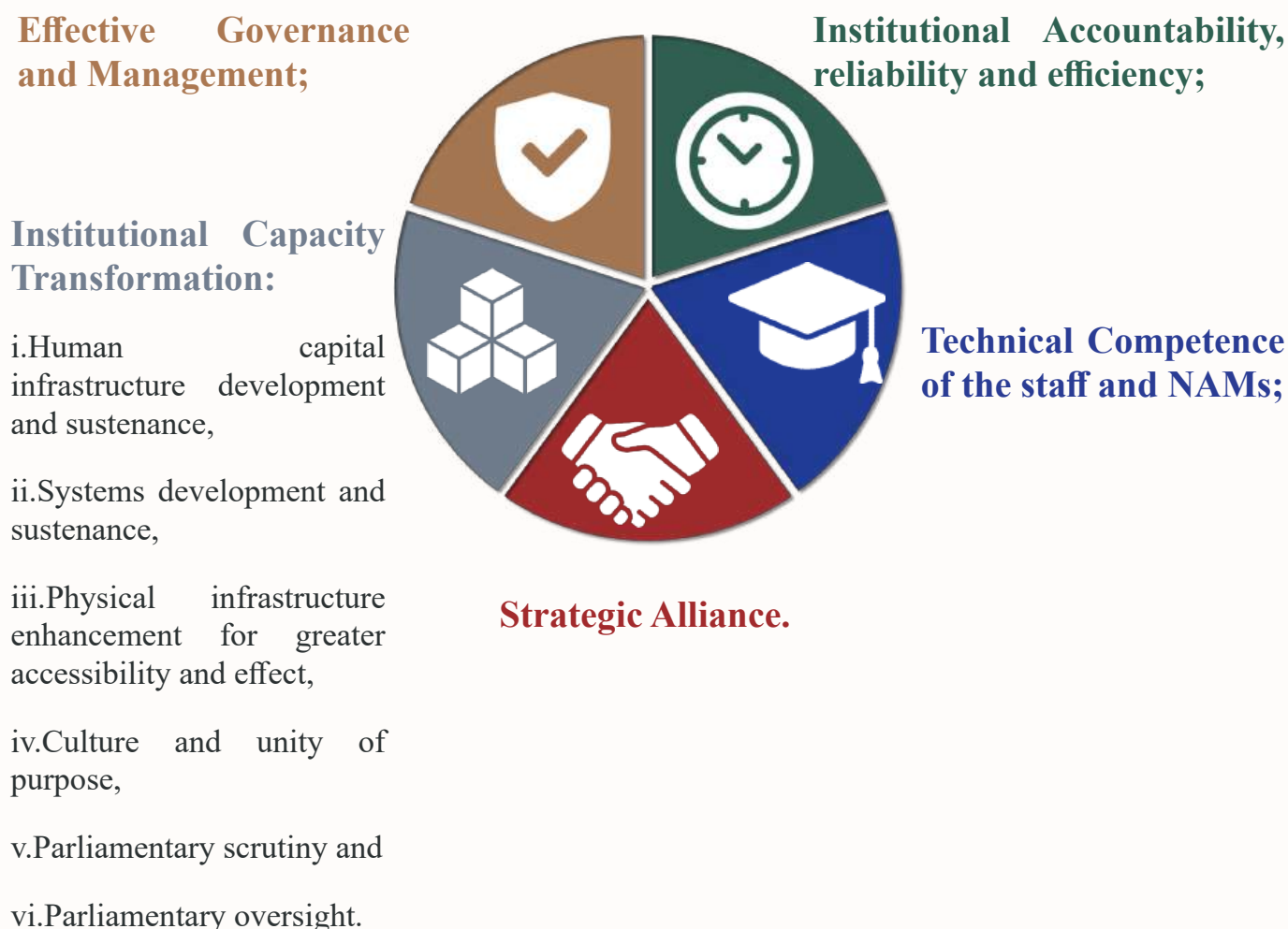
3.3 Core Values

Values shape how individuals think, feel, and act, providing a guiding framework for decision-making and setting priorities. The National Assembly Service (Service), a value system, is an organized collection of the following institution-wide principles,



4. Pillars

The following pillars or themes outline the key components of the strategic initiatives that will be developed to transform the National Assembly into a world-class Service capable of meeting the diverse needs of its stakeholders.



5. Situational Analysis

Table 1 summarizes the internal strengths and weaknesses of the National Assembly's (NA) institutional operational framework. These strengths highlight areas that can be leveraged to enhance the framework. At the same time, the weaknesses point to aspects that need to be addressed and improved for the NA's successful institutional transformation.

Table 2 outlines the external environmental opportunities that can facilitate the NA's swift and successful transformation. It also identifies the threats from external environmental factors beyond the National Assembly's control that the Service must navigate, avoid, or resolve to achieve its desired transformation

| No | Strengths | Weaknesses |
|----|--|---|
| 1 | Significant understanding of strategic planning and the need for it in the current state of transformation of the institutional framework of the NA. | The current National Assembly Service structure is generally perceived as inadequate and rigid. This highlights an opportunity to enhance the flexibility and effectiveness of the Service structure to better support the institution's and its staff's dynamic needs. |
| 2 | The Service recognizes the importance of effective leadership in driving institutional transformation. The staff values leadership that guides, inspires, and influences them towards achieving common goals. They view strong leadership as essential for rallying the team around a shared vision and setting a clear mission. The leadership team, which includes the members of the Authority and Management, is seen as a unified and capable force for advancing the Service's objectives. | The Assembly Service staff and external stakeholders acknowledge the strong skill complement within the institution, but they also highlight a gap in the specialized skills required for certain key areas. This presents an opportunity to enhance the Service by recruiting or developing expertise in these critical specialist fields to support the institution's objectives and growth better. |
| 3 | Staff comportment reflects professionalism and discipline. | While the Service is relatively well-cultured as a public institution, there is a clear need to strengthen and cultivate a more work-driven approach to ensure efficiency, effectiveness, integrity, and productivity. This is essential for driving the transformation required to meet the institution's evolving goals and to ensure long-term success. |
| 4 | A rich crop of educated, professional and motivated middle-level management staff. | While the Service is considered relatively well-led, there is considerable potential for improvement in leadership practices to ensure that the desired transformation is achieved and sustained over time. |
| 5 | Strong operational platforms include communication (website and social media handles), financial management, library and research, Hansard operations, etc. | The Service is grossly understaffed in almost all departments. |
| 6 | Good internal security and GPF security arrangements for the perimeter of the building to enhance security. | Limited space to accommodate staff expansion and facilities for various engagements and Services. |

| No | Opportunities | Threats |
|----|---|--|
| 1 | The National Assembly's autonomy eliminates external interferences in resource utilization, enhancing institutional efficiency and development. | Without care, the NA Authority's political nature could degenerate the Service into a battleground for control, which might impair and diminish public acceptance of the NA as a cherished and trusted legislative body. |
| 2 | Autonomy enables better management of allocated resources, facilitating the creation of infrastructure necessary for operational efficiency. | While the NA has control over its budget with limited external restrictions, this autonomy could be misused, potentially affecting the strategic relevance of the Service. |
| 3 | According to sections 13(1) and 13(2) of the National Assembly Service Act 2021, the Clerk has direct authority to prepare and submit the annual budget to the President, providing ample opportunity for adequate funding and resource allocation. | Whilst the open dialogue opportunity is good for external environmental inspection and understanding by the Service, the defensive nature of the Service at this forum might turn it into a meeting where stakeholders role is confined to just receiving information/instructions from the Service. |
| 4 | The NA enjoys strong trust and support from external partners who are engaged and willing to collaborate further. The Service is recognized for its proactive information disclosure via social media and its commitment to transparency in stakeholder engagement. | Delay in considering SOE reports submitted by the NAO to the NA impedes timely analysis and action. |
| 5 | The Service Act 2021 empowers the Service to mobilize additional resources to enhance its financial capacity in achieving strategic objectives. | The understanding of audit reports by the administrative staff of the Service is very high, but this is not the case with elected members of the committees, who have the primary responsibility for reviewing them. There is a need to determine greater and better utilisation of subject matter specialists to support the committee members in understanding and taking a more effective part in the review and discussion of the reports from the institutions. |
| 6 | The Service is not required to develop its financial management system, as it uses the Government's approved accounting framework (IPSAS Cash Based), managed by IFMIS. | Gross misunderstanding of the role of the NA by critical public institutional partners. |

6. Strategic Goals and Objectives

The strategic goals and objectives are intended to transform the Service into a world-class Assembly that is endeared to its stakeholders. This shall require taking advantage of the significant progress made so far by the Service, including the newfound institutional administrative, financial, and operational autonomy, the readiness of partners for further collaboration, and the high level of respect accorded to the Service. The strategy includes the following five strategic pillars:

1. Effective Governance and Management: This will focus on creating robust structures for governance and management that provide clarity, accountability, and direction.

- In this respect, the effectiveness and efficiency of the authority shall be reviewed and enhanced. This will include subjecting all the meetings of the Authority to a calendar system and making sure that they are fully documented, including the decisions made in those meetings.
- Making sure that the minimum required meetings are held during the period they are planned to be held. Succession and delegation are arranged such that in the absence of a chair of any of the structures (Authority and Senior Management), someone is available and takes over to ensure the meeting is held.
- Technical and logistics capacity is available to render these meetings successful, and the meetings are based on best international practices in similar organisations in other countries.

2. Institutional Accountability, reliability and efficiency: The Service, through its systems and processes, must be accountable, reliable, and efficient in discharging its functions or mandate.

3. Improving Technical Competence of staff and NAMs: A focus on building technical competence within the Assembly ensures that both NAMs and Staff are well-trained to perform their functions.

Institutional Capacity Transformation: To achieve efficiency, effectiveness, sustainability and growth, the Service requires the following six key infrastructural capacities:

a. Human Capital Infrastructure: Recruitment, development and retention of a skilled and motivated workforce capable of meeting the challenges of modern legislative work.

A functional review will determine the optimal starting levels and skill set required for effective operations.

b. Systems development and sustenance infrastructure: Investment in systems that support the efficient functioning of the Assembly, from technology to processes that streamline operations.

c. Physical Infrastructure enhancement for greater accessibility and effect NAMS and Staff need adequate physical infrastructure (offices, equipment, and technology) to enable the desired levels of mutual functionality in the Service.

The strategic goal here is ensuring that for each identified physical infrastructure, the Service shall commit to provide as needed over the strategy period so that the next period shall focus on sustainability.

d. Cultural Infrastructure and Unity of Purpose: To Foster a culture of collaboration, professionalism, and shared commitment to the Assembly's mission.

The Service will implement a deployment strategy to establish institutional uniqueness and effective internal collaboration.

e. Parliamentary Scrutiny Infrastructure: Enhancing tools and resources for more effective scrutiny of government actions and policies.

The goal here is to build and sustain the capacity of the various committees to bring the Assembly to the people.

f. Parliamentary Oversight Infrastructure: Strengthening the capacity to oversee public institutions and ensure transparency, accountability, and good governance.

5. Strategic Alliance: Forming and maintaining strategic alliances with local and international partners to enhance capacity and effectiveness and secure global recognition for the Assembly.

The Service recognizes that partners (local and international) who operate within The Gambia have stakes in the effectiveness of the Service and have shown ample willingness to collaborate and undertake projects of mutual benefit.

7. Strategy Pillars and Objectives

7.1 Table 1: Strategy Framework 1 – NAS Vision, Mission, Pillars and Strategic Objectives

| NA Vision | NA Mission | Strategy Pillars | Strategy Objectives |
|--|--|--|---|
| To be an Independent, Effective and Democratic Legislature Serving the People of The Republic of The Gambia. | To be an Open, Transparent and Democratic Legislature, Bound by the Principles of Good Governance, Accountability and Probity to Provide Effective Legislative, Scrutiny/Oversight and Representation Functions for the Citizens of the Republic of The Gambia with a motivated staff force that is rooted in integrity and professionalism. | <p>1. Effective Governance and Management</p> <p>This will focus on creating robust structures for governance and management that provide clarity, accountability, and direction.</p> | <p>1. To achieve a clear systemic understanding and separation of roles between the Senior Management Team (SMT) and the Authority to ensure independent operations and overall effectiveness and efficiency.</p> <p>2. To generate a system of continuous capacity building and ensure adequate, sustained capacity at both the levels of the Authority and SMT.</p> |
| | | <p>1. Institutional Accountability, reliability and efficiency</p> <p>The Service, through its systems and processes, must be accountable, reliable, and efficient in the discharge of its functions or mandate.</p> | <p>1. Upon completion of the functional review and adoption of the final organisational structure, transform work into a set of systems (4b) and processes that significantly reduce dependence on human decisions.</p> <p>2. To identify, elaborate, and lay out a strategy for enhancing the critical systems for improved institutional resonance.</p> |

| NA Vision | NA Mission | Strategy Pillars | Strategy Objectives |
|-----------|------------|---|--|
| | | | <p>13. To institute a system of periodic reviews of the continuing relevance of adopted systems with a view to taking decisions to adjust and upgrade them.</p> <p>4. To consistently sustain a monitoring framework of the culture transformation and growth of Service, impacts on institutional accountability, reliability and efficiency and provide reinforcement.</p> |
| | | <p>3. Technical Competence</p> <p>A focus on building technical competence within the Assembly will ensure that both NAMs and staff are well-trained to perform their functions.</p> | <p>1. To achieve, through a well-conducted functional review, a reconstructed operational structure for Service, including departments and individual job roles.</p> |
| | | <p>4. Institutional Capacity Transformation</p> <p><i>To achieve efficiency, effectiveness, sustainability and growth, the Service requires the following six key infrastructural capacities:</i></p> | |
| | | <p>a) Human Capital infrastructure development and Sustenance</p> <p>Recruitment, Development and Retention of staff</p> | <p>1. Undertake and generate a functional review to form the basis of this strategic thrust.</p> <p>2. Generate and deploy a clear and fair policy of continuous capacity enhancement scheduled over the strategy period for staff and NAMs to ensure sustained capacity for a world-class assembly.</p> |

| NA Vision | NA Mission | Strategy Pillars | Strategy Objectives |
|-----------|------------|--|---|
| | | <p>b) Systems development and sustenance</p> <p>Investment in systems that support the efficient functioning of the Assembly</p> | <p>1. Undertake identification of Service operations that take time, are repetitive in nature and can be supported technologically, and identify needed systems for their deployment (e.g. governance – meetings of the Authority, management meetings, parliamentary processes and committee meetings, financial management and internal control, communication, research and documentation, security).</p> <p>2. Upon identifying and scheduling investment in computerising these processes, digitalize access to them and enhance overall institutional efficiency and effectiveness.</p> |
| | | <p>a) Physical infrastructure enhancement for greater accessibility and effect.</p> <p>The strategic goal here is ensuring that for each identified physical infrastructure, the Service shall commit to provide as needed over the strategy period so that the next period shall focus on sustainability.</p> | <p>1. Determine the adequacy or otherwise of the infrastructure needs and cost and schedule investment over the strategy period.</p> <p>2. Deploy a phased implementation arrangement for the costed and scheduled transformation (This includes offices for NAMs and staff use etc.).</p> |
| | | <p>a) Cultural infrastructure and unity of purpose</p> <p>The Service will implement a deployment strategy to establish institutional uniqueness and effective internal collaboration</p> | <p>1. Considering that culture is the unseen strand that ensures coordination, collaboration and unity of purpose in pursuit of the common vision, to deliberately determine a desired culture of work in a world class assembly, deploy a culture change strategy to bring it about.</p> |

| NA Vision | NA Mission | Strategy Pillars | Strategy Objectives |
|-----------|------------|---|---|
| | | <p>e) Parliamentary scrutiny infrastructure</p> <p>The goal here is to build and sustain the capacity of the various committees to bring the Assembly to the people.</p> | <p>1. Empower committees to rigorously analyze government decisions through evidence-based scrutiny, public hearings, and open-data tools to ensure accountability</p> <p>2. Create accessible platforms (town halls, digital forums, plain-language reports) to involve citizens in legislative processes and rebuild institutional credibility actively</p> |
| | | <p>f) Parliamentary oversight infrastructure</p> <p>Strengthening the capacity to oversee public institutions and ensure transparency, accountability, and good governance.</p> | <p>1. To equip parliament with robust tools, processes, and trained personnel to systematically monitor government institutions, enforce accountability, and expose corruption or inefficiency</p> |
| | | <p>5. Strategic Alliance</p> <p>The goal is the Service's commitment to maintain alliances with all partners.</p> | <p>1. The Service needs alliances in its work to optimize access to the varied types of resources and capacities needed to function as a world-class assembly, and it shall determine the alliances needed, generate and deploy a policy to support the establishment and sustenance of these alliances.</p> <p>2. Market this strategic plan in areas that will attract partner investment and ask for cooperation in enhancing capacities in these areas.</p> |

7.2 Strategy Objectives, Activities and Key Performance Indicators

7.2.1 Table 2: Strategy Framework 2 – NA Strategy Pillars, Strategic Objectives and key Performance Indicators (KPIs)

| Ref. | Strategy Pillars | Strategy Objectives | Strategy Activities | Key Performance Indicators (KPIs) | Timeline |
|------|-------------------------------------|--|---|--|---------------|
| 1 | Effective Governance and Management | 1. To achieve a clear systemic understanding and separation of roles between the Senior Management Team (SMT) and the Authority to ensure independent operations and overall effectiveness and efficiency. | 1. List and itemize the managerial roles of the Senior management. 2. List and itemize the roles of the Authority. 3. Prepare the annual statutory calendar of both the Authority and SMT meetings have each group approve them, and commit to meetings on the scheduled days/months as the minimum times they will hold such meetings in the year. | 1. Roles of the SMT developed 2. Roles of the Authority developed 3. Annual statutory meetings with the Authority. | December 2025 |
| | | 2. To generate a system of continuous capacity building and ensure adequate, sustained capacity at both the levels of the Authority and SMT. | 1. Prepare a program of capacity enhancement for members of the Authority, scheduling when each will undertake targeted programs. These include but not limited to attachments/mentoring in similar Assemblies of other countries and etc. | 1. Scheduled programs of capacity enhancement for Members of the Authority and SMT Members | December 2025 |

| Ref. | Strategy Pillars | Strategy Objectives | Strategy Activities | Key Performance Indicators (KPIs) | Timeline |
|------|--|--|--|---|---------------|
| | | | 2. Prepare a program of capacity enhancement for members of the SMT, scheduling when each will undertake targeted programs. These include but not limited to attachments/mentoring in similar Assemblies of other countries and etc. | | |
| 2 | I n s t i t u t i o n a l Accountability, reliability and efficiency | 1. Upon completion of the functional review and adoption of the final organisational structure, transform work into a set of systems (4b) and processes that significantly reduce dependence on human decisions. | 1. Utilizing the Services of an expert, cost and phase out the implementation of the infrastructural development in Pillar 4. | 1. Road map developed | December 2025 |
| | | 2. To identify, elaborate and lay out a strategy for enhancing the critical systems for improved institutional resonance. | 1. based on the phased implementation, budget for procurement and installation. 2. Invite partners for support and commitment to providing aspects of the phased infrastructure investment. | 1. Departmental budgets developed and included in the annual budgets of the NAS for the implementation of the transformation program. | June 2026 |
| | | 3. To institute a system of periodic reviews of the continuing relevance of adopted systems with a view to taking decisions to adjust and upgrade them. | 1. Upon implementing each infrastructure and ensuring interoperability across systems, prepare detailed maintenance schedules of all systems. | 1. Detailed maintenance schedules of all systems. 2. Fully documented and verified enforcement evidence. | June 2026 |

| Ref. | Strategy Pillars | Strategy Objectives | Strategy Activities | Key Performance Indicators (KPIs) | Timeline |
|------|----------------------|---|--|--|--------------|
| | | | 2.Prepare periodic maintenance and systems reviews and enforce, making sure the processes are fully documented and verified. | | |
| | | | 3.Ensure ongoing upgrades. | | |
| | | 4. To consistently sustain a monitoring framework of the culture transformation and growth of Service, impacts on institutional accountability, reliability and efficiency and provide reinforcement. | 1.With the support of an expert study, design and implement corporate culture change strategy for the NAS. | 1.A report of recommended culture change strategy developed and approved for implementation. | |
| | | | 2.Budget for and/or seek partner support and implement the culture change strategy. | | |
| 3 | Technical Competence | 1. To achieve through a well-conducted functional review a reconstructed operational structure for Service, including departments and individual job roles. | 1.Develop an approved concept for a functional review of the NAS, budget for and/or seek partner funding. 1.Procure the services of an expert to undertake the functional review, support the process and ensure that the results are as accurate as they could possibly be. 3.Ensure the SMT and Authority's approval of the functional review report. 4.Implement the recommendations of the functional review. | 1. Concept and terms of reference for the functional review. 2. Consultant recruited 3. Functional Review Report | October 2025 |

| Ref. | Strategy Pillars | Strategy Objectives | Strategy Activities | Key Performance Indicators (KPIs) | Timeline |
|------|---|--|---|--|---------------|
| 4 | Institutional Capacity Transformation | | | | |
| 4a | Human capital infrastructure development and sustenance | 1. Undertake and generate a functional review to form the basis of this strategic thrust. | | | October 2025 |
| | | 2. Generate and deploy a clear and fair policy of continuous capacity enhancement scheduled over the strategy period for staff and NAMs to ensure sustained capacity for a world-class assembly. | 1. Upon adoption of the recommendations of the functional review and of a revised organisational chart, review the service rules and HR Manual to align them to the new structure. 2. The support of an expert is needed to develop and deploy a continuous human capital development and sustenance policy. | 1. The service rules and HR Manual were reviewed. 2. NAS's continuous human capital development and sustenance policy are deployed. | December 2025 |
| 4b | Systems development and sustenance | 1. undertake identification of Service operations that take time, are repetitive in nature and can be supported technologically; and identify needed systems for their deployment (e.g. governance – meetings of the Authority, management meetings, parliamentary processes and committee meetings, financial management and internal control, communication, research and documentation, security) | 1. Recruit an expert to deliver this task after detailing a sufficient term of reference to guide the process. 2. Recruit and undertake the assignment and report. This report must be accompanied with the costs of procuring and installing these systems. 3. Budget for and seek partner support in implementing the 360-degree digitalization of NAS. | 1. Terms of reference and expert recruited. 2. Costed report delivered by the expert. | December 2025 |

| Ref. | Strategy Pillars | Strategy Objectives | Strategy Activities | Key Performance Indicators (KPIs) | Timeline |
|------|---|--|--|--|--------------|
| | | 2. Upon identifying and scheduling investment in computerising these processes, digitalize access to them and enhance overall institutional efficiency and effectiveness | | | |
| 4c | Physical infrastructure enhancement for greater accessibility and effect. | 1. Determine the adequacy or otherwise of the infrastructure needs and cost and schedule investment over the strategy period. | 1. With help from experts, determine the needed infrastructure to provide adequate space for the NAS workforce and offices for NAMs. | 1. Terms of reference and expert recruited. | June 2026 |
| | | | 2. Contract architects are to compete for and provide designs for the new concept of offices for NAMs while engaging with the Ministry of Lands and Regional Governance for suitable locations in the GBA. | 2. Procurement of experts completed and contracts signed. | |
| | | | 3. Upon completion of the determination and architectural works, review and adopt the project and seek financing from both the Government and partners. | 3. Report including architectural designs/drawings presented and adopted. | |
| | | 1. Deploy a phased implementation arrangement for the cost and scheduled transformation. | 1. Program and implement the project. Should the project be funded by multiple financiers, coordinate and deliver as fast as possible. | 1. The implementation schedule and funding arrangements were entered into. | January 2027 |

| Ref. | Strategy Pillars | Strategy Objectives | Strategy Activities | Key Performance Indicators (KPIs) | Timeline |
|------|--|---|---|---|---------------|
| 4d | Cultural infrastructure and unity of purpose | 1. Considering that culture is the unseen strand that ensures coordination, collaboration, and unity of purpose in pursuit of the common vision. to deliberately determine a desired culture of work in a world-class assembly, deploy a culture change strategy to bring it about. | 1.Prepare terms of reference for a culture transformation study and strategy for the NAS and recruit consultants. 2.Commence and finalize the study by approving recommendations for the culture change study. 3.Seek funding, schedule and commence the culture change process. | 1. Terms of reference and signed contract with consultants. 2. Periodic monitoring of reports. | June 2026 |
| 4e | Parliamentary scrutiny infrastructure | 1. Empower committees to rigorously analyze government decisions through evidence-based scrutiny, public hearings, and open-data tools to ensure accountability Create accessible platforms (town halls, digital forums, plain-language reports) to involve citizens in legislative processes and rebuild institutional credibility actively | 1.Identify all the administrative units in NAS that directly support the effectiveness and functionality of committees involved in scrutiny and prepare a continuous capacity improvement plan targeting them. 2.Budget and seek partnership funding for and deploy the capacity-building program for the identified administrative units and staff. | 1. List of units in NAS with direct bearing on supporting the effectiveness and functionality of committees. 2. Budget provided and/or partner commitment secured. | December 2025 |
| | | | 1. Liaise with partners, some of who are eager to cooperate in this area and determine a standard format for building and sustaining the individual and select committee capacities in the scrutiny domain. | 1. List of partners ready to support this aspect of program. | December 2025 |

| Ref. | Strategy Pillars | Strategy Objectives | Strategy Activities | Key Performance Indicators (KPIs) | Timeline |
|------|--|---|--|--|---------------|
| | | | 2. Schedule and deploy the process. | | |
| 4f | Parliamentary oversight infrastructure | 1.To equip parliament with robust tools, processes, and trained personnel to systematically monitor government institutions, enforce accountability, and expose corruption or inefficiency | <p>1. Identify all the administrative units in NAS that directly support the effectiveness and functionality of committees involved in oversight and prepare a continuous capacity improvement system.</p> <p>2.Budget and seek partnership funding for and deploy the capacity-building program for the identified administrative units and staff.</p> | <p>1. List of units in NAS with direct bearing on supporting the effectiveness and functionality of committees.</p> <p>2. Budget provided and/or partner commitment secured.</p> | December 2025 |
| 5 | Strategic Alliance | 1. The Service needs alliances in its work to optimize access to the varied types of resources and capacities needed to function as a world-class assembly, and it shall determine the alliances needed, generate and deploy a policy to support the establishment and sustenance of these alliances. | <p>1.Identify the partners likely to support the implementation of NAS's strategic plan, map the various aspects of the plan, and market the plan to them.</p> <p>2.Identify by convincing commitments and enter into firm arrangements for implementation per this plan's time frame.</p> <p>3.Create, if possible, a partner coordination Committee to which all partners and friends of the National Assembly shall be members to coordinate and harmonize support in the NAS transformation process.</p> | <p>1. Outline of process for marketing this plan to partners.</p> <p>2. Partner Coordination Committee for supporting the transformation of the NAS strategic plan 2025 – 2029</p> | November 2025 |

| Ref. | Strategy Pillars | Strategy Objectives | Strategy Activities | Key Performance Indicators (KPIs) | Timeline |
|------|------------------|---|--|---|----------|
| | | 2. Market this strategic plan in areas that will attract partner investment and ask for cooperation in enhancing capacities in these areas. | 1. Identify the partners likely to support the implementation of NAS's strategic plan, map the various aspects of the plan, and market the plan to them. | 1. Map of partners against activities/investments in this strategic plan. | |
| | | | 2. Initiate and intensify follow-up, and where achievements are made, vigorously implement. | 2. Evidence of follow-up with partners. | |

8. The Strategy Budget

Whilst the NAS Act 2021 provides for the financial autonomy of the Service, the institution still needs to realize that it shall continue to be constrained with resources because of the inability of the national budget to provide the much-needed resources for the implementation of this strategy; hence the need to mobilise resources.

The following shall constitute the resource mobilisation strategy.:

1. Funds appropriated from the National Budget.
2. Harnessing the support of Development Partners.

The Strategy Budget

Table 3c summarises the budget for implementing the 2025 to 2029 Strategic Development Plan. However, this budget does not include the costs of personnel emoluments.

| Policy Ref. | Policy Priority | 2025 GMD | 2026 GMD | 2027 GMD | 2028 GMD | 2029 GMD | Total GMD |
|-------------|---|----------|-------------|-------------|-------------|-------------|---------------|
| 1 | Effective Governance and Management | - | 168,508,000 | 178,669,400 | 183,381,498 | 171,640,656 | 702,199,553 |
| 2 | Institutional Accountability, reliability and efficiency | - | 2,320,000 | 2,464,400 | 2,489,288 | 2,529,674 | 9,803,362 |
| 3 | Technical Competence | - | 11,750,000 | 12,065,000 | 12,182,300 | 12,301,946 | 48,299,246 |
| 4 | Institutional Capacity Transformation | | | | | | |
| 4a | Human capital development and sustenance | - | 11,250,000 | 11,300,000 | 13,560,000 | 16,272,000 | 52,382,000 |
| 4b | Systems development and sustenance | - | 2,500,000 | 2,750,000 | 2,777,500 | 2,805,275 | 10,832,775 |
| 4c | Physical infrastructure enhancement for greater accessibility and effect. | - | 45,185,160 | 39,206,450 | 43,750,000 | 44,100,000 | 172,241,610 |
| 4d | Cultural infrastructure and unity of purpose | - | 1,440,000 | 1,540,800 | 1,648,656 | 1,764,062 | 6,393,518 |
| 4e | Parliamentary infrastructure scrutiny | - | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 8,000,000 |
| 4f | Parliamentary infrastructure oversight | - | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 12,800,000 |
| 5 | Strategic Alliance | - | 61,308,000 | 62,468,864 | 45,832,615 | 64,199,276 | 233,808,755 |
| | TOTAL - GMD | - | 309,461,160 | 315,664,914 | 310,821,857 | 320,812,888 | 1,256,760,819 |

9. Monitoring, Evaluation and Reporting

9.1 Service Strategy and Development Plan Detailed Risk Matrix

The risks noted in the risk matrix in Table 6 are essentially in two main categories, namely the lack of initiative by the Office of the Clerk to take action on the implementation of the plan and lack of funding for activities due probably to their high cost or inability to attract partner support to the activities. This lack of initiative does not insinuate lack of capacity but where there is no specific dedication of duty to a person to support the coordination and monitoring of the implementation of this plan, most it might never make it to the agenda of both SMT and the Authority of the National Assembly.

The following approach is recommended for monitoring and coordinating the risk of this strategy:

1. The agendas of both SMT and the Authority shall each have another permanent item that must be reported upon at the same time with the Status of Implementation Report of this strategic plan.

2. When reports come from various input sources for the Status of Implementation Report of this strategic plan, including challenges, an element should be added for those generating the report inputs to look at the strategy risk matrix, and determine what might be the risks prohibiting the successful implementation of activities which they are reporting and state them.

3. The SMT and the Authority will each discuss this item during the review of the Status of Implementation Report of this strategic plan and provide guidance.

The SMT, with the support of the M & E Function, shall be responsible for determining what critical policy and/or strategy questions need inquiries and study to inform critical organisational turns as the NAS journeys through time on its mandate. These could even include mandate reviews and etc.

9.2 Internal Status of Implementation Reporting Arrangements



1. The NAS has calendar financial year (January to December) This means that the Status of implementation reporting shall be quarterly.



2. The consolidated status of the implementation report must be compiled and laid before the Clerk by the 15th of April, 15th of July, 15th of October and 15th of January. This will make them available on time for both quarterly SMT and NAS Authority meetings.

A strategy implementation and helping to ensure that the intended outcomes are achieved.

For the purpose of monitoring the implementation of this strategy, the following is recommended:

1. The M & E function shall be the secretariat for the monitoring of implementation progress of this plan.
2. However, the SMT shall have primary responsibility for monitoring the implementation of this plan
3. Whilst the M & E Function must discuss monitoring challenges and needed support to resolve them for various directorates/units with the Clerk of the National Assembly, all of the monitoring issues must be included in the Status of Implementation Report, compiled and issued to the SMT by the M & E Function.
4. The M & E Function is responsible for making sure of some of the following:
 - a. Making sure that the annual NAS budget is the basis by all directorates/units for generating the capital budget proposals from their units. If there are new or emerging issues not in the strategy budget, they can still be added into what is already in the strategy budget but the strategy budget should guide the capital investment of the whole of the NAS over the strategy period.

b. Making sure that the Finance department of NAS ensures that the strategy budget guides all capital investment proposals. This department shall also work with the M & E Function to provide financial inputs into the Status of Implementation Report on the reported issues and their implications on overall vision being pursued.

c. Follow up as part of the status of implementation reporting on the reactions from directorates/units on both the SMT and NAS Authority decisions.

The following processes shall form the bedrock planning for and monitoring the implementation of this plan:

9.3 Annual Work Plan

All departments and units must ensure that their annual work plans mirror the need to accomplish their roles in implementing this plan as detailed in the strategy framework. The M & E Function must ensure that this is done by reviewing and commenting to the Clerk on the situation when annual work plans have been generated for the approval of the Clerk.

9.4 Annual Budgeting and Budget Negotiations

The nerve centre for annual budgeting is the Finance department since it is the one that shall compile and provide the first opinion on the status and nature of the initial budget proposal(s). Equally important in this process is the role of each directorate/unit.

The Director of Finance shall ensure that the strategy budget guides all budget proposals, and this should be confirmed by the m & E Function to the Clerk.

10. Stakeholders Consulted

10.1 Internal Stakeholders

List of Internal Stakeholders Consulted



10.2 External Stakeholders

List of External Stakeholders Consulted

| Ref. | Stakeholder Institution | Name of Respondent | Designation of Respondent |
|------|-------------------------------|--|---------------------------|
| 1 | Gambia Press Union (GPU) | Mr. Joof | Secretary General |
| 2 | West Minster Foundation (WFD) | MS. Tabu Sarr | |
| 3 | Gambia Participates | Mr. Marr Nyang | |
| 4 | National Audit Office (NAO) | The Senior Management Team led by the Deputy Auditor General | |

| Ref. | Stakeholder Institution | Name of Respondent | Designation of Respondent |
|------|---|-------------------------|--|
| 5 | The Gambia Police Force | National Police Command | |
| 6 | The United Nations Children's Fund (UNICEF) | Mr. Ousainou Sarr | |
| 7 | Ministry of Defense | Ms Rohey Bittaye Darboe | Permanent Secretary and senior members of the ministry |
| 8 | United Nations Development Programme (UNDP) | Sainey Ceesay | |
| 9 | Accountant general's Department (AG) | Alagie Jallow | Deputy Accountant General |

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