

PBF PROJECT PROGRESS REPORT
COUNTRY: The Gambia
TYPE OF REPORT: FINAL:
YEAR OF REPORT: JUNE 2020



Project Title: Support to establish Strategic Policy Planning and Management Unit in the Office of the President									
Project Number from MPTF-O Gateway: IRF 00108786									
If funding is disbursed into a national or regional trust fund: <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund: UNDP	Type and name of recipient organizations: RUNO UNDP (Convening Agency) please select UNDP please select please select please select								
Date of first transfer: 25 January 2018 Project end date: 30 July 2020 Is the current project end date within 6 months? Yes									
Check if the project falls under one or more PBF priority windows: <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project									
Total PBF approved project budget (by recipient organization): <table style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Recipient Organization</th> <th style="text-align: right;">Amount</th> </tr> </thead> <tbody> <tr> <td>UNDP</td> <td style="text-align: right;">\$ 500,000</td> </tr> <tr> <td></td> <td style="text-align: right;">\$</td> </tr> <tr> <td colspan="2" style="text-align: right;">Total: \$ 500,000</td> </tr> </tbody> </table> <p>Approximate implementation rate as percentage of total project budget: 100 *ATTACH PROJECT EXCEL BUDGET SHOWING CURRENT APPROXIMATE EXPENDITURE*</p>		Recipient Organization	Amount	UNDP	\$ 500,000		\$	Total: \$ 500,000	
Recipient Organization	Amount								
UNDP	\$ 500,000								
	\$								
Total: \$ 500,000									
Gender-responsive Budgeting: Indicate dollar amount from the project document to be allocated to activities focussed on gender equality or women's empowerment: Amount expended to date on activities focussed on gender equality or women's empowerment:									
Project Gender Marker: GM1 Project Risk Marker: Low Project PBF focus area: 4.1 Strengthening National State Capacity									
Report preparation: Project report prepared by: Sering Fallu Njie, National Advisor, DSPD <div style="text-align: right; margin-right: 50px;"> </div> Project report approved by: Aissata De, Resident Representative, UNDP <div style="text-align: right; margin-right: 50px;"> </div>									
Did PBF Secretariat review the report: Yes									

NOTES FOR COMPLETING THE REPORT:

- *Avoid acronyms and UN jargon, use general /common language.*
- *Report on what has been achieved in the reporting period, not what the project aims to do.*
- *Be as concrete as possible. Avoid theoretical, vague or conceptual discourse.*
- *Ensure the analysis and project progress assessment is gender and age sensitive.*

PART 1: OVERALL PROJECT PROGRESS

Briefly outline the **status of the project** in terms of implementation cycle, including whether preliminary/preparatory activities have been completed (i.e. contracting of partners, staff recruitment, etc.) (1500-character limit):

All project staff were recruited during the previous reporting period. During this reported period, staff were taken through an orientation and a staff retreat convened to develop a strategic plan for the unit

Please indicate any significant project-related events anticipated in the next six months, i.e. national dialogues, youth congresses, film screenings, etc. (1000-character limit):

Not applicable, end of project

FOR PROJECTS WITHIN SIX MONTHS OF COMPLETION: summarize **the main structural, institutional or societal level change the project has contributed to**. This is not anecdotal evidence or a list of individual outputs, but a description of progress made toward the main purpose of the project. (1500-character limit):

The unit has emerged now as the main technical unit of the Office of the President; it has initiated an economic council that's meets monthly to brief the President on economic issues, reviews all cabinet papers to ensure quality and consistency and also follows up on cabinet decisions to ensure their implementation. It played a leading role in government's response to the COVID-19 pandemic by providing policy analysis and scenario building to guide decision making.

In a few sentences, explain whether the project has had a positive **human impact**. May include anecdotal stories about the project's positive effect on the people's lives. Include direct quotes where possible or weblinks to strategic communications pieces. (2000 character limit):

PART II: RESULT PROGRESS BY PROJECT OUTCOME

Describe overall progress under each Outcome made during the reporting period (for June reports: January-June; for November reports: January-November; for final reports: full project duration). Do not list individual activities. If the project is starting to make/has made a difference at the outcome level, provide specific evidence for the progress (quantitative and qualitative) and explain how it impacts the broader political and peacebuilding context.

- *“On track” refers to the timely completion of outputs as indicated in the workplan.*
- *“On track with peacebuilding results” refers to higher-level changes in the conflict or peace factors that the project is meant to contribute to. These effects are more likely in mature projects than in newer ones.*

If your project has more than four outcomes, contact PBSO for template modification.

Outcome 1: SPU organizational structure with clearly defined tasks and functions established within the Office of the Presidency

Rate the current status of the outcome progress: on track

Progress summary: *(3000-character limit)*

The full staff complement is now on board and each of the three units developed its component of the unit strategic plan as well as an annual work plan that it is implementing now.

Staff of the Department are providing support to the office of the President to ensure that the national development agenda is properly articulated, planned and implemented, by relevant ministries and government bodies. The department is working closely with Ministries to agree on timelines and key milestones for delivering on priority projects and/or reforms while working closely to ensure that these are implemented. Implementation is mainly through coordinating across government and partner agencies if necessary and unblocking any obstacles through using the authority of the Office of the President.

Other activities undertaken include technical Support to the Department of Planning, Ministry of Agriculture in the development and analysis of the assessment instruments for the National Agricultural Sample Survey (NASS) and Preharvest, preparation of summary of the 2019/2020 preharvest assessment report on the state of food Insecurity, support the Vice president office in the resuscitation of the National Food Security Council, supported the preparation of the Vice President for the launching of the Biennial Report of Disaster Risk Reduction during the next AUC head of State Submit in February 2020 in Addis Ababa, technical support to NAWEC planning department by training staff on the use of GIS to design Electricity Network of NAWEC, liaison with FAO to support government on the provision of Postharvest equipment's to be implemented through the PACD programme, coordinating preparations for the international investment forum on the NDP in Spain.

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome:

(1000-character limit)

Gender equality and Women's empowerment is cross cutting in all these support activities provided to the government ministries and departments. The unit has a total of 17 staff of which three are female. Of the three Directors of the units two are male and one is female.

Outcome 2: A well-supported SPU with strengthened technical, institutional and operational capacity to oversee a comprehensive government policy work programme, management information systems, and an outreach and communication activities

Rate the current status of the outcome progress: on track

Progress summary: *(3000 character limit)* Review cabinet submissions to ensure consistency, quality, and consultation with key stakeholder ministries. Advise and support line ministries on their submissions.

More than 9 cabinet papers have been reviewed by PAU this year before the meeting with the Cabinet Paper Review Committee, e.g.: **National Public Buildings and Facilities Policy** (Ministry of Transport, Work and Infrastructure), **Gambia Maritime Administration Fees and Charges** (Ministry Transport, Work and Infrastructure), **Levy on Freight for Ship-owners** (Ministry of Transport, Work and Infrastructure), **Persons with Disabilities Bill** (Ministry of Women, Children and Social Welfare)

Coordinate policy development and implementation across various MDAs

The Unit is actively engaged in the committees of the following Ministries: **Ministry of Trade, Industry, Regional Integration & Employment** (Trade Facilitation Committee and Industrial Support Committee); **Ministry of Health** (Health Financing Committee and National Health Insurance Committee), **Ministry of Women, Children & Social Welfare** (Women's Enterprise Development Fund). The unit did two policy papers on the COVID 19; the first being a policy analysis and scenario building on the potential impact on COVID-19 and the other being a policy paper on the impact of the lockdown, particularly the impact of the closure of the weekly markets called Luomos.

Prepare content for speeches and statements: the unit prepared the following: Brief for the Indian President Visit (October 2019), Presidential Speech for the Russia Africa Summit (October 2019), Brief on the Meeting with the Turkish President (January 2020), Brief for Vice President for Tokyo International Conference for African Development (August 2019), Presidential Budget Statement for the Supreme Institutions (November 2019). Also the unit facilitates and act as secretariat to high-level meetings of Permanent Secretaries, chaired by the Secretary General including the PS Retreat and the Senegalo-Gambia Presidential Council Technical Committee.

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome:
(1000-character limit)

The Unit provided strategic support to Statutory meeting including providing support to the Office of the Vice President during the United Nations General Assembly and on the Commission on the Status of Women. The unit also provided support to the newly created Ministry for Women, Children and Social Welfare in the formulation of their strategic plan.

Outcome 3: Key Government policy priorities considered by SPU

Rate the current status of the outcome progress: on track

Progress summary: (3000-character limit)

The policy unit provided advise on the production of a budget policy statement in line with the President's priorities to begin the budget process; indicating priorities for the budget for the following year to guide the work of MoFEA and Ministries, Departments and Agencies(MDAs)in the budget drafting process. The unit represents the Office of the President in the budgetary process, including MDA bilateral meetings, so that the Presidential priorities and Cabinet resolutions are factored in the budget.

Donor mapping exercise and partnerships with MoFA and MoFEA: This exercise is on-going, the unit is embarking on a donor mapping exercise to set strategic alignment of donor programs/interventions and government priorities to prevent duplication and under funding in sectors across Government. During the consultation, we also engaged partners to identify

funding opportunities that are available for the country and follow up on pledges and promises made to support Gambia's development aspirations.

The coordination unit is also embarking on a stakeholder consultation with MDAs mandated to mobilize resources for the NDP and to that end, met with the Ministry of Foreign Affairs and Gambians Abroad, to discuss strategies and agreed on a framework to follow-up on promises and pledges made to the Gambia during the Brussels conference. The unit also scheduled a donor mapping engagement with all Bilateral partners, but it is currently postponed due to the Coronavirus.

The unit made a courtesy visit to the Ministry of Finance and Economic Affairs and introduced DSPD and Coordination Unit in particular. The team was headed by the Director General, who gave a brief introduction about the department. The Permanent Secretary of Finance welcomed the DSPD team and assured the team that his office is ready to work with the department to realize the NDP. He further requested that the Directors of the two institutions meet regularly, at least once a month to exchange ideas and establish areas of collaboration.

Voluntary National Review (VNR) Steering Committee

The coordination Unit is a Member of the VNR (Voluntary National Review) Steering Committee together with Ministry of Finance to coordinate the reporting of VNR process (stock-taking on the implementation status of the SDGs in The Gambia). The unit has been part of the regional consultation team together with other stakeholders to assess the stock of achievements made on the SDGs/NDP, level of awareness on these development agendas and will be playing a leading role together with Directorate of Development Plan under the Ministry of Finance in the drafting of the VNR report. The report has been completed and submitted to New York and the unit is supporting MOFEA in the preparation and recording of a presentation by the Ministry of Finance for the virtual VNR to be held in July 2020.

Indicate any additional analysis on how Gender Equality and Women's Empowerment and/or Youth Inclusion and Responsiveness has been ensured under this Outcome:

(1000-character limit)

Women and youths were stakeholders in all these processes particularly the VNR, Women focus groups formed part of the national and regional consultations and a process to gather and incorporate youth voices into the VNR was embarked upon in collaboration with the National Youth Council.

Final Project Evaluation

An end of project evaluation was undertaken in August 2020 and when it was finalised, a final project closure meeting was held between UNDP and the Office of the President on November 3rd during which the main findings and recommendations were discussed. The assets of the project were also handed over to government at this meeting which was attended by the Secretary General and the UNDP Resident Representative. UNDP committed to continuing supporting capacity building of Department through its normal programme of work. Below is a summary of main findings and recommendations of the end of project evaluation

Main findings

The project helped to create the Department of strategic policy and delivery (DSPD) as an entity located within the corridors of power with direct access to the top executive amply demonstrates the high level of political commitment to the institution and its mandate. Additionally, the role of the Department which includes, reviewing Cabinet Papers, policies, programmes and strategies created an enabling environment for greater transparency, accountability and probity in the policy and programme environment of the new Government. The lesson learned in this regard is high-level political commitment to the project can also improve governance transparency and accountability.

During the course of implementation of the project, the administration at OP changed frequently; 3 Secretary Generals were appointed and each of them had a different perception and understanding of the project. A useful lesson learned in this regard is, staff turnover particularly at the executive level can affect delivery as there has to be adequate and perennial briefing, sensitization and dialogue with top executives on every stage of project implementation to ensure that they all buy in the project implementation modalities and strategies.

Recommendations

- Now that the project has ended, Government needs to keep the momentum on the gains made by the project and with political will to sustain and enhance the impact of the project particularly the Reform process
- There is a need for Government to provide training and other travel opportunity to maintain staff as the project has phased out. Leadership matters and Political will is important in this regard
- The directorate should continue to provide quality analytical work and advisory capacity in order to continue to command respect and value from all stakeholders including the President.
- Consultation with all stakeholders to continue with a view to having more institutions buying in to facilitate the institutionalization of the project objectives
- there is a need for exhaustive consultation and consensus building within the Office of the President and relevant institutions for the smooth sustainability of the project
- Government needs to ensure that the mechanisms and systems out in place for policy support to sectors, as well as delivery and coordination mechanisms initiated are maintained and supported.
- There is need for continuous political will and support to the Department to continue the good work they are doing and for the staff to be motivated and encouraged in their work.
- Activities like the PS forums and consultative dialogue with the President through the Economic Council started by the project should be given top priority
- As indicated in the introductory chapter, so many policy decisions were not evidenced-based, or even the explicit policies, some have limited or no data for their objectives and targets. In this regard, Sectors should fully institutionalize the use of data in their policies.

PART III: CROSS-CUTTING ISSUES

<p>Monitoring: Please list monitoring activities undertaken in the reporting period (1000 character limit)</p> <p>end of project evaluation</p>	<p>Do outcome indicators have baselines? yes</p> <p>Has the project launched perception surveys or other community-based data collection? no</p>						
<p>Evaluation: Has an evaluation been conducted during the reporting period? Yes</p>	<p>Evaluation budget (response required):</p> <p>If project will end in next six months, describe the evaluation preparations (1500 character limit): The evaluation has been done and a final report produced</p>						
<p>Catalytic effects (financial): Indicate name of funding agent and amount of additional non-PBF funding support that has been leveraged by the project. PACD project</p>	<table border="0"> <tr> <td>Name of funder:</td> <td>Amount:</td> </tr> <tr> <td>Gambia Government</td> <td>US\$5 million</td> </tr> <tr> <td>UNDP</td> <td>US\$1 million</td> </tr> </table>	Name of funder:	Amount:	Gambia Government	US\$5 million	UNDP	US\$1 million
Name of funder:	Amount:						
Gambia Government	US\$5 million						
UNDP	US\$1 million						
<p>Other: Are there any other issues concerning project implementation that you want to share, including any capacity needs of the recipient organizations? (1500 character limit)</p>	<p>Tony Blair Institute is integrated within the department to support the organizational structuring and linkage within the organizational structure and business process of the Presidency to ensure efficiency of work streams.</p>						

PART IV: INDICATOR BASED PERFORMANCE ASSESSMENT

*Using the **Project Results Framework as per the approved project document or any amendments**- provide an update on the achievement of **key indicators** at both the outcome and output level in the table below (if your project has more indicators than provided in the table, select the most relevant ones with most relevant progress to highlight). Where it has not been possible to collect data on indicators, state this and provide any explanation. Provide gender and age disaggregated data. (300 characters max per entry)*

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
Outcome 1 Government policies and strategies with greater coherence and based on in-depth analysis and research that is essential to effectively guide and oversee the implementation of political and development	Indicator 1.1 A policy papers with clear government positions and strategy	Less government-wide coherence and consistency in messaging in various government policies on key priorities (SSR, TJ, development, humanitarian HR, etc.) -Absence of SPU to serve	All Government policies initiated and designed by line Ministries are signed-off by the Presidency - Existence of SPU with capacity, technical skills and financial	more than 9 cabinet papers reviewed and inputted into	cabinet papers are vetted before submission and followup of cabinet decisions made by the department	

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
reforms in The Gambia.		as the think-tank of the Presidency on key political and development reforms	resources to perform its functions			
	Indicator 1.2					
	Indicator 1.3					
Output 1.1 DSPD organizational structure with clearly defined tasks and functions established within the Office of the Presidency	Indicator 1.1.1 Availability of team providing strategic and technical support on SSR	No staff and/or advisory services are provided.	Full team of staff and experts operational December 2019	staff recruited	full complement of staff on board,	
	Indicator 1.1.2 SPU Work plan with government policy priorities	No workplan	Function DSPD	workplans developed	work plans developed and being implemented	

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
Output 1.2	Indicator 1.2.1 Outreach and communication strategy established	No consistent messaging and outreach/ communication strategy	Communication briefs on government policies shared with the public	public hearings done	engaging with sectors on policy, coordination and delivery issues	
	Indicator 1.2.2					
Output 1.3	Indicator 1.3.1					
	Indicator 1.3.2					
Output 1.4	Indicator 1.4.1					
	Indicator 1.4.2					
Outcome 2	Indicator 2.1					
	Indicator 2.2					
	Indicator 2.3					
Output 2.1	Indicator 2.1.1					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
	Indicator 2.1.2					
Output 2.2	Indicator 2.2.1					
	Indicator 2.2.2					
Output 2.3	Indicator 2.3.1					
	Indicator 2.3.2					
Output 2.4	Indicator 2.4.1					
	Indicator 2.4.2					
Outcome 3	Indicator 3.1					
	Indicator 3.2					
	Indicator 3.3					
Output 3.1	Indicator 3.1.1					
	Indicator 3.1.2					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
Output 3.2	Indicator 3.2.1					
	Indicator 3.2.2					
Output 3.3	Indicator 3.3.1					
	Indicator 3.3.2					
Output 3.4	Indicator 3.4.1					
	Indicator 3.4.2					
Outcome 4	Indicator 4.1					
	Indicator 4.2					
	Indicator 4.3					
Output 4.1	Indicator 4.1.1					
	Indicator 4.1.2					
Output 4.2	Indicator 4.2.1					

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Indicator Milestone	Current indicator progress	Reasons for Variance/ Delay (if any)
	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					
	Indicator 4.3.2					
Output 4.4	Indicator 4.4.1					