

TABLE OF CONTENT

CHAPTER ONE INTRODUCTION.....	1
1.1 Background of the study	3
1.2 Scope of the study	6
1.3 Significance of study.....	7
1.4 Research Question.....	8
1.5 Methodology	10
1.6 Description of the Sample	10
1.7 Data Collection & Techniques	10
CHAPTER 2 LITERATURE REVIEW	11
2.1 What is Decentralization?	11
2.2 Forms of Decentralization.....	14
2.3 Experiences from Other Countries	16
2.4 Factors of Effective Decentralization Process.....	20
2.4.1 Legal and Regulatory Framework.....	20
2.4.2 Institutional and Human Resource Capacity.....	23
2.4.3 Fiscal Decentralization and Revenue Mobilization.....	26
2.5 Theoretical Frameworks.....	28
CHAPTER 3 THE GAMBIA’S BACKGROUND AND CONTEXT.....	41
3.1 Gambia’s National Context.....	41
3.2 Profiles of the Two Selected LGAs.....	45
3.2.1 Brikama Local Government Area.....	45
3.2.2 Kerewan Local Government Area.....	50
CHAPTER 4 LEGAL CONTEXT, POLICY AND PERFORMANCE	56
4.1 Legal Instruments on Decentralization.....	56
4.2 Strategic Elements of the Decentralization Policy, Guiding Principles and Core Values.....	60
4.3 The performance of decentralization in The Gambia.....	81
4.4 Assessment of Performance	90

CHAPTER 5 FACTORS THAT HINDERS EFFECTIVE DECENTRALIZATION PROCESS IN THE GAMBIA.....	99
5.1 Inconsistency and Low Enforcements of the legal instruments on Decentralization.....	99
5.2 Limited Human Resource Capacity and Skills.....	101
5.3 Weak Fiscal Decentralization and Erosion of Revenue sources	101
5.4 Regional differences in achieving the MDGs	104
5.5 Issues on the Implementation of Decentralization Process	105
5.5.1 Central Government Contribution.....	101
5.5.2 Adequacy of supporting Legal Instruments on Decentralization.....	102
5.5.3 Major Management Decisions taken for the LGAs.....	103
5.5.4 Clearly defined Operational Policies and Procedural guidelines.....	104
5.5.5 The Level of Technical Skills in the LGAs.....	105
5.5.6 Staff Development and Training.....	106
5.5.7 Administrative Procedures Manual.....	107
5.5.8 Existence of a Monitoring and Evaluation System.....	108
CHAPTER 6 CONCLUSION	114
6.1 Introduction	114
6.2 Limitation of the Study and Recommendations	115
REFERENCES.....	117
APPENDIX	121

LIST OF FIGURES

Figure 1. Population distribution by LGA.....	5
Figure 2 Organizational structure of decentralization in The Gambia.....	30
Figure 3: Map of The Gambia.....	41
Figure 4: Map of Brikama Local Government Area.....	46
Figure 5: Map of Kerewan Local Government Area.....	55
Figure 6: Councillors’ Overall perception of the decentralization Process in ‘2009’Developing.....	85
Figure 7: Participants of the High Level Workshop on Decentralization perceived the decentralization process as ‘emerging’.....	85
Figure 8: Comparison of the perception of the ‘Pressure’ component of change management by councillors’ (2009) and Multi-stakeholder decision makers (2008).....	86
Figure 9: Comparison of the perception of the ‘Shared Vision’ component of change management by councillors’ (2009) and multi-stakeholder decision makers (2008).....	87
Figure 9 Comparison of the perception of the ‘Shared Vision’ component of change management by Councilors (2009) and multi-stakeholder decision makers (2008).....	87
Figure 10 Comparison of the perception of the ‘Capacity Development’ component of change management by Councilors (2009) and multi-stakeholder decision makers (2008).....	88
Figure 11 Comparison of the perception of the ‘action/implementation’ component of change management by councilors (2009) and multi-stakeholder decision makers (2008).....	89
Figure 12. Estimated government development Budget support (25%) and estimated government grant for Kerewan Local Government Area for 2017, 2018 and 2019.....	102
Figure 13. Estimated government development Budget support (25%) and estimated government grant for Brikama Local Government Area for 2017, 2018 and 2019	103
Figure 14 Regional difference between MDG targets and achievement in the LGAs of The Gambia, 2005	1044
Figure 15: Central Government Contribution	105
Figure 16 The Local Government Act and other supporting legal instruments	107
Figure 17 Major Decisions Making Process & Implementation.....	108
Figure 18 Operational Policies and Procedural Guidelines	1099
Figure 19 Technical skills in the LGA	11010
Figure 20 Staff development and training	11111
Figure 21 Existence of Administrative Procedures	11212
Figure 22 Monitoring and Evaluation (M&E) System in the LGAs.....	11313