



GAMBIA COMPETITION & CONSUMER PROTECTION COMMISSION

Leveling the Field for Development

STRATEGIC PLAN 2016-2019

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LIST OF ABBREVIATIONS

ABC	- Activity Based Costing
ADRS	- Alternative Dispute resolution System
ACF	- African Competition Forum
CA	- Competition Act
CBG	- Central Bank of The Gambia
CPAG	- Consumer Protection Action Group
CUTS	- Consumer Unity and Trust Society
EIF	- Enhanced Integrated Framework
FSQA	- Food Security and Quality Assurance
GCAA	- Gambia Civil Aviation Authority
GPPA	- Gambia Public Procurement Agency
GTB	- Gambia Tourism Board
ICT	- Information, Communication, Technology
M & E	- Monitoring and Evaluation
MoFEA	- Ministry of Finance and Economic Affairs
MoTIE	- Ministry of Trade, Regional Integration and Employment
MOU	- Memorandum of Understanding
OIC	- Organisation of Islamic Countries
PURA	- Public Utilities Regulatory Authority
SSNED	- Small Scale Network for Enterprise Development
SWOT	- Strengths, Weaknesses, Opportunities and Threats
TRADECOM	- ACP Programme funded by the European Development Fund
UNCTAD	- United Nations Conference on Trade and Development
UTG	- University of The Gambia

EXECUTIVE SUMMARY

The Gambia Competition and Consumer Protection Commission (or The Commission) is an independent public institution created to enforce the Competition Act 2007 and Consumer Protection Act 2014, which aim to promote and enforce fair competition in the Gambian economy, and protect the welfare of consumers of goods and services available in the country.

The document which comprises six chapters provides a brief history of the Commission, outlines its mandates, mission, vision, overall goal and core values, and functions. It also explains the rationale for this second plan and gives an overview of the first plan (2012 – 2014), what was planned and achieved during the period. The difficulties and constraints faced in implementing the plan are highlighted, which included *inter alia* insufficient Government financial support; low level of knowledge on competition among professionals, decision makers and the business community; inability to advocate outside the Greater Banjul Area; Government policies and interventions that hampered competition.

The Commission's strengths and weaknesses, the opportunities and threats that present themselves for the implementation of the Plan are identified and outlined.

The Strategic Plan 2016 – 2019 focuses on five themes:

1. Promotion and Enforcement of the Competition Act 2007
2. Promotion and Administration of the Consumer Protection Act 2014
3. Advocacy and Awareness Creation
4. Mobilization and Optimal Utilization of Financial Resources
5. Infrastructure and Human Capital Development

The realization of each strategic theme is grounded on strategic statements, strategic objectives and numerous strategic activities.

A detailed Action Plan for the implementation and coordination of the strategic framework is outlined as well as the institutional arrangements, and collaboration with other institutions that is required. The mechanisms and procedures of implementing, monitoring and evaluation of the Plan at its mid-way point and at the end and how performance should be reported are elaborated.

In budgetary and financial terms, the implementation of the Plan requires about D21.8 million in the first year, about D22.7 million for the second year and about D24.7 million in the third.

CHAPTER ONE: INTRODUCTION

Brief Organizational History

The Gambia Competition and Consumer Protection Commission (or The Commission) is an independent public institution established to enforce the Competition Act 2007 and Consumer Protection Act 2014, which together aim to promote and enforce fair competition in the Gambian economy, and protect the welfare of consumers of goods and services.

The Commission is composed of five Commissioners appointed by the Office of the President, assisted by a Secretariat headed by a President-appointed Executive Secretary.

The Commission's Mandate, Mission, Vision, Overall Goal, and Core Values

Mandate: The Commission is mandated by the Competition Act 2007 to promote competition in the supply of goods and services by prohibiting collusive agreements and bid rigging, investigating and controlling other types of restrictive agreements, monopoly and merger situations, and promoting understanding of the benefits of competition and related matters. The Consumer Protection Act 2014 mandates it to protect consumers from unfair and misleading market conduct, establishment of Consumer Tribunals to deal consumer complaints and connected matters.

Mission and Vision: The Commission envisions becoming the leading competition and consumer protection authority in the West African sub-region respected for its integrity, fairness and professionalism.

Overall Goal: The overall goal of the Strategic Plan 2016 -2019 is to continue to promote and enhance a competition culture in The Gambia, by raising public awareness of the existence of the Commission, and provisions of the Competition Act 2007 and Consumer Protection Act 2014.

Core Values: The Commission's work is grounded on the values of effectiveness, independence, fairness, integrity, professionalism, mutual support and respect.

Functions of the Commission

The numerous functions of the Commission are to:

A. In competition

- Promote the provisions of the Competition Act 2007 and the Consumer Protection Act 2004 and the activities of the Commission.
- Make inquiries into and investigate suspected breaches of the prohibition of restrictive agreements.
- Conduct hearings with interested parties or persons as required.
- Prepare and publish reason decisions on concluded investigations.
- Determine appropriate penalties or remedies to impose on parties found guilty of anti-competitive practices.
- Ensure and enforce compliance with imposed penalties and remedies.
- Act as an advocate for competition in The Gambia.
- Conduct general studies on the effectiveness of competition in individual sectors of the economy in The Gambia.
- Advise on any action taken or proposed to be taken by the State or any public body that may adversely affect competition in the supply of goods and services.

B. In consumer protection

- Establish a directorate to deal with consumer protection.
- Establish Consumer Protection Tribunals and enable their functioning.
- Conduct investigations into consumer complaints.
- Monitor and evaluate the activities of Consumer Protection Tribunals.
- Advocate and facilitate the mainstreaming of consumer protection issues in national policies and programmes.
- Formulate policy and legislative proposals in respect of consumer welfare issues.
- Provide advice to Government on policy formulation and legislation.
- Carrying out consumer education and information programmes.
- Conducting or commissioning research on consumer protection issues.
- Sensitising and providing advice to consumers on their rights and duties under the Consumer Protection Act 2014.
- Provide information on any dangerous goods and services that might harm consumers to the competent authorities for appropriate action.

CHAPTER TWO: REVIEW OF THE 2012–2014 STRATEGIC PLAN

Focus of the 2012–2014 Strategic Plan

The 2012-2014 Strategic Plan focused on three areas:

- Making the public more aware of the Commission and its functions.
- Building the capacity of staff to make them more efficient in carrying out their tasks and responsibilities.
- Increasing the institution's financial resource base by broadening its sources of funding.

Prioritization Principles

As the Commission cannot investigate every matter brought to its attention, it decides which matters to give priority to considering its limited resources, and focuses on those that have an appreciable adverse effect on competition and impact negatively on consumers and the economy. Cost is also a major consideration in the prioritization of cases to pursue.

Planned and Implemented Activities in 2012 to 2014 and 2015

Programmes and activities planned and implemented included:

- Enforcement of the Competition Act 2007.
- Education and advocacy.
- Capacity building.
- Increasing donor support.
- Strengthening relations with Competition Networks and National Regulatory Authorities.
- Establishing a Consumer Protection Office.

In **2012**, the following were accomplished:

- An investigation into a collusive agreement in the underwriting of medical insurance by six insurance companies resulting in the imposing of fines.
- Two market studies on rice and sugar, basic commodities consumed by every household in the country, were carried out.

- A study on the competitiveness of Hajj operations was completed which made recommendations to Government for consideration and action.
- Hour-long radio programmes called “The Competition Hour”, were aired on West Coast Radio every Saturday from 7p.m.to8p.m. for three months.
- Cartoons depicting competition were published in the Daily Observer from time to time to raise public awareness.
- At raining exercise on competition issues was conducted for the Banking sector on August 28th.
- A workshop on “Fighting Bid Rigging in Public Procurement” was jointly mounted with the Gambia Public Procurement Agency.
- Two lectures were organized for the Judiciary on Competition Law and Policy with support from the TRADECOM Project.
- A High Court Judge, a Commissioner and the Director of Legal Services were sponsored by SSNED to attend a two-day training in Mauritius [September 24th – 25th].
- The development of a Consumer Protection Law for the Gambia was spearheaded under the auspices of the TRADECOM Project.

Activities carried out in **2013** included:

- A country wide sensitization on the provisions of the Competition Act 2007 and the activities of the Commission.[November 19th-23rd]
- Inauguration of a bi-annual magazine “The Watch Dog” to better inform and educate the reading public on competition issues.
- Continued publication of cartoons on competition issues and articles on the subject in Gambian dailies.
- Public distribution of leaflets on the benefits of competition to commemorate “World Competition Day”, December 5th.
- Conduct of a day’s workshop on competition law for a group of officers of The Gambia Police Force.
- Pushing for the promulgation of a Consumer Protection Act for The Gambia by the Legislature.
- Hosting of a two-day international training workshop on “Enhancing Investigative Skills” for 50 participants from various African countries and organizations, including ECOWAS and UEMOA. [March 25th to 26th]
- In-house training for professional staff on substantive areas of competition law and policy. [TRADECOM Project]

In **2014**the Commission accomplished the following:

- An assessment of the level of compliance with the Commission’s directives in the money transfer business was conducted.

- The Tourism Study was completed and validated and directives issued to Tour Operators to remove exclusivity clauses from their current and future agreements or contracts.
- The Cement Study was completed.
- A Consumer Guide simplifying and explaining the provisions of Consumer Protection Act 2014 was produced.
- Key provisions of the Consumer Protection Act, 2014 were aired on National Radio for public education.
- Celebration of World Consumer Rights Day with the Standards Bureau and the Consumer Protection Action Group (CPAG).
- World Standards Day, October 14th, was jointly celebrated with the Standards Bureau.
- Hosting of the quarterly management meeting of institutions under the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE).
- Financial support was sought and received from UNCTAD, TRADECOM, OIC, CUTS, AFC to increase the capacity of the Secretariat's professional staff.
- Liaised and cooperated with other regulatory authorities in enforcing the provisions of the Competition Act, 2007 and the administration of the Consumer Protection Act, 2014.
- A Consumer Protection Office was created with a two-man staff.
- Procedural Rules to guide the work of the Consumer Protection Tribunals were developed and validated.

Analysis of the Achievement of Planned Activities for 2012 to 2014 and 2015

Eight of the twelve activities planned for the period were fully implemented as the table below indicates.

	Activity	Planned	Implemented	% Implemented
1.	Investigations	9	2	22%
2.	Market Studies	7	4	57%
3.	Sensitization programmes for business/private sector	9	9	100%
4.	Workshops for Judges	3	2	67%
5.	Workshops/Seminars for public sector, policy maker or parliamentarians	9	9	100%
6.	Consumer and Civil Society Outreach Programmes	9	9	100%
7.	Professional staff training	9	9	100%
8.	Trainings on adjudication or handling of competition cases	3	3	100%

9.	Harmonization of the Competition Act with Acts of other key sector regulators	5	5	100%
10.	Consumer protection awareness programmes	10	10	100%
11.	Impact assessment of Government policies on competition	7	1	14%
12.	Compliance assessment on money transfer directive	xxx	1	

The table above shows that about 80% of the activities planned for the period under review were fully implemented. It also indicates that more needs to be done in the areas of investigations and assessment of Government policies on competition in the 2016 -2019 planned activities.

Implementation Difficulties and Challenges for the 2012–2014 Strategic Plan

In carrying out the activities planned for the period 2012–2014, the Commission faced numerous difficulties and challenges. These included:

- Insufficient Government financial support.
- Low level of knowledge on competition among professionals, decision makers and the business community.
- Inability to advocate outside the Greater Banjul Area.
- Government policies and interventions that hampered competition, such as embargos, and setting of commodity prices.
- Reluctance of some enterprises and agencies to provide required data to inform market studies.
- Undue delay in the appointment of Commissioners.

CHAPTER THREE: THE COMMISSION'S STRENGTHS, WEAKNESSES, OPPORTUNITIES and THREATS (SWOT ANALYSIS)

The achievement of the planned programmes and activities will depend largely on the extent to which the Commission enhances its strengths, seizes advantage of the prevailing environmental opportunities, improves on its weaknesses and addresses the potential threats. The table below outlines the Commission's strengths, weaknesses, opportunities and threats (SWOT). It indicates that the Commission's strengths outweigh its weaknesses, while the threats it faces surpass its opportunities.

<p style="text-align: center;">STRENGTHS</p> <ol style="list-style-type: none"> 1. Young, diverse, qualified and experienced staff on competition and consumer protection law. 2. Diverse, experienced and highly qualified Commissioners. 3. Empowered to forcefully obtain information during investigations. 4. Independence in decision making. 5. Close and cordial relationship with other regulatory bodies. 6. Strong relationship with policy makers such as NA, MOTIE and Office of the President (OP). 7. Pioneer institution in competition and consumer protection issues in the ECOWAS countries. 	<p style="text-align: center;">WEAKNESSES</p> <ol style="list-style-type: none"> 1. Inadequate capacity in terms of staff number, and skills in certain areas especially Consumer Protection. 2. Budgetary constraints to effectively implement the Commission's dual mandate. 3. Lack of advanced technologies and systems such as database software and video conferencing facility to enable communication with international organisations. 4. Information asymmetry in terms of accessing data in market studies as the Commission is not empowered to forcefully obtain data during studies. 5. Deficiencies in the Competition Act 2007. 6. Management style not very consultative and inclusive.
<p style="text-align: center;">OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Key stakeholders goodwill (Government, private sector, society and donors). 2. New government legislations and policies which are consistent with competition and consumer protection principles. 3. Stronger collaboration with local organisations and research institutions. 4. Increased collaboration with other national and sub-regional competition and consumer protection agencies, networks. 	<p style="text-align: center;">THREATS</p> <ol style="list-style-type: none"> 1. Low level of competition knowledge among professionals, decision makers and the business community. 2. Over reliance on government subvention. 3. Lack of competition and consumer protection culture. 4. Limited co-operation from sector regulators. 5. Government policies that hamper competition such as embargos.

<ul style="list-style-type: none">5. Country's political stability.6. Possibility of the Commission opening regional offices.	<ul style="list-style-type: none">6. Undue delays in the appointment or re-appointment of Commissioners when vacancies arise or terms expired.7. Limited institutional capacity to carry out all the Commission's dual mandates.
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CHAPTER FOUR: THE 2016–2019 STRATEGIC PLAN

This Strategic Plan consists of five **Strategic Themes**, each of which is supported by a **Strategic Statement** which expresses the need for the strategic theme, followed by a **Strategic Objective** buttressing the strategic statement, and a **Strategy** (or Strategies) to be pursued, in the form of **Activities**, to realise the stated objective.

Strategic Theme 1: Promotion and Enforcement of the Competition Act 2007

Strategic Statement 1: The need to promote and protect competition in the Gambian market.

Strategic Objective 1: To curb anti-competitive practices and promote competition in all sectors of the economy.

Strategy 1.1: Investigate alleged suspected anti-competitive practices.

Activities

- Investigate sectors that have high market concentration and monopolistic tendencies.
- Investigate anti-competitive practices.
- Monitor compliance with decisions made by the Commission.

Strategy 1.2: Carry out market studies of key sectors of the economy and assess their state of competition.

Activities

- Conduct market studies/ inquiries into the prioritized sectors and prepare reports.
- Implement findings and recommendations of the study reports.
- Carry out impact assessment, prepare reports and disseminate the findings.
- Advise government on policies affecting competition.
- Input into the development of national consumer protection policy.

Strategic Theme 2: Promotion and Administration of the Consumer Protection Act 2014

Strategic Statement2: The need to protect and promote consumer welfare in the Gambian market.

Strategic Objective 2: To investigate consumer protection issues and promote awareness about the Consumer Protection 2014.

Strategy 2.1: Investigate consumer protection cases/complaints.

Activities

- Develop appropriate regulations and guidelines.
- Develop working templates e.g. consumer complaint forms.
- Establish toll free numbers.
- Establish cooperation framework with regulators.
- Investigate and forward consumer protection cases to the Tribunals.
- Monitor compliance with decisions made by the Tribunals.

Strategy 2.2: Promotion of Consumer Protection Act 2014.

Activities

- Advocate and facilitate the mainstreaming of consumer protection issues in national policies and programmes.
- Conduct or commission research on consumer protection issues.
- Formulate policy and legislative proposals on consumer welfare issues.
- Input into the development of a national consumer protection policy.
- Conduct sensitisation and awareness programme on consumer rights.
- Provide information on any dangerous goods and services that might harm consumers to the competent authorities for appropriate action.
- Carry out impact assessment, prepare reports and disseminate findings.

Strategic Theme 3: Advocacy and Awareness Creation

Strategic Statement 3: The need to advocate and raise public awareness on the work of the Commission.

Strategic Objective 3: To promote and raise public awareness on the dual mandates, functions and activities of the Commission.

Strategy 3.1: Promote awareness and understanding of the dual mandates, functions and activities of the Commission.

Activities

- Carry out competition and consumer education and information programmes through various mediums and channels.
- Conduct a consumer awareness survey.
- Develop and implement a communication policy.

Strategic Theme 4: Mobilization and Optimal Utilization of Resources

Strategic Statement 4: The need to mobilize additional finances and for the Commission's sustainability.

Strategic Objective 4: To generate finances from diverse sources and use them optimally.

Strategy 4.1: Develop mechanisms to generate domestically much-needed revenue.

Activities

- Develop guidelines/mechanisms for raising revenue domestically.
- Charge fees for consumer protection complaints.
- Impose and collect fines for competition and consumer protection violations.

Strategy 4.2: Develop mechanisms for obtaining donor funding.

Activities

- Identify and prioritize projects/ programmes for funding.
- Prepare and send out funding proposals to prospective funders.

Strategy 4.3: Develop mechanisms for effective financial, administrative and management controls.

Activities

- Develop policy for proper budget management, internal audit of accounts and procurement processes for effective internal controls.
- Conduct reviews and assurance checks to ensure compliance with both internal and external regulations.
- Managing the QuickBooks(recording financial transactions and performing financial analysis)

Strategic Theme 5: Infrastructural and Human Capital Development

Strategic Statement 5: The need to build the wherewithal for the efficient and effective execution of the Commission's mandates.

Strategic Objective 5: To build the Commission's capacity to enhance the execution of its functions.

Strategy 5.1 Ensure adequate physical infrastructure, services and wherewithal.

Activities

- Construct a permanent edifice for the Commission's Secretariat.
- Furnish and equip the Secretariat sufficiently.
- Acquire and maintain an adequate fleet of vehicles for the Secretariat.

Strategy 5.2 Ensure optimal staffing level and develop staff skills and competencies.

Activities

- Carry out performance appraisals for appropriate rewards.
- Conduct training needs assessment.
- Develop and implement appropriate training programs for staff.
- Develop a monitoring and evaluation system for training.
- Undertake employee satisfaction and work environment survey
- Consult with other agencies on suitable staff training programs.
- Conduct in-house staff trainings.
- Create e-learning facilities for appropriate staff.

Strategy 5.3: Build an advanced and appropriate Information and Communication Technology (ICT) platform.

Activities

- Develop staff skills on a continuous basis in the use of ICT.
- Acquire and install state-of-the art ICT infrastructure.
- Take out subscriptions in relevant e-libraries and journals.
- Develop an online database, policies on and design data security controls.

CHAPTER FIVE: IMPLEMENTATION, COORDINATION AND INSTITUTIONAL ARRANGEMENTS OF THE STRATEGIC PLAN

The implementation of the Strategic Plan will follow the action plan presented in the table below.

Pillar	Activities/Strategy	Period			Responsibility	Remarks	Output	Impact
		2015-16	2016-17	2017-18				
Capacity Building	In-house training	12	12	12	Head of Finance and Administration	Training of general staff on the dual mandates of the Commission.	Number and types of trainings conducted	Quality of work produced
	International training	7	9	11	Executive Secretary	Training of staff on competition and consumer protection issues	Number and types of staff trained overseas	Quality of work produced
Additional funding	Development of project proposals for donor support	3	3	3	Executive Secretary	Development of project proposals for donor support to supplement the limited fund available from government	Number and types of proposal submitted to donors	Increase number of activities and effective implementation of the strategic plan
Advocacy	Advocate and facilitate the mainstreaming of competition and consumer protection issues in national policies and programmes	2	2	2	Head of Departments	Training of parliamentarians and members of the Bar and government official	Number and types of competition and consumer protection issues mainstreamed in national policies and programmes	Greater protection of consumer rights and creation of a healthy competition culture

	Carry out competition and consumer education and information programmes	4	4	4	Head of Advocacy, and Head of Consumer Protection and Competition Department	Sensitization of UTG Law and Business students, high school students and Consumer Protection Departments (PURA, GTB, etc.)	Number and types of competition and consumer education programmes conducted	More awareness of consumer protection rights in order to make informed choices/decisions; sense of safety, etc.
	Sensitize and provide advice to consumers and businesses on their rights and duties under both Acts (Radio, TV, face-to-face meetings, posters, brochures, info-leaflets, book-marks, etc.	4	4	4	Head of Advocacy, and Head of Consumer Protection and Competition Department	Consumer Groups and the general public Business organisations		
	Government mainstreaming of competition and consumer protection in Government policies				Head of Competition Department	Educating associations about the Acts		
Enforcement of the Acts	Investigations into alleged/suspected breaches of the Competition Act 2007 and Consumer Protection Act 2014	2	3	3	Head of Competition Department and Consumer Protection Officers Head of Competition	Identification of Competition and Consumer Protection violations.	Number and types of investigations conducted annually	Societal welfare as result of more competitive markets and consumer welfare.

Market Studies on Competition and Consumer Protection issues.					Department and Consumer Protection Officers	Conduct market studies to better understand sectors and identify competition and consumer protection issues	Number and types of market studies conducted	A more competitive business environment, and enhanced consumer welfare
	Provide information on dangerous goods that might harm consumers to the competent authorities for appropriate action	x	x	x	Head of Advocacy, Consumer Protection Department and Head of Competition Department	Conduct research on dangerous goods and communicate to competent authorities for action	Number and types of dangerous goods identified and communicated to the authorities	Prevalence of safe goods in the market leading to enhanced consumer welfare.
	Formulate policy and legislative proposal on competition and consumer welfare issues	x	x	x	Head of Competition and Legal Department	Develop policies and legislative proposal to cater for deficiencies in both Acts	Number and types of policies and legislative proposal developed	More suitable policies and legislations to cater for competition and consumer protection issues
	Finalize consumer protection tools (regulations, guidelines and procedural rules)	x	x	x	Head of Consumer Protection Department and Head of Legal Department	Develop tools for effective administration of the Consumer Protection Act	Regulations, guidelines and procedural rules developed	Effective administration of the Consumer Protection Act and efficient

								operation of the tribunal
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MONITORING, EVALUATION AND REPORTING

A Monitoring and Evaluation (M & E) Committee composed of representatives of the various departments will be constituted to guide, monitor and ensure that the strategic plan is implemented efficiently and effectively. The Committee will meet once a quarter to review activity reports of all departments. It will be chaired by the Executive Secretary.

Head of departments will monitor departmental programmes and activities and submit written quarterly and annual progress reports to the M & E Committee to enable it measure the degree of attainment of the strategic plan's objectives, evaluate the strategies, activities and outcomes. Commissioners will be updated on the implementation of the Plan on a quarterly basis.

The M&E Committee will use the following seventeen performance indicators to monitor the Secretariat's performance in the Plan's implementation:

1. Number of studies and investigations carried out to identify violations of the provisions of the Acts.
2. Number of enforcement actions taken by the Commission.
3. Number of legislations, policies and programs aligned to the Competition Act 2007 and Consumer Protection Act 2014.
4. Number of policy advices issued on competition and consumer issues.
5. Levels of awareness created on competition and consumer issues among stakeholders.
6. Number of Commission website visits, enquiries, phone calls and physical visits.
7. Pro-activeness of the Commission with regard to competition and consumer protection issues.
8. Number and types of promotion materials including brochures, media adverts, educational programs, etc.
9. Number and types of toolkits that have been developed (Merger Guidelines, Procedural Rules and Tool Kits for Consumer Protection, Competition and Consumer Protection Guidelines, Consumer Complaint Form, Merger Notification Form and other relevant forms, MOUs, etc.).
10. Number and timeliness of responses to enquiries.
11. Number and types of training programs developed for capacity building.
12. State of working environment in the Commission.
13. Number and types of compliance assessments to enforce actions taken by the Commission.

14. Number and types of complaints received and handled.
15. Employee satisfaction levels.
16. Number and types of advocacy materials developed and disseminated.
17. Number of Quarterly and Annual Reports prepared.

Mid-way through the implementation of the Plan, a consultant will be engaged to conduct a mid-term assessment of the progress of the process.

INSTITUTIONAL ARRANGEMENTS FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN

S/N	INSTITUTIONS	AREA(S) FOR COLLABORATION	ROLE TO BE PLAYED	REMARKS
1.	Weights and Measures	Issues relating to weights and measures	Verification and seizure of items	
2.	Standards Bureau	Setting up of standards	Setting up standards as required by Section 6 (1)(D) of the Consumer Protection Act 2014	
3.	Sector Regulators (PURA, CBG, GCAA, GPPA,FSQA)	Enforcement of Acts	Give effect to MOUs as required by Section 35(2)(a) (b) (c) of the Consumer Protection Act 2014	

CHAPTER SIX: BUDGET AND FINANCING OF THE PLAN

Expected Revenues

S/N	ITEM	YEAR			TOTAL (DALASIS)	REMARKS
		2016 - 2017	2017 - 2018	2018 - 2019		
A	Government Subventions	D15.3 million	D17.6 million	D18.2 million	D51.1 million	As per current PBB with MOTIE and MOFEA
B	Fines	D500,000 (Under CA 2007)	D750,000.00 (Under CA 2007)	D2Million (Under CA 2007)		
C	Grants/Donations	1. 500.000 Euros with UNCTAD to cover 2016-2018 2. \$20,000. from the EIF project	–	–	–	Not guaranteed
D	Miscellaneous Receipts					
	TOTAL					

6.2 Estimated Expenditure

The activity based costing (ABC) methodology was used in estimating the expenditure which involved costing each activity outlined under an implementation strategy as depicted in the table below.

Estimated Expenditure for Plan Period

Pillar	Activities/Strategy	Period		
		2016 - 2017	2017 - 2018	2018 - 2019
ADMINISTRATION	Staff Emoluments	5,170,165.13	5,500,000.00	6,050,000.00
	Stationery	200,000.00	220,000.00	242,000.00
	Refreshment	75,000.00	82,500.00	90,750.00
	Office supplies	100,000.00	110,000.00	121,000.00
	Fuel& Lubricants (motor vehicles & generator)	1,000,000.00	1,100,000.00	1,210,000.00
	Staff medical insurance	500,000.00	550,000.00	605,000.00
	Rent	350,000.00	350,000.00	350,000.00
	Postage	1,500.00	1,650.00	1,815.00
	Communication expenses	450,000.00	495,000.00	544,500.00
	Repairs and maintenance (motor vehicles& generator)	150,000.00	165,000.00	181,500.00
	Repairs and maintenance of office equipment	50,000.00	55,000.00	60,500.00

	Repairs and maintenance of office furniture & fittings	10,000.00	11,000.00	12,100.00
	Insurance (staff travels)	100,000.00	110,000.00	121,000.00
	National events	300,000.00	330,000.00	363,000.00
	Tribunal expenses	3,600,000.00	3,960,000.00	4,356,000.00
	Bank charges/ interest /commissions	50,000.00	55,000.00	60,500.00
	Electricity and water bill	200,000.00	220,000.00	242,000.00
	Building of office space	2,000,000.00	3,000,000.00	3,000,000.00
	Purchase of vehicle	2,000,000.00	-	2,000,000.00
Capacity building	Local training	50,000.00	55,000.00	605,000.00
	Purchase of laptops	60,000.00	180,000.00	60,000.00
	International training	2,300,000.00	2,500,000.00	2,500,000.00
Advocacy	Advocate and facilitate the mainstreaming of competition and consumer protection issues in national policies and programmes	25,000.00	50,000.00	55,000.00
	Undertake competition and consumer education and information programmes	500,000.00	600,000.00	660,000.00
	Sensitize and provide advice to consumers and businesses on their rights and duties under both Acts (Radio, TV, face-to-face meetings, posters, brochures, info-leaflets, book-marks, etc.)	150,000.00	250,000.00	275,000.00

	Government mainstreaming of competition and consumer protection in Government policies	-	30,000.00	33,000.00
Enforcement of the Acts	Investigations into alleged/suspected breaches of the Competition Act 2007 and Consumer Protection Act 2014	500,000.00	500,000.00	550,000.00
	Market Studies on competition and consumer protection issues	1,500,000.00	1,750,000.00	1,925,000.00
	ADRS expenses	300,000.00	300,000.00	330,000.00
	Provide information on dangerous goods that might harm consumers to the competent authorities for appropriate action	60,000.00	100,000.00	110,000.00
	Formulate policy and legislative proposal in respect to competition and consumer welfare issues	-	50,000.00	100,000.00
	Finalize consumer protection tools (Regulations, Guidelines and Procedural Rules)	-	-	400,000.00
TOTAL		21,751,665.13	22,680,150.00	24,714,665.00

The Projected Surpluses/Deficits for the Period of 2016 -2019 Strategic Plan

S/N	ITEM	YEAR			TOTAL (DALASIS)	REMARKS
		2016-2017	2017-2018	2018-2019		
A.	Total Revenues	16,075,000	18,625,000	20,475,000	55,175,000	
B.	Total Expenditure	21,751,665.13	22,715,150.00	24,788,165.00	69,254,980.13	
	SURPLUS/DEFICIT	(5,676,665.13)	(4,090,150.00)	(4,313,165.00)	(14,079,980.13)	

Projected Sources of Finance

- Government subvention
- Fines
- Grants/Donor support

ANNEXES GCCPC ORGANOGRAM

