



Report on the

GAMBIA 2000

**Team Planning Seminar for
Investment Promotion**

**Kemoto, The Gambia
October 15 - 17, 1993
National Investment Board and Guest Participants**

Submitted by the

COVERDALE ORGANIZATION, INC.

**Financial and Private Enterprise Support (FAPE) Project
Nathan Associates Inc.
USAID Contract Number 635-0237-C-00-3081-00**

A

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Executive Summary

Senior professionals from the National Investment Board, along with invited guests from the private and public sectors, participated actively in **Gambia 2000: Team Planning Seminar for Investment Promotion**, a three-day workshop held at Kemoto Hotel. The three-day process included:

- Team building
- Information sharing
- Setting direction, and
- Action planning

which resulted in renewed commitment to tackle the complex task of encouraging investment in The Gambia.

Realising the need for a unified national effort to establish this country as the Gateway to Africa, workshop participants and guests chose Gambia Inc. as a symbol of what could exist if all Gambians work together as though the country were one single company. Japan's unified approach has become known in international business circles as Japan Inc.

Like Japan, The Gambia was seen by participants as a small country with limited resources which could greatly benefit by using them more effectively. The Gambia could become highly successful if it markets itself better internationally as well as organising at home for increased production.

Although the seminar received financial support from the USAID-funded FAPE project, technical direction, as well as the content of the report came from the Gambians. Similarly, although the Coverdale Organization facilitated the seminar, its outputs came from the creative minds of participants, based on their collective knowledge, skills and experiences.

By the end of the seminar, all participants discovered new ways to use their imagination, ideas and enthusiasm to accelerate development in The Gambia. Members of the Gambia Inc. team recognised that mobilising these resources and managing them effectively will call for enhanced teamwork and cooperation across organizations, indeed across national boundaries.

Less bureaucratic, more flexible structures, joined with a clear sense of purpose, can enable the many people who are willing to contribute, Gambians and foreigners alike, to work together to their mutual benefit. Just as important, as demonstrated at Kemoto, the Gambia Inc. process can be an exhilarating experience for all who participate!

Acknowledgements

The Coverdale Organization has had the pleasure of facilitating Gambia 2000: Team Planning Seminar for Investment Promotion. We would like to thank each member of The Gambia Inc. Team for their remarkable efforts in generating enthusiasm, creativity and, most important, commitment. Your diverse knowledge, skills, disciplines, experience and personal interests represent vital resources to this team. This is your action plan, which we are proud to have facilitated.

BARROW Lamin
FAAL Bamba
JACK Isatou
JOBE Abdoulie
KAH Yusufa
MANGA Tamsir
MBOGE Lai
MBOGE Sako
NEWLANDS Jailand

NJIE Oudou
NJIE Sam
SAYE Samba
SEY Mamlai
SILLAH Ali
TOURAY Abdoulie
WADDA Alieu
WADE Stephen

Many others contributed indirectly to developing this blueprint for action for Gambia Inc., particularly from the business community. Mam Sait Njie, Alhaji Dandeh-Njie and Charbel Elhajj took time to meet with us and provide positive examples of investment opportunities in the Gambia as well as identifying creative ways to tap underutilised resources.

We are also grateful to the two teams of business people whose names are included in annexe along with notes on their brainstorming exercises which started the Gambia Inc. process. During these exercises the expression Gambia Inc. came up, symbolising what could exist if all Gambians work together as though the country were one single company. The insights drawn from these meetings helped us to shape the seminar design and contributed to its successful outcome.

Special thanks are also due to those behind the scenes without whose support the seminar could not have occurred. The entire FAPE project was a team effort to support the seminar. Carolyn Olds in Nathan Associates Inc.'s office in the United States gave such a positive image of The Gambia and its people that we knew before the seminar began how strong a network Gambia Inc. already has overseas.

Aminata Fofana arranged our many meetings and transcribed the flip charts that form the basis for this document. Doug Lucius provided a vital plug and made sure our computers functioned. Baboucarr Camera drove us to many meetings, in addition to picking up the memorable pictures of participants working together.

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NIB staff, from the guard at the door to senior managers, including cleaning staff, analysts and secretaries, supported us and made us feel welcome. Each wished us well and made their special contribution.

The USAID Representative, Bonnie Pounds, made it clear her role was to facilitate and support, which she did on numerous occasions, as did her staff. Gary Cohen and Chris Elias provided ideas on natural resource management and ecotourism. Nancy McKay also gave useful input, emphasising the effect of positive feedback on motivation and performance.

Andrew Winter, the recently named U.S. ambassador expressed his support for American investment in the country in a luncheon at the USAID Representative's home. Regarding the concept of Gambia Inc., he revealed that before leaving Washington, D.C., he met with the Gambian ambassador to the U.S, who told him, "My main purpose is to promote investment in The Gambia."

The Government of The Gambia demonstrated its support to the seminar by the presence of officials from key economic agencies, Ministry of Trade, Industry and Employment, Ministry of Finance and Economic Affairs, and the Income Tax Department. The private sector showed its willingness to work for national development goals. Together, they provided not just analysis of problems, but also positive solutions, identifying where they could contribute more. Before the seminar and during it, people from both the public and private sector participated actively in developing a vision for Gambia 2000, asking not just what Gambia Inc. could do for them, but also what they could do for it.

The Kemoto Hotel staff represented a wonderful example of teamwork in the target tourism sector, with everyone pitching in to ensure the comfort of guests. Participants got a firsthand view of creative cooperation between a long-term resident investor and a local community. Working together for their mutual benefit, they provided a showcase for the locally produced fish, fruits, vegetables and ornamental flowers whose exports The Gambia aims to increase.

All participants worked as a team, giving wholehearted support, putting in long hours over an especially hot weekend to make the seminar a success. As one participant said, "We all thought we had a time constraint, but we were able to do so much. We also thought we had a resource constraint, but learnt we can do much more with less."

Abdoulie Touray, NIB's Chief Executive, showed great sensitivity to the importance of sharing both the draft action plan and the excitement of the Gambia Inc. process with those who did not participate in the seminar. Recognising the need to involve them reflects his commitment to a total team effort, reaching out to the private sector, government and community leaders and the many individuals who can contribute.

Other NIB professionals not at Kemoto, identified ways to improve cooperation between these groups, sharing enthusiasm for making the vision a reality. The privatisation of public enterprises is in fact one of the country's most promotable investment opportunities. Teamwork within NIB (between the Public Enterprise, Investment Promotion, Export Promotion and Human Resources Divisions) can encourage the teamwork between the public sector and the private sector, so necessary for The Gambia to succeed.

All participants recognise their responsibility for mobilising resources to promote investment opportunities in The Gambia and make it an ideal location for investors and enterprises. And everyone realised that Gambia Inc. can motivate people to contribute their time and energy.

All can cooperate if they understand the purpose is accelerated development of all parties: The country, the investors, the enterprises, the organisations and the people. Jaara selling fruit, Kemo driving the taxi, Nenneh welcoming you to the restaurant, Sainabou cleaning the room, Theophilus and Abdulkasim, serving coffee — each contributes very directly to a positive image of The Gambia.

The real results of seminars like these depend upon the commitment of every member of the team. If each person sustains the enthusiasm and cooperation demonstrated during the three days at Kemoto, a very bright future is assured not only for Gambia Inc., but for all of its shareholders.

Cathryn Goddard and Richard Forbes
Seminar Facilitators

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Overview

Gambia 2000: A Team Planning Seminar for Investment Promotion brought together:

- Members of the National Investment Board (NIB) professional staff responsible, directly and indirectly, for investment promotion activities
- Delegates from the private sector (tourism and horticulture), and
- Representatives from key economic agencies (Ministry of Trade, Industry and Employment, Ministry of Finance and Economic Affairs, and the Income Tax Department).

Participants met for three days over the weekend at Kemoto Hotel for the seminar, sponsored by the USAID-funded FAPE project, led by Nathan Associates Inc., an economic and financial management consulting firm.

The Coverdale Organization, Inc., proposed general aims for the seminar as indicated on the following page, based on input from the FAPE office prior to arriving in The Gambia, as well as Coverdale's previous experience in investment promotion and in improving the effectiveness of people working in teams.

Prior to the seminar, facilitators further refined these aims based on interviews with participants about what they personally hoped to accomplish at Kemoto. These purposes, end products and standards are indicated on the subsequent pages (**Participant Aims**).

This process illustrates a number of lessons from the seminar: Clear goals unite a team, multiple purposes can reinforce each other, specifying standards in advance motivates people to work to them, and giving people the opportunity to shape outcomes strengthens their commitment to achieving them.

Proposed Seminar Aims

Purposes

- Provide a common framework for working together on investment promotion
- Use a systematic approach to clarify investment promotion goals
- Exchange information on current state and desired state for resources and skills to realise these goals
- Learn techniques to foster creativity and make more effective use of limited resources
- Specify previous successes and how to build on them
- List opportunities and constraints
- Identify success criteria and target markets
- Create a common vision and plans for working together on investment promotion
- Strengthen commitment to individual initiative and taking responsibility
- Promote teamwork and cooperation within NIB.

End Products

- A shared vision of Gambia 2000 and the elements of a national investment promotion strategy
- A clear understanding of what NIB's and Gambia's unique strengths (comparative advantages) are, and a strategy to deploy them more effectively
- Action plans specifying what has to be done to achieve the above purposes and begin making the vision a reality
- Elements of a human resource strategy
- Increased confidence and cooperation within the NIB team
- A learning organisation.

Standards

- Full, open and frank participation at seminar
- Instruction and practice in brainstorming and team planning prior to sharing information and developing action plans
- Plans will include measurable successes in first 60 days following seminar
- Everyone should be committed to what we are doing, develop understanding of why we are doing it and build consensus on how to go about it based on our team members' strengths and skills
- Each individual team member accepts responsibility for achieving the shared objectives
- Seminar helps deliver quality products that are considered highly valuable by NIB clients
- Participants enjoy themselves, learn from each other, and look forward to carrying out the shared vision.

Participant Aims

Purposes

- Foster a spirit of joint effort
- Personally contribute to a strategy of investment promotion
- Thrash out some issues
- Engage in consultation
- Produce something tangible - not just talking

- Help bring together
 - Civil servants
 - Public sector
 - Private sector(We all have a common goal but we don't hear or see each other enough)
- Share with the colleagues the vision of The Gambia on foreign investment

- Produce a practical game plan for next year to three years
- Focus on identifying investment opportunities in The Gambia
- Formulate strategies that will enhance investment promotion
- Look at other countries' experiences in attracting foreign investment
- Forge a closer link between the Investment Promotion Division and the Export Promotion Division

- Identify what we can do with little or no resources
- Find a common framework
- Learn to get and give cooperation
- Develop a clearer understanding of our strengths and weaknesses
- Get together on an informal basis

- Understand one another better
- Review past strategy and get it more focused
- Identify success factors
- Discuss bottlenecks and constraints
- Look at finance aspect and logistics of investment promotion

- Discuss streamlining work program to allow us to avoid drifting and stick to work plan
- Develop better understanding and coordination with the private sector
- Look at future plans
- Get a feel of the future
- Concentrate on this particular issue (investment promotion)

- Streamline our priority sectors
- Zero in on particular projects that would make a difference
- Develop flexibility
- Learn from others, contribute my input
- Keep everybody motivated

- Look at issues, share perspectives and chart a course of action in a situation where everyone is relaxed
- Take a proactive stance on what the NIB does
- Allow people to use initiative and creative energies
- Really get the NIB to be a more flexible and creative and proactive organisation, ready to meet challenges under its own terms.

End Products

- A well thought out strategy
- A nuts and bolts implementation plan
- Well defined investment promotion strategy with focus on:
 - sector
 - country
 - resources
- Schedule showing who will do what and when
- Plan for how to monitor it

- Basis for setting priorities
- Team spirit
- List of recommendations focusing on how to design a general promotion effort
- Human resource training strategy for the short term
- Solid action plans for implementation

- Team effort
- Clear vision for the next decade or two
- Identification of:
 - how areas need to develop human resources
 - where to start
 - where to focus
- Planning coordinated with the private sector
- More focused vision of what we want to achieve and how we are to go about it

- Identify objectives and resources that have to be there
- Come up with a well-defined action plan with a clear time frame, focused on actions to be taken by NIB rather than specific investment projects
- Proactive rather than reactive approach
- Commitment of resources by the CEO
- Closer collaboration between NIB, the private sector and the Chamber of Commerce

- A vision shared by public and private sector on investment
- A common language
- A strategy for investment promotion
- Solutions not just problems
- Highlighting of task given us by 1988 Development Act and explanation of built in tax incentives

- A set of standards for sectoral review for purposes of appraisal and comparison
- Proper focus
- Action plan which would contain investment promotion-related activities, bearing in mind the relation with export promotion
- Clearer direction
- Some kind of a road map
- A SWAT team - a group of aggressive, fast thinking and creative individuals who will carry out the NIB mandate

- New ideas
- Understanding and appreciation of the total mission and that we are all, including the Ministries, working toward same goal
- One or two things which, when done, allow further progress
- A workable strategy
- Guidelines for focusing priorities
- Determination and belief in our country.

Standards (Short term)

- A lot of interest will have been generated
- Interest of participants
- Intensity of participation
- No sleeping
- Quality of discussions, openness and frankness

- If everybody is more relaxed
- You would see it in their faces
- Look at their faces and see
- People's faces
- Moods and attitudes of the participants
 - commitment by individuals
 - stated objectives
 - defined target and time-span
 - people know what they are going to do next and when

- It will be more loose and friendly
- You can sit next to anybody
- If we have a plan
- Plans focused, grounded in reality, appropriate to resources
- Judge by the level of participation and activity
- Everyone thinking the same, with the same goal in mind

- All participants active, have a sense of ownership of end products
- If I personally feel I've contributed fully and that my contributions were worthwhile

Standards (Longer Term)

- Open to new ideas
- Less bureaucratic attitude
- More private sector oriented
- More informal
- More transparent

- If we see people taking more initiative
- Budgetary allocations must be fixed for individual staff training
- System of project appraisal should be applied afterwards, using teams
- We resolve on certain points as objectives and outline strategies and practical plans
- Gambia able to plug into events and resources around the world for investment promotion

- The degree to which the action plan is implemented, subject to revision in monthly review
- We continue to see the common purpose and try to get others involved
- If we stick to what we know are the elements of a successful strategy, adapting where necessary to stay on track
- Periodic review
- 20 projects in one year

- Getting results
- Potential initiative unleashed
- Revisiting objectives to see if they have been attained
- Able to establish good yardsticks to evaluate the results
- We become aware of constraints and opportunities as well as strategies to overcome or take advantage of them

- NIB becomes the spearhead for initiatives to get investment results
- Get people thinking about solutions
- Public and private sectors begin to speak the same language
- Team review would produce evolving, improving action plan
- The plan should be made available to all

- Flexibility in application
- Should know how to overcome stumbling blocks
- Come out with achievable proposals for the medium and long term
- NIB becomes a bustling organisation where people are doing something that matters

- Did you actually do something in the long term?
- Are investments coming in?
- Did we actually package ourselves?
- Was the plan implemented?

Seminar Preparation and Approach

The seminar was designed and facilitated by Dr. Cathryn Goddard and Dr. Richard Forbes of the Coverdale Organization, Inc. They based the design on interviews with all NIB and FAPE participants, as well as meetings with key representatives from the private sector and a review of selected documents. Coverdale staff conducted pre-seminar interviews in order to:

- Gather information to allow the participants to develop their seminar aims as well as for the seminar design
- Identify specific issues, problems, strengths and successes
- Familiarise participants with the seminar methods to be used, and
- Acquaint facilitators with NIB and the private sector, and their shared investment promotion objectives.

Based on the interviews, Coverdale drafted an agenda for the seminar and discussed it with the FAPE Chief of Party and the Chief Executive. He then distributed the agenda along with the proposed aims to participants before the seminar.

Team Building / Information Sharing / Setting Direction

The process of team building began during the 3-hour bus trip to Kemoto. Each participant presented information on their background and link to investment promotion. Following introductions, facilitators shared copies of the compiled participant aims. They also presented exercises designed to encourage creativity and open up thinking.

At Kemoto, following an overview of the method and schedule, facilitators introduced brainstorming techniques. Participant produced a list of standards for teamwork which they had the opportunity to practice applying during the seminar.

Characteristics of an Effective Team

- Sense of common purpose
- Dedication
- Good communication
- Goal oriented
- Positive outlook

- Coordination
- Reward and incentives
- Commitment
- Mutual understanding
- Equality within the team

- Consensus on the task
- No misunderstanding
- Good management
- Unification
- Humor, lightness, fun

- Solidarity
- Informality
- Respect for others view
- Initiative
- Healthy environment

- Motivation
- Realism
- Individual exposure
- Creativity
- Ask not what the team can do for you, Ask what you can do for the team

- Good leadership
- Transparency
- Delineation of individual responsibility
- Patience
- Result oriented

- Listening to your team members
- Opportunities
- Giving each other the chance to participate
- Cooperation
- Defined objectives

- Fluid
- Team spirit
- Clear vision of direction
- Effective leadership
- Role clarification

- Critical minded
- Sense of belonging
- Cohesion
- Objectivity
- Efficient

- Sense of direction
- Democracy
- Peaceful
- Synergy

- Feedback
- Deadline oriented
- Knowledge of subject
- Setting targets
- Respect for each other

- Sacrifice - unselfishness
- Aggressiveness/tenacity
- Charismatic//gusto/zeal
- Determination
- Adaptive/open to change

- Belief in the team
- Game spirit
- Responsibility
- Standards
- Just do it

- Balanced diet
- Sensitivity
- Never say die
- Socialising/sharing
- Able to identify problems and solutions

- Cooperation across the board
- Common goal, objective
- Patience
- Ask what do we want

- Identify priorities
- Set targets
- Set time frame
- Review task to improve

For team building, the participants were divided into two groups (Red Team and Blue Team) and carried out non work-related tasks designed to:

- Develop a better understanding of the processes through which teams accomplish tasks
- Experience the usefulness of a systematic approach
- Establish a common language
- Identify each others' skills
- Understand the benefits of coordination and cooperation, and
- Identify effective practices for working together.

These exercises reinforced the need for using a systematic approach to getting tasks done, with a framework for cooperation and a common language. Teams conducted reviews and compared results in general sessions, strengthening their skills at learning from each other. At the end of each task, participants noted lessons learned and areas for improvement. All these activities emphasised:

- Understanding underlying purposes
- Specification of end products, and
- Setting clear standards to guide performance.

Guest participants joined the seminar for dinner Friday evening. Saturday morning, information sharing became the focus of attention. Newer arrivals introduced themselves and added their aims as well as standards for teamwork to the aspirations of the NIB participants.

Realising the need for a unified national effort to establish this country as the Gateway to Africa, all participants then used Gambia Inc. as a symbol of what could exist if all Gambians work together as though the country were one single company. Japan's unified approach has become known in international business circles as Japan Inc.

Like Japan, The Gambia was seen by participants as a small country with limited resources which could greatly benefit by using them more effectively. The Gambia could become highly successful if it markets itself better internationally as well as organising at home for increased production.

Information sharing continued with the Gambia Inc. theme as backdrop. Guest participants joined the Red and Blue Team members, using flip charts to capture their extremely rich knowledge and experience. This information later became input for the action planning, on the third day. In charting strengths, weaknesses, opportunities and threats, participants quickly saw that strengths could be weaknesses and vice versa, and that threats could be opportunities and vice versa.

**Gambia Inc.
Identify Strengths and Weaknesses**

Why?

- Market Gambia Inc.
- Image building
- Capitalise on strengths and do away with weakness

Strengths

- Political stability
- Size
- Geographical location
- Political commitment
- Good governance

- Market oriented economy
- No foreign exchange control
- Excellent communications system of seaport facilities
- Preferential treatment with the European Community (Lomé Convention)
- Transparent and streamlined investment machinery

- Member of MIGA
- Dual citizenship capability
- Favourable leasehold
- Favourable investment incentives
- Navigable river

- Friendly people
- Conducive climate conditions
- Export potential for non traditional products

Weaknesses

- Poor infrastructure (roads, utilities, airport)
- Human resources constraints
- Low literacy
- Worker skills
- Over reliance on technical assistance

- Low investment promotion budget
- Small market size
- High interest rates
- No money markets
- Low financial intermediation

- No common vision and commitment to Gambia Inc
- Bureaucratic red tape
- Brain drain
- Corruption/embezzlement
- Weak one stop service

- Lack of (foreign) outlets for trade and investment promotion
- Low entrepreneurial spirit
- Lack of partnership spirit
- Weak property rights
- High taxes with no voluntary compliance

- Over reliance on re-export trade
- Weak regulation/monitoring
- Influx of undesirable (criminal) aliens
- Low industrial base
- Limited natural resources

**Gambia Inc.
Identify Opportunities and Threats**

Opportunities

- Small managerial size
- Political stability
- Nice and friendly people
- Adherence to democracy, rule of law and human rights
- Economic stability

- Peace
- Well defined investment code
- Favourable climate for investment (tourism/agriculture development)
- Large market to Europe
- Good effective communication network

- Good infrastructure
- Good public relations with donor community/business community
- Limited amount of bureaucratic red tape
- Great deal of government commitment
- Under utilise agriculture, fisheries, tourism

- Untapped oil resources
- Strategic location of seaport
- Under utilised airport facilities
- Large regional market
- Historical linkage with U.S ("Roots" connection)

- Leading tourism destination within Sub-Saharan Africa
- Potential for manufacturing activities
- Potential for the development of the services sector
- Potential for higher Education
- Multi cultural society

Threats

- Regional instability
- Limited financial and material resources
- High population growth rate
- Low literacy rate
- Unskilled labour

- Low agriculture mechanisation
- Absence of a regional economic block
- Environmental pollution / coastal degradation
- Increased crime rate
- High level of unemployment

- Poor quality control measures
- Under developed infrastructure water/electricity
- Low expectations (easy going)
- Increased competition
- Lack of focus

- Social, cultural and religious beliefs
- Inadequate monetary incentives compared with neighboring states
- Ineffective territorial surveillance
- Over reliance on imports
- Lack of consensus on vision

- Mass migration/immigration

Major Advantages

- Enabling environment
- Strategic location
- Political stability
- Human rights, rule of law
- Multicultural and friendly society
- Infrastructure
 - Good communication and seaport facilities
 - Navigable river (natural highway)
- Sociocultural Advantages
 - "Roots" connection
 - Proximity to Timbuktu
 - Rich cultural heritage
 - Ecotourism and wildlife (wide variety)
 - African American summit

Information Sharing: Developing a Common Vision

Participants again split into two teams to develop a vision of The Gambia in the year 2000. One team's task was to imagine themselves in the year 2000 and look back to see how they got there. The other team was asked to look forward to the future, two or three years at a time.

The visions of the future were startlingly similar, with interesting differences. One team projected tourism levels at 150,000 visitors per year (aiming for realism) and the other 1 million (aiming for inspiring targets). Both teams identified creative ways to use resources to make the vision a reality.

Looking Back from the Year 2000

Population

- 1.4 million, including community from Hong Kong

Oil and natural gas

- Not yet producing, expect 500,000 barrels per year by 2010

Horticulture

- 6,000 tons in 1993, 100,000 tons by 2000
Includes papain, Asian vegetables, tropical fruits
- Flowers exports have multiplied 100-fold

Fisheries

- 30,000 tons in 1993, 75,000 tons by 2000

Tourism

- Averaging 100,000 1993, 150,000 by 2000
- Mainly European community
(former Eastern block goes to big cities for vacation)

How did we do it?

- Promoted tourism
- Maintained stability
- Invested in infrastructure
- Airport modern and efficient
- Developed game parks like Baboon Island

- Still mainly low cost destination
High end market will come later
- River Gambia development
- Incentive travel for businesses
Conference center for business meetings
- Gambia gateway to Africa
Part of multi stop tours, transients
- Formula 1 Grand Prix auto racing
- Music videos shot in The Gambia

Banking

- Merchant banks complement commercial banks
- Offshore banks
- 200 companies registered
- Hong Kong community banks

Shipping

- Flag of convenience
- Fishing
- Leisure
- Commercial
- Marina
- Fishing port but processing on vessels
- Cruise and cargo ships/boats on River
- Shipyards for maintenance

Airport

- Hanger repairs and maintenance
- Banjul - hub for 20 airlines
- Expanded cold storage and runway
- Best duty free in West Africa opened 1996-1997

Industrial Estates

- Factory shells (Islamic Development Bank)

Senegal

- Improved relations

Government Revenues

- Improved tax collection
- Corporation tax: 20-25%
- Health and education improved
- Infrastructure mainly private
- Remaining public enterprises privatised

Education

- University of West Africa Business School
- Expanded training (vocational, management, skills-based) distance learning (all mainly private)

Utilities

- Planning to begin use of local oil production
- No power shortages
- Increased generating capacity
- Money for fuel
- Expanded private power

Incentives

- Corporate tax reduced, very competitive
- Vigorous promotion
- Revised investment code with private sector input
- Less bureaucratic, simplified procedures
- Zero import duties

- No double taxation (treaties in place)
- Business people participate in decision making for policy through Forum started in 1994
- More hospitable environment welcoming foreign investment
- Total country concept doesn't stop at NIB
Customs officers, waiters/waitresses, taxi drivers, politicians all selling Gambia Inc.
- Voluntary press releases from all travellers outside The Gambia

Looking Ahead to Gambia 2000

First Phase: 1994-1996

- Foreign investment outlets in Gambian embassies overseas
- Commercial petroleum exploration contracts awarded
- Expansion and development of airport and roads
- Stable electricity supply
- One Stop Shop revived

- Begin human resources development program
- Raise education standards
- Public education on Gambia Inc. investment program
- Reduction of company tax rates
- Improve tax administration including computerisation

- Begin withholding tax on some income
- Three new banks
- Start creation of export marketing zones
- Open stock window
- Butane gas storage facility

Mid-term: 1996-1998

- Improved health standards
- Improved investment brochures, by sector
- Increased GDP/GNP
- Diversification of productive base, particularly agriculture
- Expand non-traditional exports

- Own and operate at least two new ocean - going vessels
- River transport developed
- Leasing companies
- Offshore registration of services
- One Stop Shop perfected

By the Year 2000

- Tourism: 1 million per year by 2000
- Education
Increased literacy to 50%
Expanded skills
- Health and social insurance for 20% population
Increased life expectancy

- Infrastructure
 - Stable water and electricity, including rural electrification
 - Road, sea, air transport improved
- Agriculture diversified
- Economic management prudent
- Continuation of macro-economic policies

- Investment promotion offices established in all major target countries
- Non-traditional exports doubled
- Support to export enterprises, including Export Processing Zone
- Financial intermediation

- More revenue from direct tax than from indirect
- Rural tourism development advanced
- More hotels built
- Education improved
- Schools built

- Per capita GDP doubled
- Efficient road network nationwide
- Expanded exports
- Pipe water for all Gambians
- More private sector participation

- Development banks
- Merchant banks
- Rural bank network
- Leasing companies
- Insurance companies

- Stock exchange, listing foreign companies
- Local companies listed abroad
- All parastatals privatised (including NIB)
- Self assessment (tax) fully operational
- Free port established

- Exports increased
- Imports increased
- Quality control standards established and implemented
- Airport expanded and modernised
 - Landings increased
 - Freight space increased

- More revenue
- Increased employment

Purposes of Investment Promotion: Why?

In a general session, participants examined at the underlying purposes of investment promotion, seeking out the why behind the why.

Why Promote Investment?

- For the people of the country
- To create jobs
- To generate income
- Because people have to earn money
- So that people will be happy

- To diversify the economy
- To provide foreign exchange
- To pay for imports
- Because we need imports to stimulate growth
- To increase exports

- To develop infrastructure
- To encourage growth of the economy
- To enhance the standard of living
- To avoid civil unrest
- To sustain and maintain democracy in the Gambia

- To build up expertise
- To exploit production potential
- To accelerate the pace of development
- Because time is not on our side
- Because we don't want to be left behind

- To create and maintain a national image
- Because Gambia is not widely known
- To enhance the image of Africa overseas
- To reduce dependence on foreign aid
- To show that we've arrived

- To participate effectively in international trade
- Because Gambia has a comparative advantage
- To promote international interaction for stability and development
- To make a difference
- Because the world is interdependent

- To develop our resource endowment
- To increase Gambian human capital
- Because training and human resource development cost money
- To enhance research and development in the country
- To contribute to knowledge

- To get technologies
- To harness and bring in new resources
- Because we don't have enough natural resources
- Because our resources are not enough to sustain development with our current population
- To improve species and products and add value

- To transfer technology
- To improve efficiency and effectiveness
- To boost the economy
- To improve standard of living
- So that people develop their potential

- To give people better health
- To be more productive
- To live longer
- Because longevity is an indicator of development
- To have more time for fun

- To reduce population growth rate
- To improve the lot of women and increase their productivity
- Because there's so much potential there
- To make both men and women better partners
- To learn from each other

- To see the Dalasi in international markets
- To have economic and political power
- To encourage inter regional trade
- To bring Africans closer together
- Because we share a common heritage

- Because everybody's doing it
- To have economic independence
- Because we're tired of begging, and
- To have influence over our destiny.

Mission Statement

In the light of all the information exchanged and the multiple purposes identified for promoting investment, participants focused on developing their version of a mission statement for Gambia Inc., using the following aims:

Mission Statement Aims

Purposes

- Promote program outside and motivate from within
- Define direction
- State over-arching objectives
- Provide a basis for future review
- Give insights about end products and standards
- Establish the business the organisation is in
- Summarise program goals
- Provide a theme for what you are doing

End Product

- A mission statement

Standards

- Brief (approximately 25 words)
- To the point
- Easily understood
- Precise
- Flexible

- People can support it
- Motivating
- Acceptable
- Enough information so it is not rejected as simplistic or for lack of clarity

Reaching consensus on the wording is in itself a team building exercise. Numerous suggestions were made, including a number of slogans that can later be used to publicise The Gambia. The text from Kemoto will be shared with others to reach a final version.

One of its great strengths is to join the external, promotional aspects, to the internal, implementation issues. If Gambia Inc. is promoted as an opportunity, but in actuality there are real problems, word will spread in the investment community. The team recognised that everyone personally and Gambia Inc. collectively must take responsibility for both sides of the coin.

Both investors and enterprises are necessary to the equation, so both are included.

"We mobilise resources to accelerate development," is the heart of the mission statement that everyone connects with. Taxi drivers and restaurant hostesses, Gambians and foreign investors share this purpose.

**Mission Statement
Gambia Inc.**

We mobilise resources:

- To promote investment opportunities in The Gambia, and
- Make it an ideal location for investors and enterprises

to accelerate development.

Action Planning

Facilitators presented a framework for action planning using a systematic approach to clarify aims.

Purposes

- Take lessons learned back to work
- Create an opportunity to practice teamwork
- Accomplish something meaningful together
- Strengthen commitment to aims and each other

End Products

- Teamwork
- Commitment
- Plans
- Results

Standards

- Short term successes (30 days)
- Long term, meaningful results (90+ days)
- You control main resources or can get cooperation from others
- Realistic, achievable
- Motivating, inspiring
- Some high priority you need to do, not an addition to your work load
- Opportunity for creativity, fresh ideas

Participants then divided the two major elements of the mission statement between the Red and Blue Teams, becoming the Promotion and the Location Teams. Each team developed purposes, end products and standards, along with special information relative to its tasks, including what has to be done as part of the strategy.

Both teams found they had certain information in common (players, resources), presented here, along with a schedule for what has to be done by the combined team to make the mission statement a reality.

I. Promote Investment Opportunities in The Gambia

Purposes

Short Term	Bring the public and private sectors together to develop an action plan that uses the best of Gambia's resources
Medium Term	Create an internationally recognised image for The Gambia
Long Term	Contribute to international trade and cooperation (bilateral and multilateral) that increases national income

Other Purposes

- Generate foreign exchange
- Bring in new technology
- Bring in new resources
- Participate effectively in international trade fairs

- Build up or enhance expertise
- Have influence over our destiny
- Develop an action plan involving more meetings with private sector as well as other NIB staff

End Products

- Well defined promotion strategy
- Create coordination amongst team members
- More interface
- More results-oriented
- Greater initiative

Standards

- Have an action plan within 30 days
- Up-to-date list of all active projects and investment inquiries
- Follow up on each enquiry to track its status
- Begin implementation of the action plan
- Update of investment opportunities (within 90 days)

- Undertake two investment missions to target markets (within 150 days)
- Finalise action plan with inputs from the private sector
- Exposures in a large number of trade magazines
- Participation of private sector in action plan creation

- Diversity in exposure, media and markets
1 trade journal, 1 newspaper, 1 movie or video
France, Holland, Ireland
- Prioritisation of sectors (lead with strengths)
- Priority markets selected (European Community for horticulture/floriculture/fish/tourism)

Process Standards

- Periodic meetings
- Four weekly meetings to finalise plan
- Monthly meetings to review progress
- Investment missions
 - 2/year
 - 150 day cycle
- Debriefing review at end of missions
- Annual retreat (at new hotel resulting from Gambia Inc. efforts)

Information

Basic Principles

- Accountability
- Time bound plans
- Right people in right places
- Training
- Motivation
- Maintain momentum

Key Sectors

- Agriculture and horticulture
- Petroleum and minerals
- Manufacturing
- Tourism
- Fisheries and livestock
- Services

What Has To Be Done (Part of Strategy)

- Create awareness
- Setting up investment promotion offices
- Dissemination of brochures, video cassettes and direct mail
- Periodic investment seminars
- Investment promotion missions in selected target markets

- Create database for investor tracking
- Follow-up activities
- Selective targeting of investors
- Consolidation of existing markets
- Piggyback on existing investors with resources

- Establish contacts with friends of The Gambia
- Establish international events in The Gambia
- Establish contacts with Gambian embassies and consulates
- Establish a Take Time for The Gambia campaign
(for each trip overseas, Gambians give one day's time to promoting Gambia Inc.)

- Establish links to alumni associations
- Networking with other Investment Promotion Offices
- Links with other databases
- Increase budgetary resources for investment promotion
- Conclusion of investment treaties with other countries

- Dialogue, hold seminars, press releases, interviews, talk shows, media events
 - Through other Investment Promotion Offices (i.e., UNIDO regional centers)
 - Through Gambian embassies in selected target markets
- Link sectors with markets
 - Horticulture, tourism and fisheries: European markets
 - Manufacturing services: Asiatic markets
 - Services: Worldwide market (emphasis on selected companies)

- Review annual reports of IFC and ITC (or other major financing institutions)
- Contacts with Cargill to gather information on the horticultural market
- Increase concentration and penetration
 - UK: Gambian mangoes
 - Belgium: Shrimps
 - Germany: Flowers
 - Holland: Vegetables
 - Switzerland/France: Shrimps
- Consistent follow up in a proactive way (personal contact, fax, phone)
- Movie shooting, sporting activities, formula car racing, development of Baboon Island
- Get the Minister of Finance and the whole government machinery to be committed to investment promotion
- Focus on USA, Germany, Switzerland, Nordic States, UK

II. Make The Gambia An Ideal Location for Investors and Enterprises

Purposes

Short Term	To revive the One Stop Shop through commitment and cooperation of all elements involved
Medium Term	To compete effectively for private investment capital
Long Term	To enhance the standard of living of The Gambian people by increasing employment and providing for basic needs of the population.

Other Purposes

- Move The Gambia from third world to first world status
- Eradicate dependency on Western donor nations
- Spearhead the effort to make Africa the continent of the 21st century
- Take a lead in investment attraction in Africa

- Fulfill our mission for private sector-led development
- To generate substantial new investment in export-oriented sectors
- Enhance foreign exchange earnings
- Assure sustained growth of GDP with greater private sector contribution
- See the country as a strategic and prosperous business center in the region

- Increase funding for projects
- Encourage international trade
- Meet the challenge of international competition for private investment capital.

End Products

- Outline of strategy for planning a series of consultative meetings with:
 - Private sector
 - Government officials
 - Local authoritiesto develop a plan for effective implementation of One Stop Shop as the immediate short term priority.

- Improvements required to make The Gambia an ideal location for investments and enterprises, with strategy for producing action in priority areas.

Standards

Short Term (0-180 days)

- An operational One Stop Shop measured in terms of time required for processing of new applications
 - Business registration
 - Land application
 - Utilities connection
 - Environmental Quality Advisory Board
 - Development Certificate
 - Work permits, etc.

Medium Term (180-500 days)

- Number of investor contacts up
- Number of requests up
- Positive Feedback from investors
- Some new employment

Medium Term (beyond 500 days)

- Per capita income rising continuously
- Increased literacy
- Longer life expectancy
- More and better infrastructure, including airport
 - Direct flights to the U.S.
 - Air freight capacity rising

Process Standards

- Have we sold the concept of the One Stop Shop to the other players? If we have implemented our plan together
- We have had consultative meetings
- Frequent contact with liaison officers (daily/weekly)
- Integrated approach with specialised tasks assigned to Team members all working together
- All will feel they have really achieved a national goal.

Standards For Setting Priorities

- Broad-based coverage of the economy
- Immediate impact
- Achievable on a timely bases
- Realistic

Potential Piggy Backing Resources

- FAPE
- World Bank
- Dutch Government
- NORAD
- CFD
- USAID
- IFC
- Belgian air authority
- DANIDA
- DEG

Basic Principles

- The right people in the right positions
- Accountability
- Maintain momentum where already started
- Maintain and increase political commitment
- Review and make choices (get rid of dysfunctional elements)
- Motivation: job satisfaction, financial, psychological (self esteem)
- Public campaign to mobilise the people

What Has To Be Done Immediately to Revive the One Stop Shop

- Secure commitment and participation of other elements
- Generate greater understanding
- Organise workshop within 30 days, action oriented
- High level liaison officer
- Press for amendment of NIB Act to bestow necessary authority

What Has To Be Done (Part of Strategy)

Conducive Administrative Environment

- Laws, financial and judicial
- Tax reform: Implement Harvard Tax Study with modifications (after review)
- Investment code
- Administrative machinery
- Macroeconomic policies, fiscal, monetary, debt etc.

Required Actions

- Get more qualified professionals
 - Provide training
 - Send people to institutes
 - Clerkships
 - Internship in other countries
 - Study tours
 - Exchange visits
- Obtain political commitment
- Obtain bureaucratic commitment
- Strengthen key institutions
 - Equipment
 - Personal (more, and more qualified)
 - Systems
 - Finance
 - Work through Office of the President
 - Institutions work together

Financial Intermediation

- More banks
 - Merchant banks
 - Leasing companies
 - Offshore banks
 - Investment banks
 - Development banks
 - Rural banking

Capital Markets

- Stock Exchange
- Debt market
- Commercial markets
- Venture capital organisation
- Discount houses

Infrastructure

- Building codes/zoning ordinance
 - Industrial estates
 - Export Processing Zone
 - Seaport
 - Road network
 - River transport
 - Utilities/telecommunications
 - Rural electrification
 - Airport
-

Actions Required on Priority Items

Airport

- Look at options: sell, privatise, modernise, rebuild
- Review management, push for necessary changes
- Organisational assessment
- Act through the Airport Board (NIB Mandate) to
 - Prioritise the airport's investment plans
 - Coordinate all the studies being done for the airport

All Infrastructure

- Introduce BOO (Buy, Own and Operate - already scheduled for discussion) and BOT. Both should be considered where possible
- Feasibility studies - By whom? Donors? NIB will request these, put out Requests For Proposals

Electricity and Water

- More generators
- Extend water network
- Regular maintenance
- Improve efficiency/technology
- Put in place an action plan via Utilities Holding Corporation. NIB sits on Board and is monitor.

Export Processing Zone and Industrial Estates

- Send people to successful example countries to study and learn

Social Services

- Health facilities
- Good hospital(s)
- Clinics

Education

- Human Resources Development
 - Vocational
 - Technical
 - Professional
- Capacity building
- Higher education

Private Sector Participation

- Professional and business associations
- Chamber of Commerce
- Private sector/public sector forum

Private Sector Development

- Advisory services
- Technical assistance
- Training
- Market development (trade fairs, etc.)
- Product associations
- Standards and quality control
- Framework to maintain and protect ecological environment

Information Shared by Both Promotion and Location Teams

Players

- NIB
- Government
- Private sector
- International donors
- International private sector
- Gambia Inc. staff
- Public enterprises

Resources

- People at NIB
 - Imagination
 - Experience
 - Knowledge
 - Skills
 - Enthusiasm
- NIB Project funds
 - FAPE
 - NIB Budget
 - World Bank Project
- NIB Equipment
- NIB Building

- Players (listed above)

**Commitments Undertaken
by
Seminar Participants**

- | | |
|------------------|---|
| Lamin Barrow | • Export linkages for both teams |
| Bamba Faal | • Location Team follow up, FAPE connection |
| Aminata Fofana | • Transcribe flip charts |
| Lai Jobe | • Public relations and human resources, both teams |
| Mamlai Sey | • Location Team follow up, FAPE connection |
| Steve Wade | • Promotion Team follow up, human resources, both teams follow up meetings, FAPE connection |
| Sako Mboge | • Promotion Team follow-up and private sector |
| Jailand Newlands | • Location Team follow-up and private sector |
| Oudou Njie | • Public Enterprise Division participation and Location Team momentum |
| Sam Njie | • Newsletter and press coverage, human resources |
| Ali Sillah | • One Stop Shop follow up |
| Alieu Wadda | • Promotion Team follow up and charting |
| Abdoulie Touray | • Piggy backing, review and feedback |

ANNEXE

Lessons Learned From Each Other

- Piggyback on foreign investment resources (example, Swiss air)
- We can do more with less
 - At seminar had we had a time constraint, but were able to do so much
 - We thought we had resource constraint before, now see we can do much more with less
- Promoting investment requires extensive participation of many players, a total team effort
- Importance of team building with limited resources
- Manage better with participation

- Easy to mobilise resources, if all concerned parties are present
- Informal setting generated more ideas than a more formal one
- A systematic approach to achieving our goals
- More heads are better than one
- Need to involve private sector more in decision making

- Time management is critical and it was useful to see in action
- Go earlier, stay longer, use same systematic approach back at work
- Come together to get message out
- Focus on strengths

Lessons Learned at the Seminar

- Teamwork (5)
- Systematic approach (4)
- Team building (3)
- Brainstorming (3)
- Problem solving

- Delegation of responsibility
- Respect for others' views
- Confidence building
- Half-full, half-empty, stress the positive
- Piggybacking

- Objectivity
- Knowing the whys behind the whys
- Taking initiative
- Follow-up issues
- Find solutions to problems

- Identify areas of common interest
- Asking the why and for whom questions
- Including others in hopes of building an effective team
- Use of charts to develop ideas and explain points
- Systematic approach methodology

- Positive over negative
- Charting techniques
- Time management
- Focus on strengths
- Time management

- Action plan
- Informal and direct consultation with actors
- Develop a team-oriented approach to tasks
- Respect the views of peers and subordinates
- Follow-up on all actions and decisions

- Getting other players involved
- Consultation improves commitment
- In most cases, the answer is outside the box.

Joint Brainstorming Session at NIB

Following the seminar, the entire professional staff of NIB met to hear participants describe the experience, the Gambia Inc. process, and present the draft action plan. As one team, they developed a list of ways to improve cooperation between NIB and other organizations and examined why and how to follow up.

Ways to Improve Cooperation between NIB and Other Organisations

- Build on lessons that have already been learned in enhancing communication among players and executing investment promotion activities
- Hold more frequent consultations with all players
- Go out to meet them
- Arrange workshops to clarify issues, establish common goals and strengthen commitment
- Build relationships transcending work

- Get NIB clear on mission with NIB people committed to it
- Develop a database capturing private-public connections
- Accelerate contacts
- Encourage setting up informal professional groups
- Create a forum in which NIB and representatives of other bodies are represented

- Reactivate One Stop Shop
- Encourage regular consultations through investment/exporters fora
- Offer management and advisory services to the private sector
- Visit to foreign countries by relevant Gambians (private and public) to gather experience and to translate it into our reality
- Hold policy review sessions at the highest levels with public and private sector participation

- Do advance thinking and planning of meetings so they are fun and positive
- Encourage dialogue and interaction of all levels through attachment programs
- Organise public debates/discussion on investment promotion
- Include a woman entrepreneur in NIB board of directors

- Increase private sector representation in NIB board of directors
- Improve on information flow and follow up
- Hold a similar retreat for all of NIB
- Always ask yourself what have you done for Gambia Inc. today
- Get more than one charter to capture all these ideas

Why Follow Up?

- To make what was started really happen
- To have the main course, not just the starter
- To make sure we achieve what we wanted
- To reduce slippage

- To feel satisfied, because it's no use doing something when you don't have satisfaction
- Because lack of satisfaction is discouraging
- To inspire and be inspired
- To gain credibility

- To enhance our reputation
- As a clear demonstration of resolve and commitment
- To believe everything is possible
- For the common good

How to Ensure Follow Up

- Have measurable targets, known in advance
- Provide incentives for achieving them
- Give recognition
- Send right signals
- Gain commitment through participation

**Summary of Luncheon Meeting with Gambian Business People
Monday, October 11, 1993**

Participants

- Momodou Senghore, Managing Director of Shell Marketing Co., Gambia Ltd., also Second Vice President of the Chamber of Commerce
- August Prom, independent accountant (CPA) and auditor for several private organisations and individuals
- John Carlin, Managing Director of the Atlantic Hotel, the current President of the Gambia Hotels Association
- Pierre Njie, Executive Secretary of the Gambia Chamber of Commerce and Industry
- Tom Bowen, Assistant Managing Director of the Standard Chartered Bank, Gambia, Ltd.
- Amadou Samba, lawyer, industrialist, trader

Other participants: Stephen P. Wade (FAPE/NAI), Muhamet B. Faal (FAPE/NAI), Cathryn Goddard (FAPE/Coverdale) and Richard Forbes (FAPE/Coverdale).

Several creative ideas allowed participants to see they had major untapped resources for investment promotion. Gambians can build on the success the hotel industry has had in publicising the country. The hotel association arranges for journalists to take vacation here and covers all the costs of their stay. Air lines that land here are also willing to share the cost of the ticket to encourage tourists to travel here on their carriers.

Although currently used to produce articles on tourism in The Gambia, the same principle could be used to describe, for example, the fishing joint venture between a Gambian and a Korean investor. This kind of article would be interesting not only in Korea, but also in other parts of Asia, especially by playing up the human connection of a mutually beneficial business relationship, spanning continents and cultures for over five years.

Several participants also pointed out they already have links with networks that could lead to the next big investment in The Gambia. Shell is considering a large investment to move its storage facility. Bankers, accountants and lawyers are in the business of looking to put together relationships and deals between investors and local partners. Everyone present regularly travels abroad and would be willing to take some initiative to publicise The Gambia when they are overseas, for example, at international professional meetings.

**Brainstorming: Characteristics of an
Effective Investment Promotion Program**

- Relevance to
 - community
 - economy
 - capacity of people
- Not too grandiose
- Encourages and makes use of locally available talent
- Political, economic and social situation in the country must assure potential investors that an enabling environment exists
- Start small and grow organically

- Availability of finance at reasonable interest
- Meet the competition (Senegal, Ghana) with improved regulatory structure, lower corporate tax rate
- Involve private sector, not just lawyers, in process
- Simple, easy to understand and administer, to avoid misuse and government interference
- Strategy has to be honest and transparent

- Truth in advertising: If fooled once, investors won't come back
- Has to be focussed: Export promotion and value-added import substitution
- Need good infrastructure, (cheap) utilities
- Government consults with people affected before taking action
- Increased indications that private and public sectors are on same team, not on opposite sides

- Avoid giving benefits up front which turn out later to be nullified or to add additional costs
 - Example: Development Certificate gives right to receive duty-free materials, but requires payment of 10% sales tax not paid by those without the D.C. (Avoid ex post facto situations, where investors are surprised by taxes imposed after the investment is made.)
- Encourage long-term investment by providing incentives
- Reduce inconsistency in legislation

**Summary of Luncheon Meeting with GAMHOPE
(Gambian Horticultural Producers and Exporters)
Tuesday, October 12, 1993**

Participants

- Pa Amadou Jallow, proprietor of Yams Agricultural Enterprises
- Isatou Jack, manager of Hortmarc (marketing cooperative for women producers)
- Sayed Moukhtara, proprietor of Sifoe Farms, involved in candy, timber, printing, farming and international removals
- Momodou Ceesay, proprietor of Gambia Horticultural Enterprises
- Mamour Sey, proprietor of Faraba Farms (cut flowers)
- Bonnie Pounds, USAID Representative
- Jennifer Notkin, USAID (Abidjan)
- Jodi List, USAID intern for FAPE

Other participants: Abdoulie Sey, NIB FAPE Coordinator, Stephen P. Wade (FAPE/NAI), Cathryn Goddard (FAPE/Coverdale) and Richard Forbes (FAPE/Coverdale).

Senegal-Gambian Relations

Concern over recent tensions between the two countries became the subject of brainstorming. The Senegalese have closed the border, which surrounds all of The Gambia except its short Atlantic coast at the river mouth.

Why should Senegal cooperate with The Gambia?

- Why shouldn't they?
- Many of us are related: I have half of my family there
- Families may be able to influence people
- Gambian marabouts may be able to influence Senegalese marabouts to encourage the governments to cooperate
- They can benefit from the advantage of Gambian currency (given the overvalued CFA)
- Senegal needs to import a lot of goods
- A bag of rice costing 5000 CFA in The Gambia costs 11000 CFA in Senegal
- Relationship between Singapore and Indonesia was analogous and they reached mutually beneficial agreement
- There are significant advantages for the Senegalese in doing business here
- Senegal's bureaucracy is hurting them: It takes much longer to do business there
- Smuggling still goes on along bush paths, carried on almost entirely by Senegalese.

Reasons for the Problem

- They surround us
- They think we are sabotaging them
- Most trade has been smuggling
- Gambia is like a pistol in the side of Senegal
- Gambia fears being overwhelmed by Senegal

- The vulnerability is shared by both countries
- The present impasse is particularly painful to Gambian business because they are forced to pay back bank loans at 22% interest but have seen a sharp decline in income since the border was closed
- Senegal has created a free zone in Dakar, specifically for Mali and French-speaking West Africa
- They want Dakar to be the gateway to Africa and look askance at Gambian efforts to do the same
- The possibility that one could specialise in trade with English-speaking and the other with French-speaking countries is not attractive to the Senegal Government
- Despite the long-term potential of the Gambia River as a conduit for Senegal, the infrastructure does not yet exist to make this a present-day bargaining chip.

Proposed options for The Gambia

- Continue to forge ahead on creating its own Gateway to Africa
- Strengthen hand for future negotiations
- Use constraints imposed by Senegal to energise the new focus on strengthening Gambia's links with the rest of the world.

Organising for Improved Horticulture

Gambian horticulture has to cooperate, because many factors affect it which cannot be controlled by small and unorganised growers and marketing companies. Entrepreneurs need to operate with many arms working together like an octopus with many tentacles able to open and close windows all around.

- Cooperatives could help, especially to get common standards for export
- Evolution of Gambian Horticulture Industry has not been market led
- People share production information but not market information
- Marketing and interest rates are the biggest problems

- It is a buyer's market at present
- Buyers set the prices
- Markets are kept secret by the growers - the tail wags the dog
- There needs to be a real will to set up a cooperative
- The members of GAMHOPE want to set up a cooperative

- If we pool our resources, we can influence the markets, and prices will be more favourable
 - Have already talked about it (1991), but no further progress has been made
 - Still at the infant stage of our development
 - Many of us have been active for less than ten years, and have been focusing on our own start-up problems
 - Answer is to pull it all together
- Need to pool our production volumes to reach the larger, higher level markets
- Marketing cooperatives, as opposed to producer cooperatives have a track record of success.

Low Cost/No Cost Initiatives to get more Exposure for The Gambia

- Work through clients overseas to get publicity with the journals and newspapers in their countries
- Invite journal writers to vacation in Gambia
- People who visit trade fairs frequently could go as exhibitors, perhaps even as speakers
- The President's Press Secretary could write something for local publication wherever the President travels
- Articles in local papers are very helpful

- Take advantage of the tourist trade
 - Hotels could provide fruits with Gambian stickers and provide flyers mentioning Gambian products
 - Sabena could write up The Gambia as a horticultural center
- In Canada, Gambian producers went to small communities where they were able to get on local talk shows

- Use the recent visit by the Minister of Finance to the Kunta Kinte festival in Annapolis as a model
 - Minor transportation costs (in US for World Bank meetings)
 - No cost to organise festival (already existed)
 - Low cost to video, can be used in other promotion
- Find a symbol for The Gambia to create international recognition, something like the Chiquita Banana for United Fruit or the Koala Bear for Australia.

Press Release

Public and Private Sector Brainstorm for Gambia Inc.

Members of the private and public sector worked together to identify a strategy for encouraging investment in The Gambia at a seminar held by the National Investment Board (NIB) at the Kemoto Hotel this past weekend.

Realising the need for a unified national effort to establish this country as the Gateway to Africa, workshop participants and guests chose Gambia Inc. as a symbol of what could exist if all Gambians work together as though the country were one single company. Japan's unified approach has become known in international business circles as Japan Inc.

Like Japan, The Gambia was seen by participants as a small country with limited resources which could greatly benefit by using them more effectively. The Gambia could become highly successful if it markets itself better internationally as well as organising at home for increased production. "We all have a common goal, but we don't hear or see each other enough. We need to begin to speak the same language," commented Mr. Lai Mboge, managing director of Gamtours and proprietor of the Badala Park Hotel.

Participants and guests from the public and private sectors used brainstorming and other creativity techniques while developing a more systematic approach to working together. One purpose of the seminar, according to Ms. Isatou Jack, manager of Hortmarc, was "to get people thinking about solutions, not just problems."

Mr. Yusufa Kah, a senior official at the Ministry of Finance and Economic Affairs, went to Kemoto "to share with colleagues a vision for The Gambia on foreign investment." To that end, two teams examined The Gambia in the year 2000, one from the present, looking forward, and one from the future, looking back. Similarities were startling, although the blend of knowledge, experience and skills also represented a source of diversity and creativity.

"Here in Kemoto we have begun to develop action plans to promote investment opportunities in The Gambia and make it an ideal location for investors and enterprises. If Gambia Inc. is to mobilise resources for accelerated development, we will need the cooperation and active participation of many people, here and abroad," said Mr. Abdoulie Touray, Chief Executive of NIB. Mr. Touray went on to note that further meetings with the private sector and other government agencies are planned over the next few months.

One process used in the seminar was regular review to allow participants to learn from each other in order to improve. Mr. Samba Saye of the Income Tax Department stressed the importance of "reviewing incentives to see whether investment promotion objectives are being realised."

According to Dr. Cathryn Goddard, President of the Coverdale Organization, "Imagination, creativity and enthusiasm are our most important resources. All over the world, we see that people have the solutions to 85% of the difficulties they are facing, but they spend all their time talking about the problems and the 15% they disagree on. In fact, if people just start working together on the 85%, they often find solutions to the 15%."

She facilitated the seminar along with her associate, Dr. Richard Forbes, applying the unique Coverdale methods to improve the effectiveness of people working in teams. The firm works with private sector firms, both large and small, as well as national governments and international donors.

The seminar was sponsored by the USAID-funded FAPE project led by Nathan Associates Inc., an economic and financial management consulting firm.

In addition to those cited, other participants included Tamsir Manga, Ministry of Trade, Industry and Employment, management and professional staff from the NIB, as well as Stephen Wade and Mohammed Faal of Nathan Associates and the FAPE project office.

Picture: The Investment Promotion Think Tank at the NIB seminar in Kemoto.